CITY OF LAKEWOOD

2017/2018
PROPOSED BIENNIAL BUDGET

For the Biennium
January 1, 2017 through December 31, 2018

GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

City of Lakewood

Washington

For the Biennium Beginning

January 1, 2015

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) awarded a Distinguished Budget Presentation Award to the City of Lakewood for its biennial budget for the biennium beginning January 1, 2015. This is the City's first budget award since 2007. The award represents a significant achievement. It reflects the commitment of the governing body and staff to meeting the highest principles in governmental budgeting. In order to receive the budget award, a governmental unit must publish a budget document that meets program criteria as a policy document, as and operations guide, as a financial plan, and as a communications device.

This award is valid for a period of two years only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

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Budget Message

October 3, 2016

Honorable Mayor, Deputy Mayor and City Council
People of the City of Lakewood

Dear Mayor, Deputy Mayor, Councilmembers, and Fellow Residents:

I am pleased to present to you the City's 2017/2018 Proposed Biennial Budget, a financial roadmap for the City of Lakewood that totals $78,791,357 in 2017 and $89,976,039 in 2018. This represents a balanced budget for the coming biennium and provides the highest level of service to the community within existing financial resources.

This budget emphasizes health, safety, and welfare obligations followed by legal mandates, ensuring financial stability and integrity, with a focus on implementing City Council goals and achieving the community's vision to include public safety, economic development and increased infrastructure investment. Available resources are still constrained by very difficult economic conditions that began in late 2007 and will continue for the foreseeable future. This budget is the means for allocating the resources of the City to a variety of programs necessary to move our community toward its achievement of goals. With this proposed budget our organization remains focused on our key strategic goals while meeting the challenge of limited funding with the innovative service delivery that our citizens have come to expect.

This financial roadmap is essential to the future of Lakewood. This policy document represents our continued commitment to prudent fiscal management, effective service delivery and providing our citizens with the highest quality of life.

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

The City also began the development of a six-year financial forecast in 2014 to help provide more consistent delivery of services over time. The City continued to develop the financial forecast in 2015 and 2016 to include facts, assumptions, and details regarding current and projected economic conditions. This information ensures an accurate forecast of the City's financial future and strategizes how to address changes, which may impact service delivery.

This forecast also serves as a tool to examine financial trends and identify opportunities, particularly as new services or programs are evaluated.

The financial forecast serves as the mechanism to ensure investments, commitments, and contractual obligations "pencil" for at least six years. With each budget, the City updates expenditure and revenue projections for the next six years. Projections also include estimated operating costs for capital improvements that are included in the capital budget. This budget data is presented to the City Council in a form that will facilitate budget decisions, based on a multi-year perspective. This forecast is intended to be an internal planning tool and is included in the biennial budget document and updated annually as part of the adopted budget process in and the mid-biennial review.

In compliance with the Growth Management Act (GMA) legislation within the State of Washington, the City prepares a 6-Year Capital Improvement Plan which includes an inventory of existing facilities, a forecast of future needs, proposed locations, capacities for new or expanded facilities, and a financing plan. The financing plan outlines the costs, revenues, and time schedule for each capital improvement project. Capital project proposals include complete, reliable and attainable cost estimates, based on a thorough analysis of the projects and are expected to be as reliable as the level of detail known about a project. Project cost estimates will vary in reliability depending on whether they are to be undertaken in the first, second, or third biennium of the plan.

A key component of this budget is that it allocates financial resources to ensure a proper level of reserves are set aside to accommodate unexpected operational changes, legislative impacts, or other economic events affecting the City's operations. In this way, the City can expect to be a municipality noted for its responsible fiscal management and ability to deliver projects and programs that will enhance the lives of all those living and working in the community.

Once adopted by the City Council, the budget establishes the direction for all City government programs and services for the coming biennium. It represents the synthesis of City Council direction and employee recommendations on how to best accomplish City Council Goals and respond to community needs in accordance with available resources, established policies as well as, sound financial and business practices. With this in mind, the review and adoption of the budget is one of the City Council's most important roles.

The Lakewood Community

The City of Lakewood is an optional code city and incorporated in 1996 with a current population of 58,800. Lakewood is the second largest city in Pierce County and the eighteenth largest in the State of Washington, covering over 19 square miles. Lakewood, with its abundant natural beauty, is the gateway to Mount Rainier National Park and Puget Sound waterways and islands is strategically located between Sea-Tac International Airport and Olympia, the State's Capital, and is a host community to both Joint Base Lewis McChord (JBLM) and Camp Murray, two major military installations.

JBLM is the largest Army military installation in the Western United States, the largest single-site employer in Washington State, and the State's second-largest employer behind only The Boeing Company. Our legacy and commitment to each other dates back almost 100 years to World War I and the creation of Camp Lewis which then became Fort Lewis followed by the

addition of McChord Air Force Base and now JBLM, the sole "Power Projection Platform" on the West Coast.

JBLM is a vital asset to our region and contributes tremendously to our local, regional and State-wide economy, employing thousands of service members as well as hundreds of contractors. Those military members have families who work, attend school, shop, eat, play and live in Lakewood and other surrounding communities.

Lakewood's community is both residential and commercial, with the populace employed locally at JBLM and in the neighboring jurisdictions such as Tacoma, University Place, Steilacoom and unincorporated Pierce County. In 2014, there were 27,066 housing units in Lakewood, an increase of less than 0.5% over 2013. Of these units, 51% were single family homes, 45% multi-family units, and 4% mobile homes and trailers.

Lakewood is known for its lakes, natural beauty, and economic potential making development and redevelopment in the community very attractive. Interstate Highway 5 and State Highway 512 pass through Lakewood. The community is served by Pierce Transit and the Sound Transit systems, which have stations adjacent to the I-5 Corridor and the Towne Center. The combination of services from these agencies provides excellent public transportation to the greater Tacoma and Seattle areas.

Lakewood is home to over 3,500 businesses, and three retail trade areas including: Towne Center; 2.5 miles of Interstate 5 freeway frontage along Pacific Highway South; and our own thriving International District, influenced by Korean, Vietnamese, Latino and other ethnic cultures. Lakewood is also home to the Lakewood Industrial Park, which is fourth-largest private, for-profit employer in Pierce County and third-largest industrial business park in Washington State. Retail vacancy rates have decreased from 8.2% in 2013 to 5.8% in February 2016.

Total employment in Lakewood in 2015 is estimated at 24,243 (Bureau of Labor Statistics), which is an increase of 1,181 or 5% between 2012 and 2015. Additional jobs in construction, manufacturing, wholesale trade, professional/scientific & technology, healthcare, and food services are consistently being introduced to the community. Retail trade jobs have remained relatively flat, although the City has seen gains in retail sales tax.

Major employers are the Western State Hospital, Clover Park School District, Pierce College, Pierce Transit, Camp Murray, St. Clare Hospital, Aacres WA LLC, Walmart, Clover Park Technical College, and McClane Northwest.

Future Development in Lakewood

In 2015, the State Legislature adopted Connecting Washington, which is a $16 billion transportation investment package to be implemented over the next 16 years. To many members of our Community, this package addresses the most pressing needs of Lakewood, JBLM, Camp Murray, and the rest of the South Sound region: fixing an aging and outdated infrastructure system along the Interstate 5/JBLM corridor between Lakewood and DuPont. This 7-mile stretch of I-5 is one of the State's most congested points. This section of I-5 has not been improved or expanded since it was first built in the 1950's. Its current design is not capable of

sustaining the traffic volumes it encounters today. The congestion is a result of the tremendous population growth that has occurred in the South Sound region the past 50 years and independent of JBLM.

The State Legislature authorized $494.4 million in I-5/JBLM corridor improvements to include: addition of a fourth lane - north and south - along the corridor; a local connector road between Gravelly Lake Drive and North Thorne Lane, essentially opening up the Tillicum neighborhood to the rest of Lakewood for the first time since the interstate was constructed; and interchanges at North Thorne Lane, Berkeley Street and Steilacoom-DuPont Road will be rebuilt to include grade separation for rail trains. Construction is scheduled to begin in 2018.

Lakewood Cityhood

This year, the City of Lakewood celebrated its 20th anniversary of incorporation. Even though the City is only 20 years old, the Lakewood community has a rich and long history starting with the Nisqually, Steilacoom and Puyallup Tribes. This was followed by the Hudson Bay Company that settled in 1883 in what is now Lakewood, which even predates the incorporation of our neighbor, the Town of Steilacoom, the State's oldest incorporated municipality (1854), by 21 years.

Primary reasons for establishing Cityhood were to ensure local control on issues of public safety, land use, and parks and recreation. Citizens desired controlled, quality growth and community identity. Community members were also dedicated to improving Lakewood's image and addressing blight that had gone unabated for many years, as well as, maintaining fiscal responsibility and keeping local taxes for local services.

One of Lakewood's most amazing attributes, and a reason for its success, is the tremendous sense of civic pride and engagement which is evident by the level of community involvement and volunteerism that exists. Lakewood is strong because of the many citizens, residents, businesses and community and neighborhood groups that partner with the City to make improvements and address issues.

In the last 20 years empirical evidence supports that Lakewood has certainly delivered on its promises of incorporation. Today, Lakewood is a beautiful community marked by an abundance of parks, open spaces, and attractive, landscaped corridors. Lakewood has preserved its existing single-family neighborhoods while creating an urban center that supports a variety of residential and commercial uses in planned areas with high levels of public services. Since incorporation, crime is down almost 50%, while significant infrastructure improvements have been made in areas such as streets, sidewalks, and sewers, coupled with increased services and community amenities that did not exist prior to cityhood. These investments and much more such as public safety, economic development, fiscal responsibility, and high-quality municipal services will continue as top priorities as is outlined in the Proposed 2017/2018 Biennial Budget.

Lakewood Governance and Municipal Services

The City of Lakewood is governed by a seven member City Council that serves under a Council-Manager form of government. The City Council elects the Mayor and Deputy Mayor from among its members. The City Manager, who serves as the chief executive officer, is responsible for implementing the policies and goals of the City Council and provides leadership, coordination and development of City departments. The City Manager is appointed by, reports directly to, and serves at the pleasure of the City Council.

City services are provided through a combination of City employees, public and private contracts, and a number of partnerships to include community volunteerism and participation. The eight City departments are: City Manager, which includes community and intergovernmental relations; Legal, which includes prosecuting attorney, city clerk, and election services; Administrative Services, which includes finance, human resources and information technology; Municipal Court, which includes the provision of court services to the City of University Place, Town of Steilacoom and City of DuPont; Police, which includes jail services, dispatch services, animal control, and CSRT; Community and Economic Development, which includes CDBG and South Sound Military & Community Partnership (SSMCP) programs; Public Works, which includes storm water collection and treatment; and Parks, Recreation & Community Services, which includes senior services and human services.

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

Lakewood Vision Statement & Goals

The primary purpose of the City's budget process is to develop, adopt, and implement a fiscally sound and sustainable plan for accomplishing established citywide goals for the upcoming biennium; consistent with the City's Vision Statement and adopted goals of the City Council.

The City Council sets the vision for our City and adopts goals to reflect that vision and guide decision-making at all levels of City government. These goals will direct our community toward positive change and will serve as the policy direction for City government as well as the policy guide for developing and implementing the City's Proposed 2017/2018 Biennial Budget.

The vision statement is a working document that focuses on aligning departmental and organizational resources with the strategic priorities as identified by the City Council. These

priorities, along with the input derived from a comprehensive citizen satisfaction survey are reflected in the Proposed 2017/2018 Biennial Budget.

Vision Statement

On October 19, 2015, the City Council adopted the following Vision Statement (Resolution No. 2015-30) formalizing what Lakewood envisions looking like 30 years after incorporation. This Vision Statement replaces an earlier version, which came about in 1996 in response to some of the issues facing Lakewood just after incorporation. Since that time, many of the City's goals and objectives have been accomplished, and, thus, there was a need to update the vision statement. The new vision statement, which included significant public input via online community surveys, meetings with community groups and an open community interactive workshop, addresses community attitudes concerning current and anticipated issues affecting the City.

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

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

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

Next steps, which is included as part of the Proposed 2017/2018 Biennial Budget, involve developing a strategic action plan to initiate actions and activities that support the community values identified in the Vision Statement.

Goals

The following five goals originally adopted by the City Council in July 2014, reaffirmed and modified in April 2016 by the City Council, provide overall policy guidance for the budget, and serve as a basis for decisions and recommendations for the next three-year period (2016-2018) and beyond.

The purpose of the goals are to guide the allocation of resources through the budget and capital improvement program to assure that organizational work plans and projects are developed that incrementally move the community toward positive change and the stated goals.

Goal 1: Fiscal Responsibility

The City of Lakewood maintains a strong fiscal position providing quality municipal services

Policy Objectives & Action Strategies

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

Goal 2: Public Safety

The City of Lakewood is one of the safest cities in Washington State.

Policy Objectives & Action Strategies

- The City of Lakewood is safe
- Residents and visitors will experience a sense of safety in all neighborhoods and in all activities in the City of Lakewood
- Ensure adequate resources are available to maintain and ensure health, welfare, and safety of community
- Enhance community safety through expanded public awareness and educational programs

Goal 3: Economic Development

The City of Lakewood supports a dynamic and robust local economy through implementation of an effective economic development strategy.

Policy Objectives & Action Strategies

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

existing businesses, business recognition, business retention and expansion strategies, business attraction strategies, community marketing)

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

Goal 4: Dependable Infrastructure

The City of Lakewood provides a safe, clean, and well-maintained community and provides preventative maintenance to avoid greater replacement costs.

Policy Objectives & Action Strategies

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

Goal 5: Transparency

The City of Lakewood engages the community in City government to include providing timely and accurate information about City services as well as information about City actions and decisions.

Policy Objectives & Action Strategies

- Enhance and promote the community's image – "#IamLakewood"
- Develop and implement a coordinated communication and engagement plan that will better allow the City to share information about the good work the City is doing, as well as obtain feedback from those the City serves about community priorities and public services
- Engage the community in City government to include providing timely and accurate information about City services and openly share information about City actions and decisions
- Ensure transparency between the City as an organization and the community to encourage and promote citizen and civic engagement
- Actively participate in local and regional issues that impact the Lakewood community to include coordination and partnerships with military partners and educational institutions
- Committed to developing and maintaining a professional, highly qualified, well-trained, and service-oriented City workforce that utilizes sound business practices rooted in

accountability, ethical behavior, efficiency, technology, effectiveness, and responsiveness in the delivery of city services
- Promote the interests and needs of Lakewood in local, state, and national affairs
- Support human services for the benefit of residents of all ages
- Continue to promote and partner with various volunteer groups

In addition to the adopted Vision Statement and City Council goals, there are operational values that guide how the City's organization works toward goal achievement:

- Regional Partnerships -- Lakewood encourages and participates in regional approaches to service delivery to the extent that a regional model produces efficiencies and cost savings, and ultimately improves service to our citizens;
- Efficiency -- Lakewood is committed to providing public services in the most efficient manner possible and maximizing the public's return on their investment;
- Accountability -- The City of Lakewood is accountable to the community for the achievement of goals. To that end, meaningful performance measures will be developed for each goal area to track our progress toward the stated goals; and
- Proactive Focus -- Lakewood proactively focuses on the total condition of the City and promotes long-term financial and strategic forecasting and planning.

Each adopted goal also includes specific policy objectives and action strategies as well as a work plan outlining priority projects identified to implement each goal. These latter items and projects are not inclusive of all activities and services provided or undertaken by City departments, though they represent the leading priorities.

Organization of the Proposed 2017/2018 Biennial Budget

This budget message is intended to provide the City Council and community with a broad overview of the proposed budget, key changes and identified issues.
This document is separated into six sections:

1. The Introduction provides an overview of the City's organizational structure, City Council goals and priorities, budget process, and financial policies.

2. The Executive Summary includes a detailed analysis of revenues, expenditures, and statistical information concerning the City and related local economy.

3. The Operating Budget, which is mostly part of the General Fund, receives the greatest attention during the budget review process inasmuch as this fund provides the essential core services to the citizenry and is the largest of any City fund that is potentially subject to unexpected revenue fluctuations. The operating budget is composed of the following sub-sections:

   - City Council
   - City Manager
   - Administrative Services
   - Community & Economic Development
   - Parks, Recreation & Community Services
   - Public Works
   - Legal
   - Municipal Court
   - Police

4. The Budget by Fund section offers a detailed analysis of revenues, expenditures, and changes in fund balance for each of the following funds:

   General Fund

   Special Revenue Funds
   - Street
   - Real Estate Excise Tax
   - Transportation Benefit District (TBD)
   - Hotel/Motel Lodging
   - Property Abatement/Rental Housing Safety Program
   - Public Art
   - Narcotics Seizure
   - Felony Seizure
   - Federal Seizure Grant
   - Community Development Block Grant (CDBG)
   - Neighborhood Stabilization Program (NSP)
   - Office of Economic Adjustment Grant (SSMCP)
   - Public Safety Grants

   Debt Service Funds
   - General Obligation Bond Debt Service
   - Local Improvement District Debt Service
   - Sewer Project Debt Service
   - Local Improvement District Guaranty

   Capital Improvement Funds
   - Parks Capital
   - Transportation Capital
   - Sewer Capital
   - Sanitary Sewer Connection Capital

   Utility Fund
   - Surface Water Management

   Internal Service Funds
   - Fleet and Equipment
   - Property Management
   - Information Technology
   - Risk Management

5. The Capital budget, which focuses on transportation improvements, surface water management systems, parks systems, information technology, and property management.

6. The Appendix section, which includes salary schedules, fee schedule, fleet and equipment schedule, glossary, acronym list, statistical section and line-item detail.

Linking the Budget with City Council Goals and Budgeting for Outcomes and Results

The key purpose of a municipal budget is to provide a link between City Council goals and the government programs that are measured to ensure those goals are being reached. The City must be receptive to the needs of the community and proactive in the management of development and revitalization in order to promote a safe and vibrant environment throughout the community.

The budget is a results and performance oriented plan that takes both a programmatic and line-item approach to the allocation of City resources. This budget continues the incorporation of performance measures, which are designed to get every City department thinking about how it can advance the goals set by the City Council and help the City Council determine ways to get the best return on the community's investment for programs and infrastructure.

Likewise, we are constantly seeking to improve our operations and services. By ensuring accountability and establishing a link between resources and results, performance measurement is one of the tools City employees use to guarantee continuous improvement.

Budget Summary and Highlights

The 2017/2018 Proposed Biennial Budget amounts to $78,791,357 in 2017 and $89,976,039 in 2018. The General Government Budget totals $51,371,896 in 2017 and $50,990,610 in 2018. This budget also includes $11,210,442 and $23,621,343 in support of capital improvements in 2015 and 2016, respectively. The utility budget, which consists of surface water management totals $5,792,184 in 2017 and $5,154,596 in 2018 and includes both a maintenance operating component and a construction component. The internal service budget, which is comprised of fleet and equipment, property management, information technology and risk management totals $10,416,834 in 2017 and $10,209,490 in 2018.

	2016 Year-End	2017 Proposed	2018 Proposed
General Government Funds	$ 58,033,627	$ 51,371,896	$ 50,990,610
Capital Improvement Funds	32,871,847	11,210,442	23,621,343
Utility Fund	8,851,398	5,792,184	5,154,596
Internal Service Funds	8,442,922	10,416,834	10,209,490
Total	**$108,199,794**	**$ 78,791,357**	**$ 89,976,039**

General Government Funds

The 2017 and 2018 General Government Operating Budget, includes Municipal Services: police, jail, dispatch services, animal control, CSRT, court, streets, traffic, parks, recreation, human services, land use and zoning, planning, development services, economic development, debt service, as well as, General Administration: finance, information services, human resources, community outreach and information. The Operating Budget amounts to $51,371,896 and $50,990,610 in 2017 and 2018, respectively.

Where the Money Comes From

The City expects to receive $38,394,014 and $38,997,938 in General Government operating revenue (General and Street O & M Funds) in 2017 and 2018, respectively. This operating revenue is supplemented with available fund balances of $7,740,617 in 2017 and $6,807,304 in 2018 as well as other financing sources, including interfund transfers between different funds for a general government budget totaling $51,371,896 in 2017 and $50,990,610 in 2018. Major operating revenues include sales tax, property tax, utility taxes, and other taxes such as gambling and admissions taxes. The balance of operating revenue is comprised of fines and forfeitures, State-shared revenue such as motor fuel tax, franchise fees, licenses and permits and charges for services.

GENERAL GOVERNMENT FUNDS	2016 Year-End	2017 Proposed	2018 Proposed
Beginning Fund Balances	$ 10,233,867	$ 7,740,617	$ 6,807,304
Operating Revenues			
Property Tax	6,644,634	6,711,734	6,812,400
Sales Tax	8,750,000	8,925,000	9,192,800
Utility Tax	5,644,000	5,644,000	5,644,000
Other Taxes	4,711,000	4,772,300	4,849,400
Franchise Fees	3,529,000	3,634,900	3,743,900
Licenses & Permits	535,500	577,500	577,500
Development Permits/Fees	1,190,370	1,304,214	1,354,391
State-Shared Revenues	2,070,919	2,082,936	2,083,000
Charges for Services	975,000	978,500	980,500
Other Intergovernmental	406,025	417,700	429,800
Fines & Forfeitures	1,982,219	1,982,219	1,982,219
Misc/Interest/Other	70,150	48,650	48,650
Interfund	1,491,185	1,314,361	1,299,378
Total Operating Revenues	38,000,002	38,394,014	38,997,938
Other Financing Sources	9,799,758	5,237,265	5,185,368
Total Revenues & Sources	**$ 58,033,627**	**$ 51,371,896**	**$ 50,990,610**

Where the Money Goes

The 2017 and 2018 Operating Budget (General and Street O & M Funds) amounts to $37,420,932 and $38,482,317, respectively. These expenditures are supplemented with ending fund balances of $6,811,305 in 2017 and $6,380,253 in 2018, as well as, other financing uses, which account for investments in a number of special revenue funds and interfund transfers between different funds for a General Government budget totaling $51,371,896 in 2017 and $50,990,610 in 2018.

Public safety, which includes: police, jail, CSRT, dispatch services, animal control, and Municipal Court Services, which includes the provision of court services to the City of University Place, Town of Steilacoom and City of DuPont, comprise the largest component of the Operating Budget, representing 68% of total operating expenditures. The remainder of the Operating Budget includes: Community and Economic Development, composed of development services and permit review, economic development, CDBG and South Sound Military & Community Partnership (SSMCP) programs; Legal, which includes prosecuting attorney, City clerk, and election services; Parks, Recreation & Community Services, which consists of senior services and human services; Public Works, which contains street and traffic signal maintenance; Administrative Services, which includes finance, human resources and information technology; and City Manager, which includes community and intergovernmental relations.

	2016	2017	2018
GENERAL GOVERNMENT FUNDS	**Year-End**	**Proposed**	**Proposed**
Operating Expenditures			
City Council/City Manager	727,122	746,468	755,049
Municipal Court	2,128,783	1,996,463	2,053,330
Administrative Services	1,623,004	1,616,401	1,655,784
Non-Departmental	131,290	131,720	131,720
Legal	1,690,990	1,718,200	1,688,739
Community & Economic Development	1,935,268	1,871,780	1,926,371
Parks, Recreation & Community Services	2,677,682	2,630,206	2,641,869
Police	22,925,545	23,173,274	24,122,464
Interfund Transfers	1,728,029	1,539,731	1,525,313
Street O & M	2,172,804	1,996,689	1,981,678
Total Operating Expenditures	37,740,517	37,420,932	38,482,317
Operating Surplus/(Deficit)	*259,485*	*973,082*	*515,621*
Other Financing Uses	12,552,493	7,139,659	6,128,040
Ending Fund Balances			
Contingency (2% of GF Oper Rev)	735,870	747,287	759,665
Reserves (5% of GF Oper Rev)	1,839,676	1,868,218	1,899,163
Strategic Reserve (5% of GF Oper Rev)	1,839,676	1,868,218	1,899,163
Designated/Reserved:			
Real Estate Excise Tax	210,249	319,249	105,784
Transportation Benefit District	-	4,000	8,000
Hotel/Motel-Tourism	969,290	469,290	419,290
Property Abatement/Rental Housing Safety	-	-	80,319
Public Art	11,074	19,074	27,074
Seizure Funds	180,532	150,632	120,732
NSP	676	676	-
OEA/SSMCP	79,867	-	-
Debt Service	973,499	913,822	1,061,060
Subtotal Designated/Reserved	2,425,187	1,876,743	1,822,259
Designated/Reserved (one-time)	900,208	450,839	3
Total Ending Fund Balances	$ 7,740,617	$ 6,811,305	$ 6,380,253
	-	-	-
Total Expenditures and Uses	**$ 58,033,627**	**$ 51,371,896**	**$ 50,990,610**

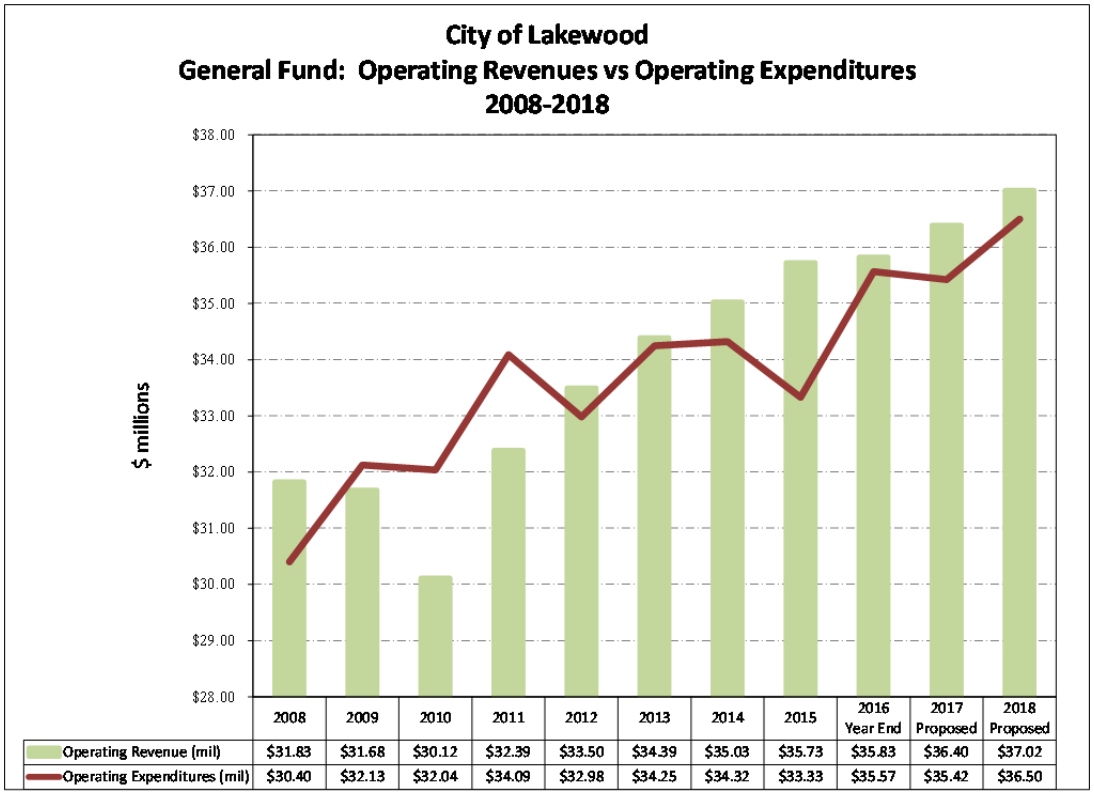
Key Financial Highlights

The following highlights are included in the 2017-2018 Proposed Biennial Budget.

General Fund		
Year	**Operating Revenue**	**Operating Expenditures**
2009	-0.5%	5.7%
2010	-4.9%	-0.3%
2011	7.5%	6.4%
2012	3.4%	-3.2%
2013	2.7%	3.8%
2014	1.9%	0.2%
2015	2.0%	-2.9%
2016 Year End	0.3%	6.7%
Average ('09-'16)	**1.5%**	**2.1%**
2017 Proposed	1.6%	-0.4%
2018 Proposed	1.7%	3.0%
Average ('09-'18)	**1.6%**	**1.9%**

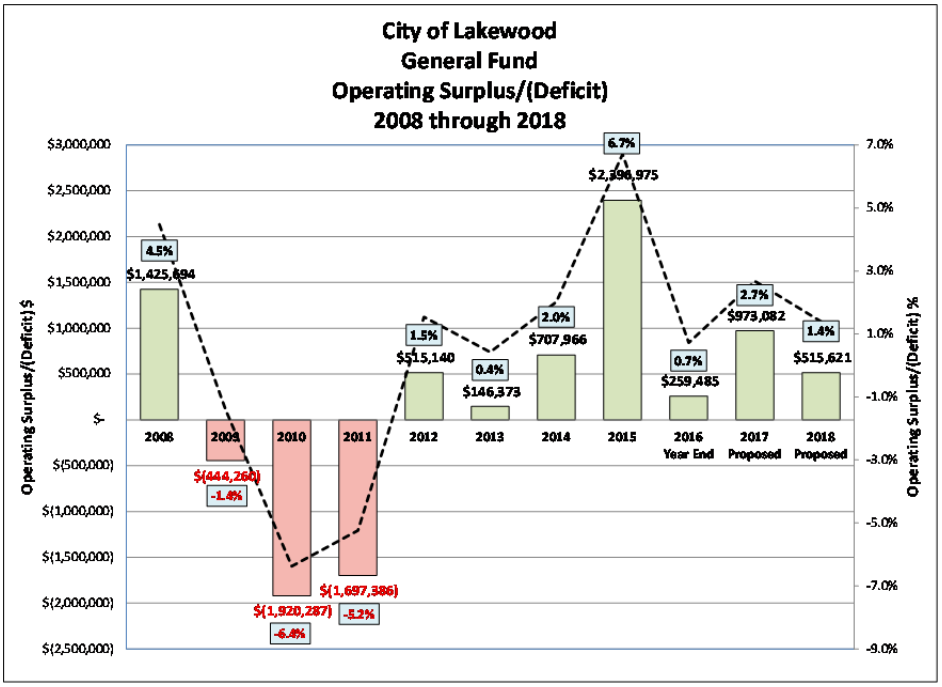
General Fund operating revenues are projected to grow 1.6% in 2017 and another 1.7% in 2018, which is on par with historical trends between 2009 and 2016, which averaged growth totaling 1.5% per year. General Fund operating expenditures are projected to decrease -0.4% in 2017 followed by 3.0% growth in 2018 reflecting the continued cost containment changes needed to align operating revenues with operating expenditures short, medium and long-term. Overall, these projections are in line with historical trends between 2009 and 2016, which averaged growth totaling 2.1% per year.

Over the next two years the General Fund will be balanced and operating expenditures will not exceed operating revenues, resulting in a small but positive operating margin in both 2017 and 2018, though challenges still do exist as we look out beyond the biennium. We remain mindful of escalating operating expenditures and challenges in the years to come.



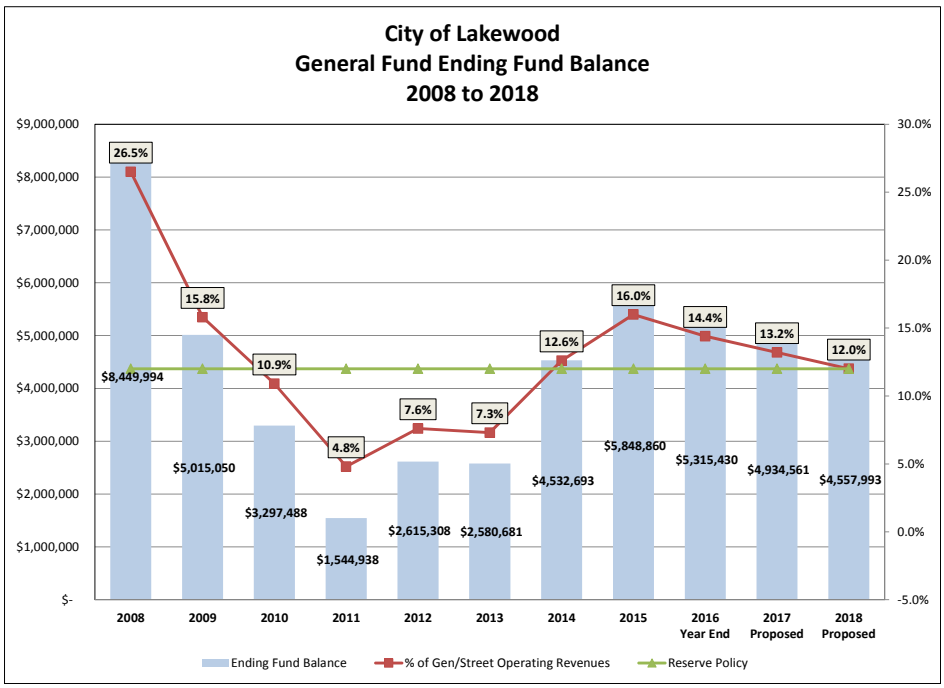
	2008	2009	2010	2011	2012	2013	2014	2015	2016 Year End	2017 Proposed	2018 Proposed
Operating Revenue (mil)	$31.83	$31.68	$30.12	$32.39	$33.50	$34.39	$35.03	$35.73	$35.83	$36.40	$37.02
Operating Expenditures (mil)	$30.40	$32.13	$32.04	$34.09	$32.98	$34.25	$34.32	$33.33	$35.57	$35.42	$36.50

The City Council's adopted financial policies include strong policies regarding the reserve levels for the City's operating funds. Specifically, this budget continues to meet the expectation that reserves shall be at least 12% of total General Fund and O&M Fund revenues.



Following the recent economic downturn, the City was able to restore its reserves by the end of 2014, which was well in advance of the projected 2016 target date. It is important to remember that much of the reserves are established to address dramatic fiscal difficulties. To address such emergencies, the budget also includes contingency appropriation to accommodate unexpected operational changes, legislative impacts, or other events affecting the City's operations that could not be anticipated at the time the budget was prepared, as well as, reserves to provide financial stability and cash flow followed by reserves to address catastrophic events such as public emergencies and natural disasters.

All other ending fund balances are either set aside for reserve requirements to ensure sound financial accounting or are designed for a specific purpose to support our special revenue funds such as: capital, tourism, grant related activities, debt service, surface water management purposes, fleet and equipment, information technology and property management.



Budget Summary

The budget includes funds in support of the following:

- Conduct a community satisfaction survey as a follow up to the 2015 survey to again assess residents' satisfaction with the delivery of City services and quality of life in the community. The survey will cover areas of public safety, parks and recreation, civic engagement, public trust and more. The results will provide a baseline benchmark from which to measure and compare the results of past and future surveys and it will be benchmarked to similar cities both locally and nationally;

- Continues with a proactive State and Federal legislative agenda that promotes and protects the interests and needs of the Lakewood community;

- Funding allocated in support of Landmarks and Heritage Advisory Board (LHAB) and Arts Commission consistent with previous years. Also, additional funding totaling $27,074 is projected to be available in the Public Art Fund by the end of 2018;

- Internal resources to work with the Pierce County Library System to construct a new Lakewood Library and Tillicum Library;

- Strong and transparent financial reporting to include the preparation of a Popular Annual Financial Report (PAFR); six-year financial report; Municipal Finances 101; performance measures; debt manual; purchasing policies; enhancement of the City's volunteer and internship programs; and revenue audits, specifically admissions taxes and utility taxes.

- Targeted economic development with a specific focus on the Central Business District/Towne Center and subarea plan, I-5 retail frontage along Pacific Highway South, Woodbrook Industrial Business Park, International District, Springbrook and Tillicum;

- Preparation of Community Visioning Strategic Action Plan and facilitate Comprehensive Plan update process along with various code updates to include LMC 18A (food trucks, sign code), international fire code (sprinkler system), aggressive begging, and unmanned aircraft system (UAS) rules and regulations;

- Implement rental housing safety program (standalone recommendation as part of Community & Economic Development Department);

- Continue proactive abatement program;

- City's leadership and contribution to the South Sound Military and Communities Partnership (SSMCP) to continue implementing the Joint Base Lewis-McChord (JBLM) Growth Coordination Plan and begin implementing recently completed Joint Land Use Study (JLUS) with a continued focus on protecting JBLM from urban encroachment by addressing land use issues, transportation and finding solutions to address the North Clear Zone (NCZ);

- Prepare Legacy Plan report card;

- The consolidation and realignment of parks maintenance, street and traffic maintenance and facilities maintenance that began in 2015 to provide for operational efficiencies and coordination and delivery of services is complete. Next steps are to expand street maintenance services such vegetation management, crack sealing, striping and pothole response;

- Additional marketing in support of City sponsored events coupled with expanding Adopt-a-Street and Adopt-a-Park/Spot programs;

- Continue commitment to setting aside 1% of General Fund for human and social services to include homelessness and mental illness;

- Contracted services to provide municipal court services to the City of DuPont, City of University Place and Town of Steilacoom;

- Implementation of Veteran's Court, evaluate video hearings opportunities with Pierce County Jail, and review indigent screening program;

- Crime reduction will continue to be a top priority for our City's Police Department;

- Resources to expand in-car camera program for Police Department as well as continued use of Pred-Pol (Predictive Policing) and to determine its effectiveness on property crime reduction;

- Continue imbedded mental health professional (MHP) with police patrol coupled with continued efforts to mitigate the impacts of homelessness in our community; and

- Continues the partnership between the City and West Pierce Fire and Rescue (WPFR) in support of shared emergency management services.

Capital Improvement Funds and Utility Fund

As the City continues to recover from the economic downturn, it is critical that adequate funding be dedicated to maintain aging infrastructure. The 2017 and 2018 capital budget, which includes parks, transportation, and sewers, amounts to $11,210,442 and $23,621,343, respectively. It is a reflection of an allocation of resources into streets, sidewalks, and parks projects that have been identified as a high priority goal by the City Council.

Funding in support of parks and transportation is primarily grants, which are projected to total over $22 million for the 2017/2018 biennium. Other funding sources include dedicated capital revenue such as fuel taxes, transportation benefit district funds, real estate excise taxes (REET), community development block grant (CDBG), and storm water fees (SWM). The budget also proposes $550,000 in lodging tax funds to help finance a Park Pavilion at Fort Steilacoom Park along with two new gateways.

This budget continues a General Fund contribution that totals $500,000 for both 2017 and 2018 in support of transportation projects and provides another $230,000 in support of parks projects. These monies coupled with other dedicated monies provide the critical leverage needed to effectively compete and be awarded millions in grant funds for much needed infrastructure improvements.

As outlined in the following table, funding totaling $3,360,000 is allocated in support of 16 park improvements projects for 2017 and 2018. Projects include: continued improvements at Fort Steilacoom Park, the continuation to install entrance signs at City gateways, first phase of improvements at Harry Todd Park, next expansion of Springbrook Park, improvements at Wards Lake, and trail improvements at the Chambers Creek properties in partnership with the City of University Place and Pierce County. This budget also includes funding to replace banners and brackets along Main Street, replacement of playground equipment, needed playground resurfacing, and funding to help support the large number of projects being implemented.

	Proposed Park Projects	**2017**	**2018**
1	Chamber Creek Trail **	$ -	$ 100,000
2	Edgewater Dock **	-	100,000
3	Fort Steilacoom Park Pavilion **	800,000	-
4	Fort Steilacoom Park Roadway & Utility Improvements **	-	100,000
5	Fort Steilacoom Park Angle Lane Parking & Elwood Fencing	-	130,000
6	Gateway: Farwest Drive & Steilacoom Blvd	-	50,000
7	Gateway: Lakewood Drive & 74th	50,000	-
8	Gateway: Northgate & Nottingham **	-	50,000
9	Gateway: Old Military Road & Natalie Lane **	50,000	-
10	Harry Todd Park Ph I (ADA, dock access, bulkhead, shoreline, open space) **	-	1,150,000
11	Main Street Banners & Brackets	10,000	-
12	Park Equipment Replacement	20,000	20,000
13	Park Playground Resurfacing: -- various parks	20,000	10,000
14	Project Support	50,000	50,000
15	Springbrook Park Acquisition Phase III **	500,000	-
16	Wards Lake Improvements	-	100,000
	Total	**$ 1,500,000**	**$ 1,860,000**
** Funding contingent upon anticipated grants & state capital budget.			

For the six year period, 2017 to 2022, the City is currently expected to invest over $56.5 million in 43 transportation projects, including pavement preservation, street and sidewalk improvements, traffic signals, neighborhood safety, and LED streetlights.

The following table illustrates this commitment. This budget includes funding in support of 30 transportation improvement projects totaling $8,113,000 for 2017 and $19,958,600 in 2018.

	Proposed Transportation Projects	2017	2018
1	Chip Seal Program: Local Access Roads	$ 330,000	$ 330,000
2	Overlay: 59th -- Main Street to 100th	-	496,000
3	Overlay: 88th -- Steilacoom Blvd to Custer	60,000	215,000
4	Overlay: Lakewood Dr -- Steilacoom Blvd. to North City Limits	1,210,000	-
5	Overlay: Steilacoom Blvd/88th Street (Weller to Custer)	11,500	1,010,500
6	Street: 123rd St -- Bridgeport to 47th	-	333,000
7	Street: Oakbrook Dr (87th to 89th)	-	407,000
8	Street: Roadway Safety Improvements on 40th & 96th	777,500	-
9	Street: Steilacoom Blvd -- Farwest to Philips	88,000	78,000
10	Street: Lakewood Dr -- Steilacoom Blvd. to North City Limits **	376,000	3,794,100
11	Street: Northgate Rd/Edgewood Ave from JBLM to Washington Blvd **	200,000	1,932,000
12	Street: Steilacoom Blvd (Philips to Farwest) ROW Phase 1 (Weller to Philips) & Phase II (Weller to Farwest) **	702,000	-
13	Street: Steilacoom Blvd (Weller to 88th St) **	-	304,000
14	Street: Washington Blvd Sidewalks (Edgewood to Vernon) **	150,000	1,155,000
15	Street: Washington Blvd Sidewalks (Vernon to Gravelly Lake Dr) **	650,000	4,200,000
16	Sidewalk: Gravelly Lake Dr Phase I (59th to Steilacoom Blvd) and Phase II (Bridgeport to 59th) **	70,000	630,000
17	Traffic Signal: Durango & Steilacoom (LID option)	-	220,000
18	Traffic Signal: Safety Improvements at Military & 112th	675,000	-
19	Traffic Signal: Signal Project	-	60,000
20	Streetlights: New LED Lights	160,000	165,000
21	Minor Capital	-	50,000
22	Street Striping/Pavement Patching/Marking	200,000	200,000
23	Safety: Neighborhood Traffic Safety/Traffic Calming	25,000	25,000
24	Safety: Safe Routes to Schools -- John Dower Road Sidewalks	700,000	-
25	Safety: Safe Routes to Schools -- Steilacoom Blvd (Weller to Phillips)	-	652,000
26	Safety: Phillips Rd Sidewalk & Bike Lanes Phases I -II (Steilacoom to Onyx) **	650,000	120,000
27	Safety: Safety Projects (2)	450,000	-
28	Non-Motorized Trail: Gravelly Lake Dr Phase I -- Washington Blvd to 112th (Nyanza North)	150,000	2,840,000
29	Complete Streets: Motor Ave Complete Streets **	-	250,000
30	Personnel, Engineering & Professional Services	478,000	492,000
	Total	**$ 8,113,000**	**$19,958,600**

** Funding contingent upon anticipated grants & state capital budget.

The six year Capital Improvement Plan (2017-2022) includes six transportation projects that were previously unfunded: 1) Motor Avenue complete street (2018/2019), 2) fencing/ROW improvements along 100th between Bridgeport and Lakeview (part of 100th Street overlap project in 2020/2021); 3) 123rd St connection between Bridgeport and 47th Ave (2018 to 2020); 4) Oakbrook – Onyx Dr. between 87th and 89th (2018); 5) Oakbrook – Onyx between Garnet and Phillips (2021/2022); and 6) Veteran's Dr. between Gravelly Lake Dr. and Alameda (2021/2022). Project timing is based upon available revenue stream.

The six year capital improvement plan (2017-2022) also carries forward eight other prioritized unfunded projects that total $25.2 million.

The 2017 and 2018 Surface Water Management (SWM) Utility Fund amounts to $5,792,184 and $5,154,596, respectively, and includes both a maintenance operating and construction component. This budget continues to implement a storm water management program that meets the requirements of the NPDES Phase II permit, which includes for example, the development of a long-term management plan for Waughop Lake.

As illustrated in the table below, the SWM Utility Fund also provides funding in support of park and transportation construction projects with a storm water element. This capital funding totals $443,650 in 2017 and $1,572,000 in 2018, which is consistent with SWM investments in recent years. The good news is that the City has been able to make significant SWM improvements as part of both recent transportation and park construction projects, however, the challenge is that these one-time monies, which accumulated over a number of years ,will no longer be available in the future at the level consistent with current trends. Similarly, SWM maintenance expenses are projected to exceed SWM revenues that are collected specifically to finance this program.

To address this, the 2017/2018 budget includes $50,000 to conduct a storm water rate analysis to ensure utility revenue is sufficient in meeting both maintenance and construction needs beyond the current biennium. The budget also recommends a review of the City's sewer services program to include the development of a strategy and prioritization process to invest the accumulation of sewer charges that will total $929,240 by the end of 2018 in the Sewer Project Debt Service Fund (204), the accumulation of funds that will total $39,173 by the end of 2018 in the Sewer Capital Project Fund (311) and the accumulation sewer availability charges that will total $1,191,482 by the end of 2018 in the Sanitary Sewer Connection Capital Fund (312). In the meantime, the budget includes funding in support of side sewer connections, 150th Street extension and design for North Thorne Lane sewer extension.

	Proposed Storm Water Utility Projects	**2017**	**2018**
1	Storm Water Rate Analysis & Sewer Services Review	$ 50,000	$ -
2	Transfer to Fund 301 Parks CIP	50,000	200,000
3	Transfer to Fund 302 Transportation Capital	493,650	1,372,000
	Total	**$ 593,650**	**$ 1,572,000**

	Proposed Sewer Utility Projects	**2017**	**2018**
1	Side Sewer Capital	$ 50,000	$ 50,000
2	150th Street Sewer Extension	240,000	-
3	North Thorne Lane Sewer Extension	-	35,000
	Total	**$ 290,000**	**$ 85,000**

Internal Service Funds

The 2017 and 2018 Internal Service Funds amounts to $10,416,834 and $10,209,490, respectively. This budget includes four internal service funds: Fleet & Equipment, Property Management, Information Technology and Risk Management. The purpose of these funds is to account for all costs associated with operating and maintaining the City's vehicles, equipment, City owned facilities, information systems, and risk management functions.

The benefits of internal service funds include: measuring the full cost of the goods or services in order to attain greater economy, efficiency, and effectiveness during the acquisition and distribution of common goods and services used by the operating departments, as well as, facilitating the equitable sharing of costs among departments served. In order to achieve these benefits, costs are charged back to the departments that use services on a cost reimbursement basis.

The following is a summary of the vehicle and equipment replacements in the 2017/2018 proposed budget. This budget also includes the acquisition of a street paint striper, propane infrared burner and crack sealer in support of street and facility maintenance services. Acquisition costs are offset by the costs needed to, for example, stripe 12 City owned parking lots with a street paint striper, and costs to rent a crack sealer each year.

	Proposed Fleet & Equipment Acquisitions	**2017**	**2018**
1	Replace police vehicles (6)	$ 265,000	$ -
2	Replace police vehicles (5)	-	208,000
3	Replace park vehicles (2)	56,000	-
4	Replace parks equipment (2)	260,000	-
5	Replace park vehicles (2)	-	68,000
6	Replace parks equipment (2)	-	18,000
7	Purchase New Street Paint Striper	9,000	-
8	Purchase New Propane Infrared Burner	8,500	-
9	Purchase New Crack Sealer	63,000	-
	Total	**$ 661,500**	**$ 294,000**

This table outlines the projects that are included in the 2017/2018 property management budget. These improvements are consistent with the six-year property management plan developed in mid-2016 and ensure the preservation and maintenance of City-owned facilities.

	Proposed Property Management Projects	**2017**	**2018**
1	City Hall: Exterior Beam Painting	$ -	$ 75,000
2	City Hall: Boiler Repair & Replacement	18,000	-
3	Police Station: Wall in Fuel Island	20,000	-
4	Police Station: Sprinkler System in Server Room	39,000	-
5	Park O&M Facility: HVAC Replacement	12,000	-
6	Park O&M Facility: LED Lighting	10,000	-
7	Park O&M Facility: Fuel Storage Shed	10,000	-
	Total	**$ 109,000**	**$ 75,000**

As outlined in the following table, new information technology programs and system upgrades are also included in the budget. These items are consistent with the *Information Technology Plan*. First, is the continuation of replacing and updating the City's information technology hardware and software systems. The budget also includes funds to replace the City Council

Chambers technology, which was installed when City Hall was first constructed over 14 years ago, and is past its end-of-life. The system does not meet standards for public broadcast of streaming of City Council meetings. In addition to broadcasting City Council meetings, the new system will provide an added benefit for many City events, such as, the Farmer's Market, Christmas Tree Lighting and 9/11 Remembrance Ceremony, and will be used in the area outside and adjacent to the chambers. The budget also includes funding for a document management system and workflow system that will manage all City documents electronically to support the City transitioning to paperless. These investments also build upon deferred information technology projects that were funded beginning in 2014 and include computer, laptop and telephone system replacement.

	Proposed Information Technology Investments	**2017**	**2018**
1	Primary & Secondary Data Center	$ -	$ -
	a) Network Switches & Routers	160,000	-
	b) Server/Hardware Upgrades	30,000	-
	c) Disaster Recovery Co-Location Implementation (Police Station)	48,000	17,300
	d) Firewall & Intrusion Detection Systems	-	50,000
2	City Council Chambers Technology	126,000	15,000
3	Computer Replacement	138,750	138,750
4	Document Management, Work Flow & Paperless System	-	-
	a) Municipal Court Workflow System	50,000	9,700
	b) Legal Workflow System	50,000	4,870
	c) Document Management System -- Electronic Records	150,000	150,000
5	Web Site Enhancement	15,000	-
6	Redesign the City's Permit Process/Eden Web Extensions	-	-
7	Vulnerability & Penetration Testing	35,000	18,500
8	Wireless Access Points (Wi-Fi)	10,000	-
	Total	**$ 812,750**	**$ 404,120**

Since personnel costs comprise over 62% of General Fund expenditures, the following table illustrates the underlying assumptions associated with employee compensation included in the 2017/2018 proposed biennial budget.

Employee Compensation Assumptions	2017	2018
Employee Salaries		
Non-represented employees (1)		
Salary range adjustment	3%	3%
Cost of living adjustment (COLA)	0%	0%
Step increase	0%	0%
Represented employees		
AFSCME (2)		
Cost of living adjustment (COLA)	n/a	n/a
Step increase	n/a	n/a
LMPG (Police Lieutenants) (3)		
Cost of living adjustment (COLA)	2.5%	2.5%
Step increase	4.8%	Max step
LPIG (Police Officers, Detectives, Sergeants) (4)		
Cost of living adjustment (COLA)	2%	3%
Step increase	3.5%	3.5%
Teamsters (5)		
Cost of living adjustment (COLA)	2%	2%
Merit	1%	1%
Step increase	0%	0%
Employee Benefits		
Healthcare		
Medical	7%	6%
Dental	3%	4%
Vision	3%	3%
Medicare	1%	1%
Unemployment	2%	2%
Long Term Disability		
Commissioned police officers	0%	0%
All other city employees	0%	0%
(1) Salary increases are based solely on merit and performance.		
(2) AFSCME, Collective Bargaining Agreement expires 12/31/2016, negotiations underway		
(3) LMPG, 3-Year Collective Bargaining Agreement (2016 to 2019)		
(4) LPIG, 5-Year Collective Bargaining Agreement (2016 to 2020)		
(5) Teamsters, 3-Year Collective Bargaining Agreement (2016 to 2018)		

The following tables illustrates first the number of regular full-time equivalents (FTEs) that were employed by the City between 2014 and 2016 coupled with those positions that are included as part of the 2017/2018 budget.

Full-Time Equivalent Employees by Department	2014	2015	2016-Adp	2017-Prop	2018-Prop
General Government					
City Manager	3.00	3.00	3.00	3.00	3.00
Municipal Court	16.00	12.50	12.50	11.00	11.00
Finance, Information Systems & HR	20.85	16.00	16.00	16.00	16.00
Legal & City Clerk	11.98	12.50	12.50	11.00	11.00
Subtotal General Government	51.83	44.00	44.00	41.00	41.00
Community & Economic Development	19.00	16.00	16.00	17.50	17.50
Parks, Recreation and Cultural Services	22.70	18.25	18.25	24.25	24.25
Police	121.00	116.00	116.00	116.00	116.00
Public Works *	27.90	26.00	24.00	20.50	19.50
Total	242.43	220.25	218.25	219.25	218.25
* There are four limited term positions (three new in 2017) in Transportation Capital;					
one ends on 8/15/2017 and three end 12/31/2018.					

The level of staffing had averaged approximately 245 FTEs per year between 2008 and 2014. As we moved forward in 2015, the impacts of the economic conditions required us to transform to a leaner and more productive organization through downsizing and realignment of resources.

This continues with the 2017/2018 proposed budget. For example, we continue the use of cross-functional teams from multiple departments to address and collaborate on service delivery enhancements and problem solving. This has proven successful and is an example of how our City employees have proven themselves to be dedicated public servants. Recent accomplishments include the development of our Capital Improvement Plan, rental housing safety program, continued pursuit of economic development initiatives, 20th anniversary celebration, and State and Federal legislative priorities. In 2017, the number of employees will increase by one to 219.25 from 218.25 in 2016. The following table outlines the changes.

FTE Change: 2016 Adopted vs 2017 Proposed	FTE	Department	Group	Status
Positions Added				
Permit Coordinator	1.00	CED	AFSCME	Filled
Associate Engineering Technician (limited term)	2.00	PW	AFSCME	Filled
Construction Inspector (limited term)	1.00	PW	AFSCME	Filled
Positions Eliminated				
Court Specialist I	(1.00)	Muni Court	AFSCME	Filled
Court Specialist II	(0.50)	Muni Court	AFSCME	Vacant
Paralegal	(1.00)	Legal	AFSCME	Vacant
Senior Office Assistant	(0.50)	Legal	AFSCME	Vacant
Total Change	**1.00**			
Note: Limited term positions in support of Transportation Capital increased to four in 2017.				

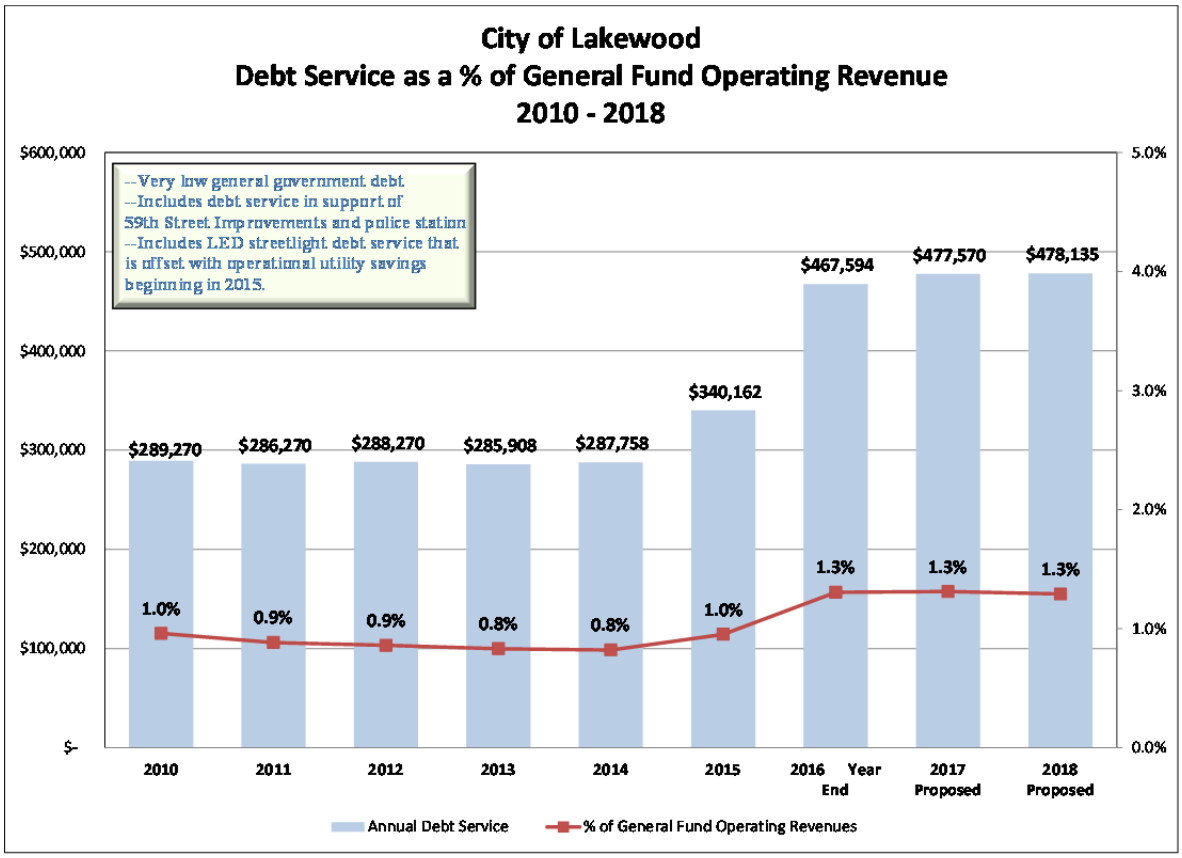
The first change from the previous adopted biennial budget is that a Permit Coordinator position is added to the Community Development Department after introducing the position in early 2016. The budget also includes four limited term positions to include three new full-time equivalent positions in 2017 in support of transportation projects given the success of the Public Works Department to secure a number of new grants, while the 2018 budget includes three limited term positions that in turn results in a decrease of positions to 218.25 in 2018, which is equal to the number allocated in 2016.

The second change is that three full-time equivalent positions are eliminated from the municipal court and legal departments to reflect current workload coupled with the implementation of new technology such as transitioning to a paperless system to further streamline operations.

The result, as in previous years, is that our citizens, those who we serve, will not see any reductions in services. The changes will allow us to maintain fiscal integrity and increase services in City Council priority areas, particularly capital projects, while maintaining and building upon our investments in public safety and economic development.

Debt Management

The budget does not propose any new General Government debt. Existing General Government debt service is comprised of a promissory note issued in 2005 in support of 59th Street roadway improvements, councilmanic GO bonds issued in 2009 in support of constructing a new police station, and LOCAL funding for the City's LED streetlight retrofit program. Annual General Fund supported debt service payments will total $467,594 in 2017 and $477,570 in 2018, which is a mere 1.3% of general fund operating revenue.



The City does have other debt, specifically four outstanding public works trust fund loans (PWTFL) in support of sewer extensions into the Tillicum and Woodbrook neighborhoods that are financed with an assessment on all Lakewood sewer accounts. In addition, the City has two outstanding local improvement districts (LIDs) that were established to help finance street improvements; these debt obligations are repaid through the collection of assessments from adjacent property owners.

Debt Service				
Description	**Issue Date**	**2017**	**2018**	**Final Maturity**
59th Street	4/30/2005	$ 77,000	$ 77,000	4/30/2024
Police Station	3/31/2009	208,598	209,038	6/1/2019
Police Station-Refunding	4/19/2016	36,947	36,947	4/19/2028
LOCAL LED Streetlight Retrofit	3/24/2015	155,025	155,150	6/1/2027
Subtotal General Government		**477,570**	**478,135**	
LID's 1101/1103 (street improvements)	12/1/2006	130,601	120,816	12/1/2026
LID's 1108 (street improvements)	1/1/2008	73,837	73,837	12/1/2027
Subtotal LID's		**204,438**	**194,653**	
Sewers-PWTFL (PW-04-691-PRE-132)	7/7/2005	32,092	31,795	7/7/2024
Sewers-PWTFL (PW-06-962-022)	9/18/2006	309,206	307,734	9/18/2026
Sewers-PWTFL (PW-08-951-025)	3/1/2008	110,268	109,748	7/1/2028
Sewers-PWTFL (PW-12-851-025)	6/1/2012	2,840	38,214	6/1/2031
Subtotal Sewers-PWTFL		**454,406**	**487,491**	
Total Debt Service		**$ 1,136,414**	**$ 1,160,279**	

While the City has limited debt service requirements, there is one area that will deserve some attention in the coming years, compensated absences. Compensated absences are an unfunded liability comprised of all outstanding vacation pay and accrued compensatory time that is recorded as an expenditure when paid. This occurs when an employee uses vacation or compensatory time or when an employee leaves the City. The calculation is made on an annual basis. As of December 31, 2015, this unfunded liability totals $2,353,370.

In March 2014 Standard & Poor's Ratings Services (S&P) raised the City's credit rating from "A" to "AA-" with respect to the City's General Obligation Bonds. At the same time, Standard & Poor's affirmed the "A-" long-term rating on the City's Special Assessment Bonds for Local Improvement District No. 1101, Series 2006. S&P affirmed a stable outlook based on its review of the City's long-term debt.

	FTE	**Total Liability**
Non Rep	34.00	$ 355,420
AFSCME	84.43	506,632
LPMG	4.00	91,183
LPIG	93.00	1,378,671
Teamsters	4.00	21,464
Total	**219.43**	**$ 2,353,370**

Other Issues Affecting the Budget

There continues to be a number of factors that challenge local governments including ours. One is the continued uncertainty of economic conditions, which now extend not just locally and regionally, but nationally and internationally. The world today is not what it was even a year ago; and more change is expected.

Economic recovery the past few years has been at best very uninteresting, with only a few regions in our State experiencing the type of growth expected following the economic recessions from the first decade of the 21st century. The fact is that economic recoveries experienced after past recessions are now the exception and not the norm. Our economy and our citizens will continue to struggle with unemployment and under-employment numbers that are some of the highest in decades.

The result is that cities such as ours will continue to struggle with aligning operating revenues with operating expenditures. Revenue trends will continue to lag significantly behind costs, thus our proactive focus must be on cost containment and economic development.

Local governments are challenged to meet the demands of infrastructure and its associated costs, thus our focus on infrastructure investment in areas such as transportation, parks and sewers. We are also challenged with increased service demands including the issues surrounding homelessness and mental illness, which are not core responsibilities of local government, but are being responded to by local governments.

Another issue we need to recognize is the competition among local and regional governments for a portion of the "property tax pie". A recent example of this is Sound Transit's proposal for the voters to begin collecting property taxes in support of its ST3 initiative. Property taxes are the primary source of revenue for municipalities and special districts, such as, school districts, library districts, and fire districts. Increased property taxes imposed by Sound Transit could have an adverse impact on the ability of local special service districts access funds in support of new schools, library services and fire services.

Local governments also have to deal with the potential costs of unfunded State and Federal mandates. The recent recession and State Supreme Court rulings such as the McCleary decision have left the State with significant budgetary challenges that in turn could negatively impact local governments. Likewise the fiscal challenges and a myriad of domestic and international issues facing our Federal Government have created its own set of challenges.

Despite all of this and much more, the Lakewood City Council in partnership with the community has identified a long-term vision and goals that will move our community forward. We have taken steps to ensure long-term financial sustainability and have developed and implemented a service delivery model that ensures our citizens and businesses can expect excellence in the delivery of City services.

We continue to emphasize economic development, focusing on our commercial areas to create new jobs and build our tax base, which will generate additional property and sales tax. This in turn will allow the City to meet the growing demand for services. Our targeted approach in our key commercial areas such as the Towne Center, Springbrook, Tillicum, and the Pacific Highway South, which is directly adjacent to I-5 with multiple prime properties ready for

redevelopment and revitalization, is beginning to show dividends. Areas such as the International District and Woodbrook Industrial Business Park (WIBP) stand ready and available for new investment to create jobs and increased opportunity for Lakewood and our region. These actions will allow Lakewood to continue to support our community's quality of life while implementing our strategic goals for the future.

Acknowledgements

In closing, I wish to thank our Mayor and City Council for their guidance and support throughout the development of this proposed budget. In addition, a special note of thanks and appreciation to our Department Directors and all of our employees for their commitment and exemplary service, innovation, and professionalism as we continue along the path to financial recovery coupled with continuing to provide top-notch municipal services that our community has come to expect.

I would also like to thank the many citizens who have contributed to our success, whether you serve on an advisory board or commission, volunteer in support of the many community activities, attend public meetings or just call occasionally with an issue or an idea, you are what makes our community strong.

We must express our personal appreciation to Assistant City Manager/Administrative Services Tho Kraus for her tremendous leadership and skill in coordinating the development of this budget and the members of the Administrative Services Department for its excellent performance in gathering, analyzing, and presenting information clearly and accurately.

We are confident that the programs and investments included in this budget reflect the policies and direction of the City Council and provide the financial plan for another successful two years.

Respectfully submitted,

John J. Caulfield, ICMA-CM
City Manager
City of Lakewood

INTRODUCTORY

CITY OFFICIALS

DON ANDERSON
Mayor

JASON WHALEN
Deputy Mayor

MARY MOSS
Councilmember

MARIE BARTH
Councilmember

PAUL BOCCHI
Councilmember

JOHN SIMPSON
Councilmember

MICHAEL D.
BRANDSTETTER
Councilmember

Position #	Council Member	Term Expires	Email
Position # 1	Mary Moss	12/31/2017	MMoss@cityoflakewood.us
Position # 2	Michael D. Brandstetter	12/31/2017	MBrandstetter@cityoflakewood.us
Position # 3	Jason Whalen (Deputy Mayor)	12/31/2017	JWhalen@cityoflakewood.us
Position # 4	Don Anderson (Mayor)	12/31/2019	DAnderson@cityoflakewood.us
Position # 5	John Simpson	12/31/2017	JSimpson@cityoflakewood.us
Position # 6	Marie Barth	12/31/2019	MBarth@cityoflakewood.us
Position # 7	Paul Bocchi	12/31/2019	PBocchi@cityoflakewood.us

The Council may be contacted as a whole at council@cityoflakewood.us or by phone at (253) 589-2489.

EXECUTIVE LEADERSHIP

John J. Caulfield
City Manager

Appointed September 3, 2013

JCaulfield@cityoflakewood.us
(253) 983-7703

Position	Employee	Appointment
Assistant City Manager, Administrative Services	Tho Kraus	October 7, 2013
Assistant City Manager, Community & Economic Development	M. David Bugher	February 5, 1996
City Attorney	Heidi Wachter	February 19, 2002
Police Chief	Mike Zaro	October 16, 2015
Municipal Court Judge	Grant Blinn	January 1, 2014
Public Works Director	Don Wickstrom	December 1, 2004
Parks, Recreation & Community Services Director	Mary Dodsworth	February 16, 1996
Human Resources Director	Mary McDougal	February 29, 2016
City Clerk	Alice Bush	November 20, 1995

City of Lakewood
City Council Goals

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

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

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

The purpose of the City Council Goals is to direct our community toward positive change and serve as the policy direction for City government as well as the policy guide for developing and implementing the City's 2017-2018 biennial budget. Council goals guide the allocation of resources through the budget and capital improvement program to assure that organizational work plans and projects are developed that incrementally move the community toward the stated goals.

In addition to the Council goal statements, there are operational values that guide how the City organization works toward goal achievement:

- **Regional Partnerships** – Lakewood encourages and participates in regional approaches to service delivery to the extent that a regional model produces efficiencies and cost savings, and ultimately improves service to our citizens.
- **Efficiency** – Lakewood is committed to providing public services in the most efficient manner possible and maximizing the public's return on their investment.
- **Accountability** – The City of Lakewood is accountable to the community for the achievement of goals. To that end, meaningful performance measures will be developed for each goal area to track our progress toward the stated goals.
- **Proactive Focus –** Lakewood proactively focuses on the total condition of the City and promotes long-term financial and strategic forecasting and planning.

FISCAL RESPONSIBILITY

The City of Lakewood maintains a strong fiscal position while providing quality municipal services.

Policy Objectives & Action Strategies:

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

PUBLIC SAFETY

The City of Lakewood is one of the safest cities in Washington State.

Policy Objectives & Action Strategies:

- **The City of Lakewood is safe**
- **Residents and visitors will experience a sense of safety in all neighborhoods and in all activities in the City of Lakewood**
- **Ensure adequate resources are available to maintain and ensure health, welfare, and safety of community**
- **Enhance community safety through expanded public awareness and educational programs**

ECONOMIC DEVELOPMENT

The City of Lakewood supports a dynamic and robust local economy through implementation of an effective economic development strategy.

Policy Objectives & Action Strategies:

- **Lakewood will support a dynamic and robust local economy with balanced and sustainable growth by implementing an economic development strategy that will create jobs and improve the tax base in the community with a particular focus on the community's commercial corridors**

- **Provide leadership and strategic guidance concerning economic development, including coordination with various stakeholders**

- **Create collaborative and effective working partnerships with the business community, and other key organizations to effectively manage the City's regulatory environment while accomplishing economic development goals**

- **Update and implement the Comprehensive Plan, Community Vision and key development regulations and other policies such as housing and capital facilities plan (CFP) in partnership with residents, neighborhoods and businesses**

- **Attract new housing development to accommodate military and all segments of population**

- **Explore ways the City can effectively stimulate economic development with our economic partners to address community-wide economic development issues (e.g., assistance to existing businesses, business recognition, business retention and expansion strategies, business attraction strategies, community marketing)**

- **Promote an attractive Lakewood image to include a positive message about doing business in the City and leverage existing competitive advantages such as location, access, military, lakes, parks, golf courses, civic and community involvement, transit options, and wide variety of retail, restaurant and cultural activities.**

- **Promote better access (e.g., I-5, Bridgeport, Gravelly Lake Dr, 100th, 108th) and increase visibility to Towne Center and other commercial centers to take advantage of proximity to I-5 and six freeway exits**

- **If feasible, pursue annexation of selected areas within the City's Urban Growth Area (UGA)**

DEPENDABLE INFRASTRUCTURE

The City of Lakewood provides a safe, clean, and well-maintained community and provides preventative maintenance to avoid greater replacement costs.

Policy Objectives & Action Strategies:

- **Implement a capital improvement program that provides a safe, clean, and well-maintained community for the enjoyment of all residents and to provide preventive maintenance to avoid greater replacement costs**

- **Identify, review and prioritize capital infrastructure projects for transportation and parks**

- **Explore, identify and develop long-term funding strategies to maintain the City's infrastructure assets (i.e., Transportation Benefit District, voter-approved initiative, grants, etc.)**

- **Enhance curb appeal with ramp beautification, well maintained properties on major thoroughfares, right of way maintenance, and beautification plan for all entry points to the City**

- **Develop and implement a vision for parks and public spaces to improve quality of life, ensure a healthy environment and attract residents**

TRANSPARENCY

The City of Lakewood engages the community in City government to include providing timely and accurate information about City services as well as information about City actions and decisions.

Policy Objectives & Action Strategy:

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

CITY OF LAKEWOOD

VISION STATEMENT

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

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- Leveraging and embracing of our diversity; and,
- Supportive of Joint Base Lewis McChord (JBLM), Camp Murray, service members and their families.

Adopted by the Lakewood City Council on October 19, 2015

1996 20th 2016

Celebrating Excellence~Past, Present & Future

GUIDING PRINCIPLES

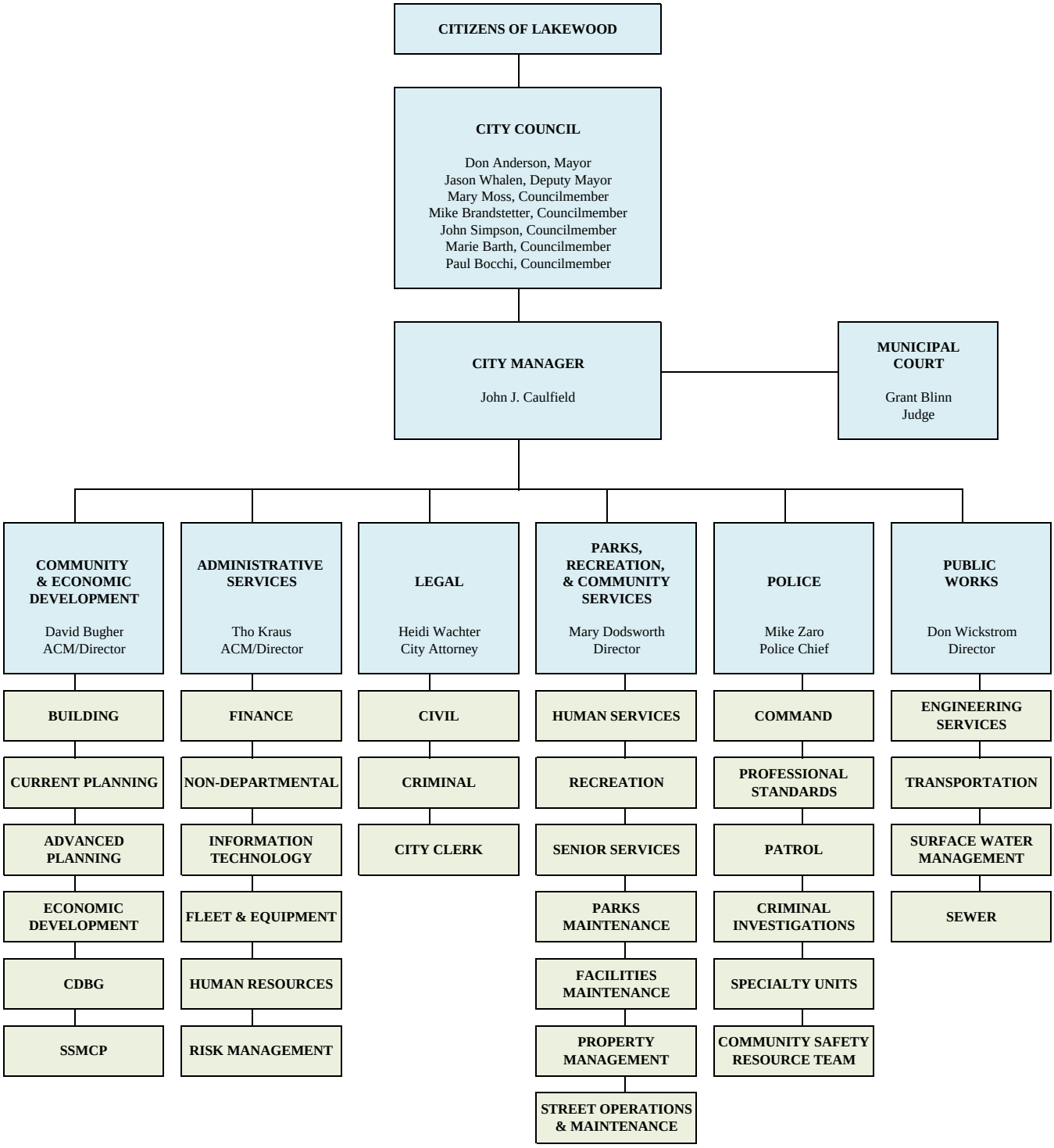
Service

Teamwork

Integrity

Respect

CITY-WIDE ORGANIZATION CHART



CITY COUNCIL COMITTEES, BOARDS AND COMMISSION

Arts Commission

The Arts Commission assesses needs, establishes priorities and makes recommendations for the enrichment of the community and promotion of cultural vitality through the arts. The Lakewood Arts Commission does the following:

- Promotes the visual, performing and literary arts;
- Encourage the creative contribution of local artists;
- Make recommendations for Public Art to the City Council;
- Support community-building events; and
- Foster the City's cultural heritage.

Roster: City Council liaison is Councilmember Marie Barth; Kurtiss Erickson – Chair, Susan Coulter – Vice-Chair, Sandra Calvillo, Jean Witte, Retha Hayward, Jeff Greenwell, Marquita Hunt, Barbara Vest, Phillip Raschke, Kathy Flores, Robert Lawrence

Meetings are held on the first Monday of the month at 4:30 p.m. at City Hall.

Community Services Advisory Board

The Community Services Advisory Board advises the City Council on matters related to Human Services, the Community Development Block Grant (CDBG) and HOME Investment Partnership Act (HOME) programs which may include:

- Facilitate cooperation and coordination with the City on CDBG and HOME funding issues.
- Recommend to the City Council programs for funding out of CDBG funds, recommend CDBG and HOME funding allocations, including development of housing strategies.
- Hold public hearings to receive public comments to identify community and housing needs and development of proposed activities.
- Develop recommendations for the Consolidated Plan, Action Plan and other related documents.
- Perform other CDBG and HOME related duties and functions as assigned by the City Council.
- Conduct public hearings regarding allocations of human services funds and programs and making recommendations for funding;
- Ensure the most fair distribution and most effective use of human services resources consistent with adopted priorities and criteria;
- Encourage partnerships in the funding and provision of human services;
- Request periodic strengths and needs assessments and program outcome evaluations to determine the direction of human services most beneficial to the City; and
- Integrate human services policy into overall City policy development.

Roster: City Council liaison is Councilmember Marie Barth; Susan Coulter, Kurtiss Erickson, Kathy Flores, Robert Fox, Retha Hayward, Ed Kane, Tony Lamb, Robert Lawrence, Peggy Leach, John Munn, Constance Perra, Phillip Raschke, Barbara Vest, Jean Witte

Meetings at City Hall are TBD.

Civil Service Commission

The role of the Civil Service Commission is to perform the duties established by State law as set forth in Chapter 41.12 of the Revised Code of Washington (RCW) in connection with the selection, appointment, promotion, demotion and employment of police officers commissioned pursuant to RCW 43.101.200, unless exempt pursuant to RCW 41.60.070. The Commission shall also make and adopt rules and regulations as are necessary to effectuate RCW 41.12 and Chapter 2.10 (Ordinance 328) of the Lakewood Municipal Code.

Current Members: David Boyd, Dennis Roden, Bryan Thomas

Community Services Advisory Board

The Community Services Advisory Board advises the City Council on matters related to Human Services, the Community Development Block Grant (CDBG) and HOME Investment Partnership Act (HOME) programs which may include:

- Facilitate cooperation and coordination with the City on human services, CDBG, and HOME funding issues.
- Recommend to the City Council programs for funding out of City's general funds, CDBG and HOME funds, and other funding appropriations.
- Hold public hearings to receive public comments to identify community and housing needs, development of proposed activities, and recommendations for funding.
- Develop recommendations for the Consolidated Plan, Action Plan, and other related documents.
- Review and approve annual performance reports of CDBG and HOME activities for submittal to HUD.
- Develop and recommend citywide policies for funding allocations.
- Encourage partnerships and collaboration in the funding and provision community and human services.
- Review needs assessments, gap analyses, and other data to determine citywide needs which will help develop strategic action plans.
- Perform other community services related duties and functions as assigned by the City Council.

Current Members: Paul Calta, DeAnn Harris, Michael Lacadie, Kathleen Lind, Laurie Maus, Numbi Ngari-Turner, Edith Owen-Wallace, Sharon Taylor, Ric Torgerson

Council Liaison: Councilmember Marie Barth

Meeting Dates: As needed.

Lakewood Arts Commission

The role of the Lakewood Arts commission is to assess needs, establish priorities and make recommendations for enrichment of the community and promotion of its cultural vitality through the arts. The Lakewood Arts Commission will do the following:

- Promote the visual, performing and literary arts;
- Encourage the creative contribution of local artists;
- Make recommendations for Public Art to the City Council;
- Support community-building events; and
- Foster the City's cultural heritage.

Current Members: Susan Coulter, Kurtiss Erickson, Kathy Flores, Robert Fox, Retha Hayward, Ed Kane, Tony Lamb, Robert Lawrence, Peggy Leach, John Munn, Constance Perra, Phillip Raschke, Barbara Vest, Jean Witte

Council Liaison: Councilmember Marie Barth

Meeting Dates: First Monday at 4:30 pm, City Hall

Lakewood's Promise Advisory Board

The role and responsibilities of the Lakewood's Promise Advisory Board is to assist the City Council in the following areas:

- The Lakewood's Promise Advisory Board shall advise the Mayor, the City Council and city staff regarding the availability and delivery of the five promises within the City.
- The Lakewood's Promise Advisory Board shall look for ways to develop ongoing relationships among Lakewood citizens and businesses to better deliver Promise activities to youth.
- The Lakewood's Promise Advisory Board shall advise the City Council in connection with Lakewood's Promise issues as may be referred to the Lakewood's Promise Advisory Board by the City Council which may include, but is not limited to, the following:
    - Facilitate cooperation and coordination with City staff, citizens' groups and other entities, agencies and organizations on Lakewood's Promise issues;
    - Recommend to the City Council strategies to enhance awareness of, and interest in, Lakewood's Promise which may be in cooperation with any appropriate private, civic or public agency of the City, county, state or of the federal government;
    - Recommend ways and means of obtaining private, local, county, state or federal funds for the promotion of Lakewood's Promise programs and projects within the City, and
    - Represent the community and the City of Lakewood as requested by the City Council to address Lakewood's Promise related issues.

Current Members: Echo Curry, Deborah Gist, Michele Johnson, Carolina Robles, Elvin Bucu, Debbie LeBeau, Clayton DeNault, Mary Dodsworth, Judi Weldy, Dr. Lonnie Howard, Elli Wilson

Council Liaison: Councilmember Mary Moss

Meetings are held on every second Thursday at 7:30 a.m. at Lakewood City Hall.

Landmarks and Heritage Advisory Board

The Landmarks and Heritage Advisory Board advises the City Council, the City Manager and City staff in connection with protection and preservation of historical landmarks in Lakewood and establishing procedures for designation and preservation of landmarks. This includes:

- Holding public hearings on nominations for designation and applications for certificates of appropriateness.
- Authorizing, subject to the availability of funds budgeted for that purpose and approval of the expenditure by the City Council, to expend monies to compensate experts to provide technical assistance to property owners in connection with requests for certificates of appropriateness.
- Approving, denying, amending or terminating the designation of a historic resource as a landmark or community landmark after a public hearing.

Current Members: Bethene Campbell, Joan Cooley, Cyrus Happy, Bill Harrison, Robert Jones, Walter Neary, Glen Speith, Stephanie Walsh

Council Liaison: Councilmember John Simpson

Meeting Dates: Every fourth Thursday of every other month at 6 p.m. at City Hall.

Lodging Tax Advisory Committee

The Lodging Tax Advisory Committee submits proposals for review and comment, proposals for imposition of any new tax under RCW 67.28 (hotel/motel tax), or for increases in the rate of a tax imposed, or for the repeal of an exemption from a tax imposed, or for a change in the use of revenue received under Chapter 67.28 RCW. The Advisory Committee submits comments on the proposal in a timely manner and shall include an analysis of the extent to which the proposal will accommodate activities for tourists or increase tourism and the extent to which the proposal will affect the long-term stability of the fund created under Section 67.28 of the RCW (Section 4 of Chapter 452, Laws of 1997).

Members: Mayor Don Anderson; Brandie Hesson-Bullard, Rebecca Huber, Jackeline Juy, Asuka Ludden, Phillip Raschke, Linda Smith

City Council Liaison: Mayor Don Anderson

Meeting Dates: As needed.

CITY COUNCIL COMITTEES, BOARDS AND COMMISSION (continued)

Parks and Recreation Advisory Board

The Parks and Recreation Board provides policy recommendations to the Council and staff on a variety of park and recreation related issues. The role of the Parks and Recreation Advisory Board is to:

- Advise the City Council and City staff or officials administering parks, regarding the general operation and development of all parks and recreation facilities and programs of Lakewood including long range park planning, needs assessment, program evaluation, acquisition, construction, development, concessions or privileges in parks and/or playgrounds, sports fields, recreation grounds, and/or other municipally owned recreation facilities, including community buildings and improvements to the same. The Parks and Recreation Advisory Board shall also work with neighborhood groups and ad-hoc committees to formulate recommendations to the City Council.

- The Parks and Recreation Advisory Board shall recommend rules and regulations for the government, management, operation, supervision and control of city parks and recreational facilities and programs.

- The Parks and Recreation Advisory Board shall advise the City Council in connection with parks and recreation issues as may be referred to the Parks and Recreation Advisory Board by the City Council which may include, but is not limited to, the following:

    - Facilitate cooperation and coordination with City staff, citizens' groups and other entities, agencies and organizations on parks and recreation issues;

    - Recommend to the City Council strategies to enhance awareness of, and interest in, parks and recreation facilities and programs of the City, which may be in cooperation with any appropriate private, civic or public agency of the City, county, state or of the federal government;

    - Recommend ways and means of obtaining private, local, county, state or federal funds for the promotion of parks and recreation programs and projects within the City; and

    - Advise the City Council on acquisition of parks and recreation facilities and properties; and

    - Represent the community and the City of Lakewood as requested by the City Council to address parks and recreation related issues.

Current Members: Sylvia Allen, J. Allan Billingsley, Susan Dellinger, Jason Gerwen, Heinz Haskins, Vito Lacobazzi, Anessa McClendon

Council Liaison: Mayor Don Anderson

Meetings Dates: Fourth Tuesday of the month at 5:30 p.m. at City Hall.

Planning Commission

The role of the Planning Commission is to assist the City Council in the following areas:

- Assists City personnel in preparing a comprehensive plan for the City in accordance with state law to be submitted to the City Council for consideration of adoption.

- Recommends to the City Council such changes, amendments or additions to the comprehensive plan as may be deemed desirable.

- Recommends land use and zoning regulations and other development regulations as deemed necessary and/or appropriate. Act as the research and fact finding agency of the City in regard to land uses, housing, capital facilities, utilities, transportation, and in regard to classification of lands as agriculture, forest, mineral lands, critical areas, wetlands and geologically hazardous areas. Undertakes surveys, analyses, research and reports as may be generally authorized or requested by the City Council.

- Cooperates with planning agencies of other cities and counties, to include regional planning agencies, in furtherance of such research and planning; and

- Annually provides to the City Council a report on progress made in implementing the goals and requirements of State law and on the status of land use policies and procedures within the city.

Redevelopment Issues:

- Facilitate cooperation and coordination between various business groups and impacted neighborhoods on business issues;

- Facilitate the formation of specific neighborhood commercial business groups to assist in the enhancement of various existing commercial areas, aid in stabilizing and retaining commercial enterprises within these areas to maintain viability as a commercial area, and help in identifying specific needs of businesses within various commercial areas.

- Make recommendations to the City Council and to City staff for programs in which the City could or should participate to enhance commercial development opportunities in the City, which programs may be in cooperation with any appropriate private, public, civic or community agency, group or association of or in the City, county, state or federal government;

- Recommend ways and means of obtaining private, local, county, state or federal funds and other participation for the promotion of business development projects within the City, especially those of an incubator type;

- Work with City of Lakewood staff, City Council, task forces and other City/community based groups, as directed by the City Council, on relevant issues and projects; and

- Assist in data base development for the creation and maintenance of a community profile.

Transportation Issues:

- Facilitate cooperation and coordination with the Public Works Department of the City on street, public works and transportation and infrastructure related projects and plans,

- Identify, evaluate and recommend to the City Council, City Manager and/or City staff policies and projects for the City, annual update of its Six-Year Transportation Plan, and for other transportation and infrastructure planning purpose of the City,

- Recommend ways and means of obtaining private, local county, state or federal funds for promotion of transportation and infrastructure facilities of the City, and

Planning Commission (continued)

- Advise the City Council on acquisition, replacement and maintenance of transportation and infrastructure facilities of the City
- Advise the City as to the manner that public information on street related projects can best be disseminated, given the nature and/or scope of the projects.
- Advise the City Council regarding transportation related facilities, needs and programs of the City, as may be referred by the City Council.

Current Members: Don Daniels, Connie Coleman-Lacadie, Robert Estrada, James Guerrero, Robert Pourpasand, John Paul Wagemann, Christopher Webber

Council Liaison: Councilmember Paul Bocchi

Meetings Dates: First and third Wednesdays of the month at 6:30 p.m. at City Hall, or more frequently as needed.

Public Safety Advisory Board

The role of the Public Safety Advisory Committee is to provide citizen input and advice to the City Council in developing and monitoring public safety policies. The Committee reports to the City Council and will also assist the City Council in assessing that department resources allow for compliance with City and department policies. The committee annually provides to the City Council a report on progress made in carrying out the Committee's responsibilities. Additional reports may be deemed appropriate by the Public Safety Advisory Committee and/or the City Council.

Current Members: Charles Ames, Joseph Boyle, Alan Hart, James Hairston, Michael Lacadie, Robert Saul, Johnny Williams, Ken Witkoe

Council Liaison: Councilmember Marie Barth

Meeting Dates: First Wednesday of the month at the Lakewood Police Station.

Independent Salary Commission

The duties of the Salary Commission are:

- The salary commission shall convene and determine the salaries paid to the Mayor and the City Council within 45 days of confirmation by the City Council. The 45-day review and determination time may be extended upon request of the salary commission and approval by the city council.
- All meetings of the salary commission shall be subject to the Open Meetings Act and shall be open to the public. The meetings shall be held in the same location as City Council regular meetings. The salary commission shall provide an opportunity for citizens of the City to comment on the salaries of the Mayor and City Council prior to taking a final vote on such salaries.
- After determining the salaries of the Mayor and the City Council, the salary commission shall file a statement of the salaries with the City Clerk. A salary increase shall be effective on the next payday for City employees. A salary decrease shall be effective at the commencement of the next subsequent term of office.
- Any increase or decrease in salary shall become effective without further action of the City Council, and shall supersede any salary set forth in a City ordinance related to the budget or the salaries of the Mayor and City Councilmembers.

Current Members: Connie Coleman-Lacadie, Fae Crabill, Ermine Fullter Jr., Stephen Mazoff, Helen McGovern-Pilant

Meeting Dates: As needed.

Youth Council

The Youth Council duties are as follows:

- Designated Youth Council, of at least two members, shall attend at least one City Council meeting per month and give a report
- Communicate with other youth in the City and solicit input regarding youth interests and issues and report that information to the City Council
- The proposed Youth Council will provide information to the City Council about youth concerns, activities and interests, which are relevant to the proposed City Council actions
- Plan activities in the community to help youth. Serve as a youth leader in the community
- Represent the youth of Lakewood to other jurisdictions
- Serve as representatives to other governing entities
- Youth Council activities are to be directed and approved by the City Council's designee
- The approved activities are to be facilitated by the City Manager or his designee

Current Members: Albert James, Alex Wright, Ayana Rice, Brittany Higgins, Carlos Alvarez, Carolina Robles, Cassandra Daniels, Cassidy Barnes, Chelsea Caranto, Claudia Penney, Damita Gomez, Dante Ost, Diana Carney, Erika Savedra, Hella Mannering, Jack Gonzalez, Jodelein Garcia, Lindon Coulter-Peterson, Nicole Van Guilder, Peyton Gomez, Siobhan Wells, Therese Pacio, Tiana Arzuaga

Youth Council Advisory Board Representatives:

- Lakewood's Promise Advisory Board – Carolina Robles
- Arts Commission – Diana Carvey
- Community Services Advisory Board – Claudia Penney
- Landmarks and Heritage Advisory Board – Cassie Daniels
- Parks and Recreation Advisory Board – Tiana Arzuaga
- Planning Commission – Carlos Alvarez
- Public Safety Advisory Committee – Ayana Rice

Council Liaison: Councilmember Michael Brandstetter

Meetings Dates: First and third Monday of the month at City Hall and Clover Park School District Student Services Center, respectively.

COMMUNITY PARTNERSHIPS

2nd Stryker Brigade Combat Team (JBLM Community Connector)
AARP
Alaska Gardens
American Lake Veterans Hospital
Association of Washington Cities
Boy and Girl Scouts of America
Bridgeport Place
Caring for Kids
Catholic Community Services
Centerforce
Christ Lutheran Church
City of DuPont
City of Tacoma
City of University Place
Clover Park Kiwanis
Clover Park Rotary
Clover Park School District
Clover Park Technical College
Coffee with the Mayor
Communities in Schools of Lakewood
Diabetes Association of Pierce County
Emergency Food Network
Federal Legislators (Senator Maria Cantwell, Senator Patty Murray, Congressman Denny Heck)
First Baptist Church of Lakewood
FISH Food Bank
Grave Concerns
Habitat for Humanity
HeartWarming Care
Integrity Hearing
Joint Base Lewis-McChord (JBLM)
Keep Lakewood Beautiful
Kiwanis Club of Clover Park
Korean Women's Association
Lake City Neighborhood
Lake Steilacoom Improvement Club
Lakewold Gardens (MayFest)
Lakewood Baseball Club
Lakewood Boys and Girls Club
Lakewood Chamber of Commerce
Lakewood Community Foundation
Lakewood First Lions
Lakewood Historical Society
Lakewood Industrial Park
Lakewood Playhouse
Lakewood Soccer Club
Lakewood Towne Center
Lakewood United
Lakewood Water District
Lakewood YMCA
Little Church on the Prairie
Living Access Support Alliance
MultiCare Health System
Narrows Glen
Nisqually Tribe
North East Neighborhood
Pacific Lutheran University
Pacific Neighborhood
Partners for Parks
Pierce College
Pierce County
Pierce County Cities & Towns
Pierce County Housing Authority
Pierce County Library System
Pierce County Regional Council (PCRC)
Pierce Transit
Point Defiance Village
Protect Our Pets
Puget Sound Energy (PSE)
Puget Sound Regional Council (PSRC)
Rebuilding South Sound Together
Regional Access Mobility Partnership (RAMP)
Rotary Club of Lakewood
Senior Footcare
Senior Housing Assistance Group – Lakewood Meadows
Statewide Health Insurance Benefits Advisors
Sound Transit
Soundview Medical
South Sound Military Communities Partnership (SSMCP)
South Sound Outreach Services
South Sound Sports Commission
St. Clare Hospital – Franciscan Health System
Tacoma Area Coalition of Individuals with Disabilities (TACID)
Tacoma Housing Authority
Tacoma Pierce County Association of Realtors
Tacoma-Pierce County Economic Development Board
Tacoma-Pierce County Health Department
Tacoma-Pierce County Chamber of Commerce
The Church of Jesus Christ of Latter-day Saints
The Footwear Place
The Weatherly Inn
Tillicum/Woodbrook Neighborhood
Trinity Baptist Church
Town of Steilacoom
United Way
Visiting Angels
Walmart
Washington Recreation and Park Association
Washington State Association of Senior Centers
Washington State Department of Transportation (WSDOT)
Washington State Legislators (Senator Steve Conway, Senator Steve O'Ban, Representative Christine Kilduff, Representative Steve Kirby, Representative Dick Muri, Representative David Sawyer)
Washington State SAIL Task Force
West Pierce Fire and Rescue
Western State Hospital
World Vision
WSDOT
YWCA

BUDGET PROCESS

Procedures for Adopting the Original Budget - The City's budget process and the time limits under which the biennial budget must be prepared are defined by the Revised Code of Washington (RCW) 35A.34. These elements, with which the City continues to comply, resulted in the following general work plan and calendar for 2016:

Process Description	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Council sets 2015/2016 budget priorities												
Leadership Team Develops Budget Strategies												
City Manager gives budget Directions												
Chief Financial Officer distributes budget instructions consistent with City Manager direction						*						
Departments prepare revenue and expenditure estimates and new program requests												
Finance updates revenue estimates and compiles department submittals												
City Manager meets with Department Directors to review their budget proposals												
City Manager makes specified adjustments to department submittals/establishes preliminary budget												
Preliminary budget document prepared, printed and filed with City Clerk and presented to the City Council (at least 60 days prior to the ensuing fiscal year)												
City Clerk publishes notice of the filing of preliminary budget and notice of public hearing to be held during preliminary budget deliberations									*			
City Council conducts workshops and public hearings on the preliminary budget recommended by City Manager												
City Council instructs City Manager to make modifications to the budget												
City Council adopts an ordinance to establish the amount of property taxes to be levied in the ensuing year												*
Final budget, as adopted, is published and distributed within the first three months of the following year												

Mid-Biennium Review and Modification **-** The biennial budget statute referenced above requires jurisdictions electing a biennium budget to perform a mid-biennium review and modification of the adopted budget per RCW 35.34.130. The review and modification shall occur no sooner than eight months after the start nor later than conclusion of the first year of the fiscal biennium.

Amending the Budget - When the City Council determines that it is in the best interest of the City to increase or decrease the appropriation for a particular fund, it may do so by ordinance approved by a simple majority. The City Manager is authorized to transfer budgeted amounts between departments within any fund. The Department Directors are authorized to transfer budgeted amounts between accounts within a department.

*****Indicates specific dates

FINANCIAL POLICIES

Originally Adopted by the City Council on September 15, 2014
Revised on May 2, 2016

OPERATING BUDGET

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

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

- As a comprehensive business plan, the budget should provide the following critical elements recommended by the Government Finance Officers Association: public policies, financial plan, operations guide, and communications device.

- The City's budget presentation should display the City's service delivery/performance plan in a City Council/constituent-friendly format. Therefore, the City will use a program budgeting format to convey the policies for and purposes of City operations. The City will also prepare the line-item format materials for those who wish to review that information.

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

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

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

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

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

Department Director Responsibility. All Department Directors will participate in the responsibility of meeting policy goals and ensuring long-term financial health. Under the City Manager's direction,

Department Directors have primary responsibility for: formulating budget proposals in line with City Council priority and direction; and implementing those proposals once they are approved.

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

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

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

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

FUND BALANCE

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

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

- *2% General Fund Contingency Reserves:* The purpose of this reserve is to accommodate unexpected operational changes, legislative impacts, or other economic events affecting the City's operations which could not have been reasonably anticipated at the time the original budget was prepared. The City Council will determine how the Contingency Reserves are spent.

- *5% General Fund Ending Fund Balance Reserves:* The purpose of this reserve is to provide financial stability, cash flow for operations and the assurance that the City will be able to respond to revenue shortfalls with fiscal strength.

- *5% Strategic Reserves:* The purpose of this reserve is to provide some fiscal means for the City to respond to potential adversities such as public emergencies, natural disasters or similarly major, unanticipated events.

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

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

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

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

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

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

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

REVENUE

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

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

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

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

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

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

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

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

EXPENDITURES

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

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

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

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

INTERFUND LOANS

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

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

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

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

DEBT MANAGEMENT

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

- Minimize debt service and issuance costs

- Maintain access to cost-effective borrowing
- Achieve and maintain highest practical credit rating
- Repay debt timely and in full
- Maintain full and complete financial disclosure and reporting
- Ensure compliance with state and federal laws and regulations

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

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

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

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

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

- *Short-term Debt.* Short-term debt will be considered as an interim source of funding in anticipation of long-term debt. Short-term debt may be issued for any purpose for which long-term debt may be issued, including capitalized interest and other financing-related costs. Short-term debt is also appropriate to address legitimate short-term cash flow requirements during a given fiscal year to fund operating costs of the City to provide necessary public services. The City will not engage in short-term borrowing solely for the purpose of generating investment returns.

- *Refunding.* Periodic reviews of outstanding debt will be undertaken to identify refunding opportunities. Refunding will be considered (within federal tax law constraints) when there is a net economic benefit of the refunding. Noneconomic refundings may be undertaken to achieve City objectives relating to changes in covenants, call provisions, operational flexibility, tax status, issuer, or the debt service profile, etc. When contemplating a refunding, the City shall have a minimum of 3.0% economic savings, as expressed on a net present value basis, as a benchmark to proceed with a refunding. The City may purchase its bonds in the open market for the purpose of retiring the obligation when the purchase is cost effective.

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

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

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

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

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

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

CAPITAL IMPROVEMENT

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

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

- *Resource Plan.* Capital proposals should include a comprehensive resource plan. This plan should include the amount and type of resources required, and the funding and financing strategies to be employed. The specific fund and timing should be outlined. The plan should indicate resources needed to complete any given phase of a project in addition to the total project.

- *Expenditure Plan.* All proposals for the expenditure of capital funds shall be formulated and presented to the City Council within the framework of a general capital budget and, except in exceptional circumstances of an emergency nature, no consideration will be given to the commitment of any capital funds, including reserve funds, in isolation from a general review of all capital budget requirements.

- *Changes in Project Estimates.* Changes in project estimates for the comprehensive resource plan should be fully reported to the City Council for review and approval.

- *M&O Impact.* Project proposals should indicate the project's impact on the operating budget, including, but not limited to, long-term maintenance costs necessary to support the improvement.

- *Biennial Budget.* The biennial capital budget shall include only those projects which can reasonably be accomplished in the time frame indicated. The detail sheet for each budgeted capital project should include a projected schedule.

- *Carry Over.* Capital projects which are not encumbered or completed during the fiscal year will be re-budgeted or carried over to the next fiscal year except as reported to and subsequently approved by the City Council. All re-budgeted capital projects should be so noted in the adopted capital budget. Similarly, multi-year projects with unencumbered or unexpended funds will be carried over to the subsequent year(s).

- *Revenue Expectation.* Capital projects will not be budgeted unless there are reasonable expectations that revenues will be available to pay for them.

- *Negative Impact from Project.* If a proposed project will cause a direct negative impact on other publicly-owned facilities, improvements to the other facilities will be required as part of the new project and become a part of the new project's comprehensive costs.

Capital Improvement Plan

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

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

- *Timing.* The 6-Year Capital Improvement Plan shall be provided to the City Council in a timely manner to allow time for the City Council members to review the proposal with constituents before it is considered for adoption.

- *Public Meeting Notice.* The City Council study sessions on the Capital Improvement Plan shall be open to the public and advertised sufficiently in advance of the meetings to allow for the attendance of interested citizens.

- *Public Hearing.* Prior to the adoption of the Capital Improvement Plan, the City Council shall hold noticed public hearings to provide opportunities for citizens to express their opinions on the proposed plan.

- *Committee, Boards and Commission Review.* The appropriate committee, board and/or commission shall review the proposed Capital Improvement Plan and provide its comments on the Plan's contents before the City Council considers the Plan for adoption.

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

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

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

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

- Projects which have a positive impact on the operating budget (reduced expenditures, increased revenues);

- Projects which are programmed in the 6-Year Operating Budget Forecast;

- Projects which can be completed or significantly advanced during the 6-Year Capital Improvement Plan;

- Projects which can be realistically accomplished during the year they are scheduled;

- Projects which implement previous City Council-adopted reports and strategies.

COST RECOVERY

The objective of the cost recovery policy is to provide guidelines for setting fees given the cost of service and establishes provisions for ongoing review, process for establishing cost recovery levels and target cost recovery levels for development review and parks programs/services.

Ongoing Review. Fees will be periodically reviewed in order to keep pace with changes in the cost of living and methods or levels of service delivery. In order to facilitate a fact-based approach to this review, a comprehensive analysis of the City's costs and fees should be made at least every five years. In the interim, fees may be adjusted annually on January 1, based on the Seattle-Tacoma-Bremerton Consumer Price Index for all Urban Consumers (first half year change of the prior year), contract changes, market rates and other economic conditions.

Factors to be Considered. The following factors will be considered when setting cost recovery levels for user fees:

- *Community-wide Versus Special Benefit.* The use of general purpose revenue is appropriate for community-wide services while user fees are appropriate for services that are of special benefit to easily identifiable individuals or groups. Full cost recovery is not always appropriate.

- *Development of a "Value Added" Strategy in Future Cost Recovery Modeling.* Public Value is created in two different ways, directed at two different audiences. Public value is created when governmental agencies use the money and authority given to them to produce things that benefit individuals. Public value is also created when government agencies meet the expectations of citizens and elected officials, that these agencies be accountable for the way they operate; that is, that they be efficient, fair, open, and accountable.

- *Elasticity of Demand.* Pricing of services can significantly impact demand. At full cost recovery, this has the specific advantage of ensuring that the City is providing services for which there is a genuine market, and that it is not over-stimulated by artificially low prices. Conversely, high levels of cost recovery may negatively impact the delivery of services to lower income groups. This negative feature can work against public policy, especially if the services are specifically targeted to low income groups.

- *Feasibility of Collection.* Although it may be determined that a high level of cost recovery may be appropriate for specific services, it may be impractical or too costly to establish a system to identify and charge the user. The method of assessing and collecting fees should be as simple as possible in order to reduce the administrative cost of collection.

General Concepts. Revenues should not exceed the reasonable cost of providing services. Cost recovery goals should be based on the total cost of delivery the service as calculated using the fully burdened hourly rates, including direct costs, departmental administration costs and organization-wide support costs such as accounting, personnel, information technology, legal services, fleet maintenance and insurance. The method of assessing and collecting fees should be as simple as possible in order to reduce administrative cost of collection. Rate structures should be sensitive to the "market" for similar services

as well as to smaller, infrequent users of the service. A unified approach should be used in determining cost recovery levels for various programs based on factors discussed above.

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."

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%.

CASH MANAGEMENT AND INVESTMENTS

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

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

- *Safety.* Investments will be undertaken in a manner that seeks to ensure the preservation of capital in the portfolio. Specifically, the City will: (a) seek to avoid realizing any loss through the sale or disposal of an investment; and (b) seek to mitigate the risk of unrealized losses due to a decline in value of investments held in the portfolio.

- *Liquidity.* The investment portfolio will remain sufficiently liquid to meet all cash requirements that may be reasonably anticipated. This will be accomplished by structuring the portfolio in the following manner: (a) the City will purchase investments scheduled to mature in accordance with its anticipated cash needs, in order to minimize the need to sell investments prior to maturity; (b) a portion of City funds will be maintained in cash equivalents, including money market fund, investment pools and overnight securities, which may be easily liquidated without a loss of principal should an unexpected need for cash arise; and (c) the portfolio will consist largely of investments with active secondary markets.

- *Yield.* The City's investments will be designed with the objective of maximizing a fair rate of return consistent with the safety and liquidity noted above.

FINANCIAL REPORTING

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

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

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

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

BASIS OF ACCOUNTING AND BUDGETING

Accounting records for the City are maintained in accordance with methods prescribed by the State Auditor under the authority of Washington State law, Chapter 43.09 R.C.W., and in compliance with generally accepted accounting principles as set forth by the Governmental Accounting Standards Board.

Basis of Presentation - Fund Accounting

The accounts of the City are organized on the basis of funds and account groups. Each fund is a separate accounting entity with a self-balancing group of accounts. There are three broad fund categories, seven generic fund types within those categories and two account groups. A purpose and description of the fund is provided on the fund pages in the Budget by Fund section of this budget document.

Basis of Accounting

Basis of accounting refers to when revenues, expenditures, expenses, transfers and the related assets and liabilities are recognized and reported in the financial statements. Basis of accounting relates to the timing of the measurements made, regardless of the measurement focus applied.

The *accrual basis* of accounting is used by proprietary fund types. Under this method, revenues are recognized when earned, and expenses are recognized when incurred.

The *modified accrual* basis of accounting is used by governmental, expendable trust and agency funds. Revenues and other financial resources are recognized when they become susceptible to accrual, i.e., when the related funds become both measurable and available to finance expenditures of the current period. To be considered "available", revenue must be collected during the current period or soon enough thereafter to pay current liabilities.

Basis of Budgeting

The City uses the same revenue and expenditure recognition principles for budgeting as for accounting with the exception of depreciation or amortization expenses in proprietary funds are not budgeted.

Balanced Budget

The state law prescribes a balanced budget where total expenditures and other uses not to exceed total resources (current revenue plus beginning fund balance). The city's budget policy further requires that "on-going expenditures" not to exceed "on-going revenues". Therefore, a balanced budget for Federal Way must meet both conditions.

Budgetary Fund Balances

Budgetary fund balance is the difference between current liability and current assets of a fund. This is the amount available for appropriations during the budget period. It is different than the fund equity or the net assets reported in the entity-wide financial statements as it does not include capital assets or long-term liabilities that are not available or due within current budget period.

Scope of Budget and Fund Descriptions

Budgets are adopted for the general, special revenue, and debt service funds on the modified accrual basis of accounting. Certain special revenue and capital project funds, however, are budgeted on a project-length basis. For governmental funds, there are no differences between the budgetary basis and generally accepted accounting principles. Budgets for project/grant related special revenue funds and capital project funds are adopted at the level of the individual project and for fiscal periods that correspond to the lives of projects.

Legal budgetary control is established at the fund level; i.e., expenditures for a fund may not exceed the total appropriation amount. The Mayor may authorize transfers of appropriations within a fund, but the City Council must approve by ordinance any increase in total fund appropriations. Any unexpended appropriations for budgeted funds lapse at the end of the year. Appropriations for other special purpose funds that are non-operating in nature, such as capital projects, are adopted on a "project-length" basis and, therefore, are carried forward from year to year without reappropriation until authorized amounts are fully expended or the designated purpose of the fund has been accomplished.

The individual funds within each fund type which are included in the City's budget are listed below.

General Fund - This fund is used to account for all financial resources except those required to be accounted for in another Fund.

Special Revenue Funds - These funds are established to account for proceeds of specific revenue sources that are either designated by policy or are legally restricted to expenditure for specified purposes.

Street Fund
Real Estate Excise Tax Fund
Transportation Benefit District Fund
Hotel/Motel Lodging Tax Fund
Property Abatement & Rental Housing Safety Program Fund
Public Art Fund
Narcotics Seizure Fund
Felony Seizure Fund
Federal Seizure Fund
Community Development Block Grant Fund
Neighborhood Stabilization Program
Office of Economic Adjustment/South Sound Military Partnership Fund
Public Safety Grants

Debt Service Fund - This Fund is to account for the accumulation of resources for, and the payment of, general long-term debt principal and interest.

General Obligation Bond Debt Service Fund
Sewer Project Debt Service Fund
Local Improvement District Debt Service Fund
Local Improvement Guaranty Debt Service Fund

Capital Project Funds - These funds account for financial resources to be used for the acquisition or construction of major capital facilities.

Parks Capital Fund
Sewer Project Capital Fund
Transportation Capital Fund
Sanitary Sewer Connection Capital Fund

Enterprise Fund - This Fund is to account for operations that are normally financed and operated in a manner similar to a private business enterprise where the intent of the governing body is that the costs of providing goods and services to the general public on a continuing basis be financed or recovered primarily through user charges.

Surface Water Management Fund

Internal Service Funds - These Funds are established to account for the financing of goods and services provided by one department of the governmental unit to other units on a cost reimbursement basis.

Fleet & Equipment Fund
Information Technology Fund
Property Management
Risk Management Fund

CITY HISTORY

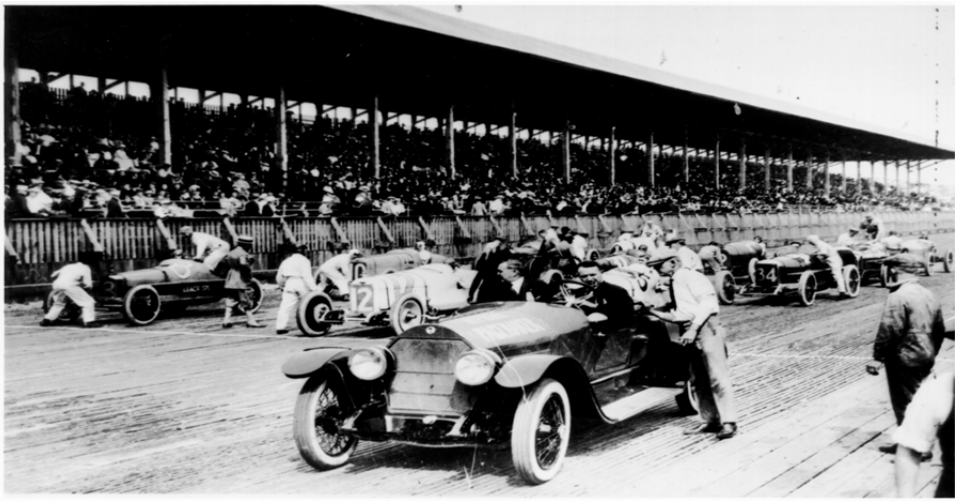
In May of 1883, the Hudson Bay Company set up a fur trading operation on the Nisqually Prairie. This was the halfway point between the City of Vancouver, B.C., and the Columbia River. With the steady arrival of new American settlers, the pressure on the Indian population increased and inevitably hostilities resulted. In 1849, a group of Indians attacked Fort Nisqually in an engagement in which one white man and two Indians were killed. This incident led to the moving in of the U.S. military and the establishment of Fort Steilacoom nearby. The town of Steilacoom is being hailed as the "Newport of the Northwest". Despite claims to the land, the ground was rented from Hudson's Bay Company at $50 per month by the U.S. government.

In 1917 Camp Lewis was built on land donated to the government by Pierce County citizens. McChord AFB, then known as McChord Field, was developed from the old Tacoma Air Field in 1938.

Meanwhile, beautiful homes were being built on estates around the shorelines of the lakes in the area. The lakes district refers to the three major lakes - American Lake (The native Indians called this lake "Spootsylth"), Gravelly Lake (called by the native Indians "Quoi-Quoi-ahtehee") and Steilacoom Lake (called by the native Indians "Wyaatchee"). The most spectacular home built was Thornewood, built on American Lake between 1909 and 1911. (The Thorne Mansion is just off of Thorne Lake in the Tillicum area). A national magazine called it one of the most beautiful estates and gardens in the nation; illustrious people of the time, among them diplomats, opera stars and a U.S. President, were guests there.

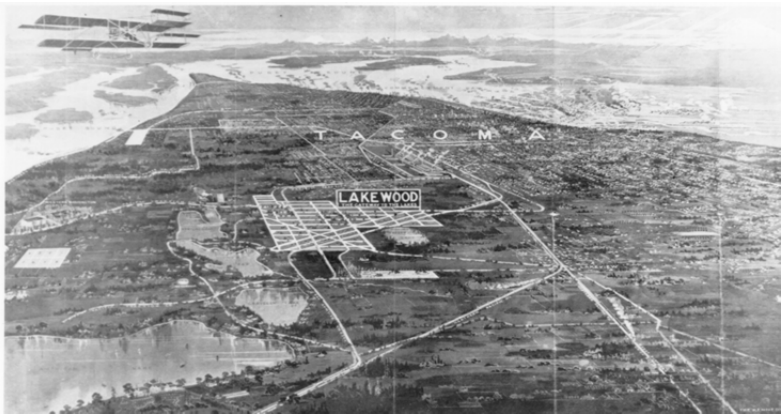
The Tacoma Country and Golf Club was established in 1894 - the first golf club west of the Mississippi. Trolley cars carried passengers from Tacoma to the prairie playground.

In the early 1900's the famed Tacoma Speedway was built where the industrial park next to Clover Park Technical College is today. Thousands cheered as racing greats like



Barney Oldfield, Louis Chevrolet and Eddie Richenbacker competed on the wooden track. Lakewood racing (1914 - 1924) was the largest this side of the Mississippi. The speedway was on the same circuit as the Indianapolis. The cover page of the 1997 budget document featured the historic picture of this famous race track. Being made of wood, the track was susceptible to fire. The grandstand was destroyed by fire and was never rebuilt.

In 1910, Lakewood, the "**Gateway to the Lakes**", was being promoted as a new proposed land development by the Lakes. On the next page, the grid of streets under the sign was pure speculation on where Lakewood would be located. The long enhanced lines mark the Northern Pacific Railroad and street car tracks. **Note:** The Wright pusher biplane (*upper left hand corner*).



Lakewood as a district community began to evolve in the 1930s and early 1940s. The Great Depression was finally lifting and business development came quickly. In 1937 Norton Clapp built the first part of the Lakewood Colonial Shopping Center, one of the first suburban shopping centers in the country.

The Lakewood Center held Gene Roses' Lakewood Pharmacy, the Terrace Restaurant, and the Theater with a community room in the basement. Charlie Mann's Lakewood Log Newspaper was added in the 1940's.

The Oaks resort at the north end of Steilacoom Lake included this popular dance hall. Big bands played here. In the late 1930's, Norton Clapp purchased the resort and turned the resort into an ice skating rink. The curling club met there also. Several of our young skaters-including Dean Gillette and Margaret Clarke turned professional.

In 1958, the Villa Plaza Shopping Center was built on the site of Visitation Villa, a Catholic Girls' School and Retreat. Villa Plaza was later renovated to become the Lakewood Mall and has now been further expanded and upgraded to the current Lakewood Towne Center. In 1960, the Thunderbird Center, now the Oakbrook Shopping Center, was built on the site of another small airstrip.

In March of 1995 the citizens of Lakewood voted to incorporate as a city. The vote passed with 60% of the citizens voting yes. In September, seven City Council Members were elected to form the City's first government. William Harrison was elected by the City Council as Lakewood's first mayor; and Claudia Thomas, the Deputy Mayor. Other original City Council members were – Ann Kirk Davis, Colleen Henry, Jose Palmas, Douglas Richardson and Sherri Thomas. Lakewood officially became a city on February 28th, 1996. The City Council is responsible for enacting ordinances and resolutions, establishing short and long term goals on behalf of the city guided. The City Council also establishes regulations that govern the City, appointing members to the various advisory boards and appointment of the City

Manager. The City Manager is responsible for enforcement of laws and ordinances and appoints and supervises the Department Directors within the City organization.

The area's maritime climate has a moderating influence both in the winter and in the summer. Temperatures recorded at the Sea-Tac Airport vary in the summer between the 60s - 80s degrees Fahrenheit and 20-50 degrees Fahrenheit in the winter with an average in the 40s. Precipitation ranges from 32 - 36 inches annually with approximately 75% falling between October and March with December being the wettest. Snowfall is variable and generally melts within a week, except in the Cascade Mountains where excellent skiing conditions prevail.

Mount Rainier, at 14,411 feet is the fifth highest peak in the contiguous United States. Rising in a commanding fashion above the surrounding ridges and peaks, Mount Rainier's great mass is visually enhanced by its close proximity to Tacoma-Seattle metropolitan area. The mountain was named by Captain George Vancouver when he saw it as he sailed through the Strait of Juan de Fuca honoring his friend Admiral Peter Rainier.

The City of Lakewood, with outstanding views of Mount Rainier from various vantage points throughout the city, has incorporated the Mount as part of its official logo as several other governmental entities have in the Puget Sound Area.

EXECUTIVE SUMMARY

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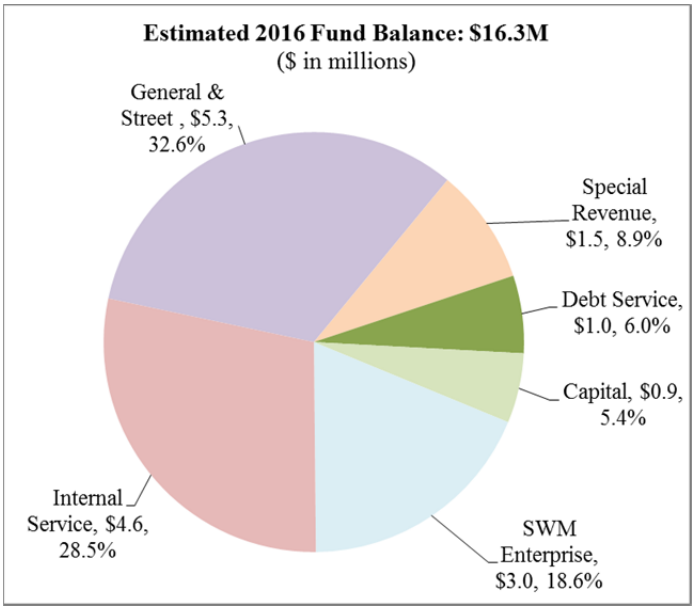
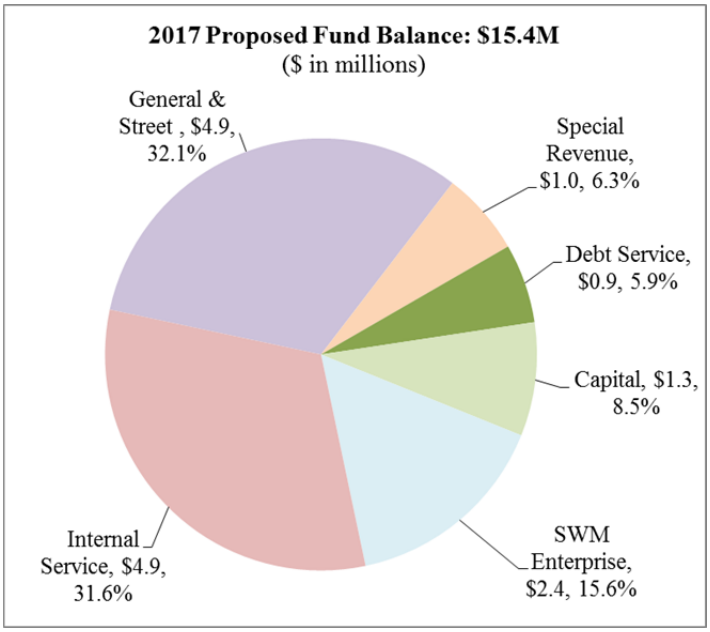
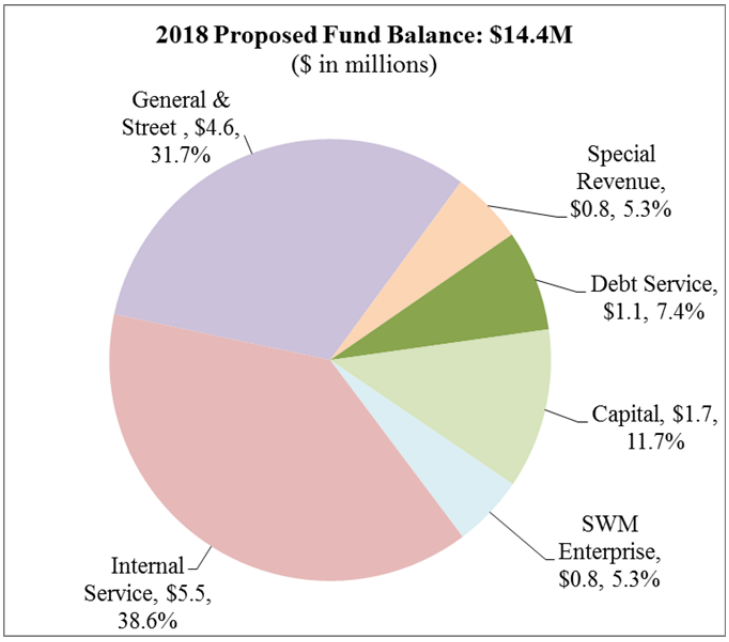
BEGINNING BALANCE, REVENUE, EXPENDITURE & ENDING FUND BALANCE

Fund	2017 Beginning Fund Balance	2017 Revenue	2017 Expenditure	2017 Ending Fund Balance	2018 Beginning Fund Balance	2018 Revenue	2018 Expenditure	2018 Ending Fund Balance
General Government Funds:	**$ 7,740,617**	**$ 43,631,279**	**$ 44,560,592**	**$ 6,811,304**	**$ 6,811,304**	**$ 44,179,306**	**$ 44,610,358**	**$ 6,380,252**
001 General Fund	5,315,430	36,563,125	36,943,994	4,934,561	4,934,561	37,102,010	37,478,578	4,557,993
101 Street	-	$2,155,612	2,155,612	-	-	$2,023,711	2,023,711	-
102 Real Estate Excise Tax	210,249	1,300,000	1,191,000	319,249	319,249	1,300,000	1,513,465	105,784
103 Transportation Benefit District	-	689,000	685,000	4,000	4,000	689,000	685,000	8,000
104 Hotel/Motel Lodging Tax	969,290	600,000	1,100,000	469,290	469,290	600,000	650,000	419,290
105 Property Abatement & Rental Housing Safety Program	-	125,000	125,000	-	-	205,319	125,000	80,319
106 Public Art	11,074	10,000	2,000	19,074	19,074	10,000	2,000	27,074
180 Narcotics Seizure	532	75,000	75,000	532	532	75,000	75,000	532
181 Felony Seizure	-	-	-	-	-	-	-	-
182 Federal Seizure	180,000	75,000	104,900	150,100	150,100	75,000	104,900	120,200
190 CDBG	-	445,000	445,000	-	-	423,000	423,000	-
191 Neighborhood Stabilization Prog	676	-	-	676	676	94,716	95,392	-
192 OEA Grant/SSMCP	79,867	226,805	306,672	-	-	226,805	226,805	-
195 Public Safety Grants	-	-	-	-	-	-	-	-
201 GO Bond Debt Service	-	477,570	477,570	-	-	478,135	478,135	-
202 LID Debt Service	7,319	204,438	204,438	7,319	7,319	191,881	191,881	7,319
204 Sewer Project Debt	841,679	684,729	744,406	782,002	782,002	684,729	537,491	929,240
251 LID Guaranty	124,501	-	-	124,501	124,501	-	-	124,501
Capital Project Funds:	**$ 875,606**	**$ 10,334,836**	**$ 9,903,000**	**$ 1,307,442**	**$ 1,307,442**	**$ 22,313,901**	**$ 21,938,600**	**$ 1,682,743**
301 Parks	-	1,500,000	1,500,000	-	-	1,860,000	1,860,000	-
302 Transportation	271,951	8,228,836	8,113,000	387,787	387,787	20,022,901	19,958,600	452,088
311 Sewer Project	39,173	290,000	290,000	39,173	39,173	85,000	85,000	39,173
312 Sanitary Sewer Connection	564,482	316,000	-	880,482	880,482	346,000	35,000	1,191,482
Enterprise Fund:	**$ 3,032,184**	**$ 2,760,000**	**$ 3,395,589**	**$ 2,396,596**	**$ 2,396,596**	**$ 2,758,000**	**$ 4,399,538**	**$ 755,058**
401 Surface Water Management	3,032,184	2,760,000	3,395,589	2,396,596	2,396,596	2,758,000	4,399,538	755,058
Internal Service Funds:	**$ 4,637,695**	**$ 5,779,139**	**$ 5,551,800**	**$ 4,865,034**	**$ 4,865,034**	**$ 5,344,456**	**$ 4,673,630**	**$ 5,535,860**
501 Fleet & Equipment	4,380,428	1,727,109	1,513,270	4,594,267	4,594,267	1,689,046	1,065,720	5,217,593
502 Property Management	234,767	690,060	699,060	225,767	225,767	691,390	666,390	250,767
503 Information Technology	22,500	2,110,998	2,088,498	45,000	45,000	1,713,048	1,690,548	67,500
504 Risk Management	-	1,250,972	1,250,972	-	-	1,250,972	1,250,972	-
Grand Total - All Funds	**$ 16,286,102**	**$ 62,505,254**	**$ 63,410,981**	**$ 15,380,376**	**$ 15,380,376**	**$ 74,595,663**	**$ 75,622,126**	**$ 14,353,913**
			Total Budget	**$ 78,791,357**			**Total Budget**	**$ 89,976,039**

ENDING FUND BALANCE







ENDING FUND BALANCE

Fund Balance	2014 Actual	2015 Actual	Adopted	2016 Adjusted	Year-end	2017 Proposed	2018 Proposed	17 Proposed - 16 Adj $ Chg	% Chg
Total General/Street O&M Funds	**$ 4,532,693**	**$ 5,848,860**	**$ 4,337,797**	**$ 5,751,840**	**$ 5,315,430**	**$ 4,934,561**	**$ 4,557,993**	**$ (817,279)**	**-14.2%**
2% Contingency Reserves	719,372	732,964	722,972	740,928	735,870	747,287	759,665	6,359	0.9%
5% General Fund Reserves	1,798,431	1,832,409	1,807,413	1,852,319	1,839,676	1,868,218	1,899,163	15,899	0.9%
5% Strategic Reserves	1,798,431	1,832,409	1,807,413	1,852,319	1,839,676	1,868,218	1,899,163	15,899	0.9%
Unreserved/(Shortfall)	216,459	1,451,078	-	1,306,275	900,208	450,839	3	(855,436)	-65.5%
Total Designated/Reserved	**$ 16,527,267**	**$ 17,233,436**	**$ 12,505,291**	**$ 11,512,341**	**$ 10,970,672**	**$ 10,445,815**	**$ 9,795,920**	**$ (1,066,526)**	**-9.3%**
Reserved for Operations:									
102 Real Estate Excise Tax	1,118,529	476,554	-	34,249	210,249	319,249	105,784	285,000	832.1%
103 Transportation Benefit District	-	-	-	-	-	4,000	8,000	4,000	n/a
104 Hotel/Motel Lodging Tax	1,028,557	1,273,140	937,524	969,290	969,290	469,290	419,290	(500,000)	-51.6%
105 Property Abatement & Rental Housing Safety Program	261,771	149,331	-	-	-	-	80,319	-	n/a
106 Public Art	25,388	34,074	-	10,388	11,074	19,074	27,074	8,686	83.6%
180 Narcotics Seizure	483,272	481,585	413,401	-	532	532	532	532	n/a
181 Felony Seizure	5,044	-	11,958	-	-	-	-	-	n/a
182 Federal Seizure	71,787	206,847	20,240	-	180,000	150,100	120,200	150,100	n/a
190 Community Dev Block Grant	22,381	67,267	1,212	-	-	-	-	-	n/a
191 Neighborhood Stabilization Prog	171,277	152,875	171,345	-	676	676	-	676	n/a
192 OEA/SSMCP	84,719	47,503	5,393	50,153	79,867	-	-	(50,153)	-100.0%
195 Public Safety Grant	216	-	-	-	-	-	-	-	n/a
401 Surface Water Management	6,868,242	5,801,449	2,413,995	3,322,557	3,032,184	2,396,596	755,058	(925,961)	-27.9%
Debt Service:									
201 GO Bond Debt Service	-	-	-	-	-	-	-	-	n/a
202 LID Debt Service	1,051	484,396	149	7,319	7,319	7,319	7,319	-	0.0%
204 Sewer Project Debt Service	650,854	616,934	642,061	719,077	841,679	782,002	929,240	62,925	8.8%
251 LID Guaranty	391,798	394,501	121,858	124,501	124,501	124,501	124,501	-	0.0%
Capital Projects:									
301 Parks Capital	10,277	87,106	276	23,557	-	-	-	(23,557)	-100.0%
302 Transportation Capital	-	1,604,528	1,112,537	283,515	271,951	387,787	452,088	104,272	36.8%
311 Sewer Capital Project	106,070	248,733	76,208	39,173	39,173	39,173	39,173	-	0.0%
312 Sanitary Sewer Connection CIP	683,903	913,482	1,161,834	1,180,482	564,482	880,482	1,191,482	(300,000)	-25.4%
Replacement Reserves:									
501 Fleet & Equipment	4,095,975	3,684,937	5,238,879	4,488,313	4,380,428	4,594,267	5,217,593	105,954	2.4%
502 Property Management	446,156	447,246	176,421	234,767	234,767	225,767	250,767	(9,000)	-3.8%
503 Information Technology	-	60,948	-	25,000	22,500	45,000	67,500	20,000	80.0%
504 Risk Management	-	-	-	-	-	-	-	-	n/a
Total Ending Fund Balance	**$ 21,059,967**	**$ 23,082,289**	**$ 16,843,088**	**$ 17,264,181**	**$ 16,286,100**	**$ 15,380,376**	**$ 14,353,913**	**$ (1,883,805)**	**-10.9%**

CITY-WIDE POSITION INVENTORY

	2014	2015	2016	2017 Proposed	2018 Proposed
City Manager	**3.00**	**3.00**	**3.00**	**3.00**	**3.00**
Administrative Services	**20.85**	**16.00**	**16.00**	**16.00**	**16.00**
Finance	11.00	8.00	8.00	8.00	8.00
Information Technology	4.85	4.00	4.00	4.00	4.00
Human Resources	5.00	4.00	4.00	4.00	4.00
Community & Economic Development	**19.00**	**16.00**	**16.00**	**17.50**	**17.50**
Planning	8.00	-	-	-	-
Current Planning	-	4.00	4.00	4.50	4.50
Long Range Planning	-	1.00	1.00	1.00	1.00
Building	6.00	6.00	6.00	7.00	7.00
Economic Development	3.00	1.00	1.00	1.00	1.00
Community Services	2.00	2.00	2.00	2.00	2.00
OEA/SSMCP	-	2.00	2.00	2.00	2.00
Parks, Recreation & Community Services	**22.70**	**18.25**	**18.25**	**24.25**	**24.25**
Administration	1.50	1.50	1.50	1.00	1.00
Human Services	0.50	0.50	0.50	0.50	0.50
Recreation	2.50	2.50	2.50	3.00	3.00
Senior Services	1.75	1.50	1.50	1.50	1.50
Park Facilities	2.75	2.75	2.75	2.75	2.75
Fort Steilacoom	4.50	4.00	4.00	4.50	4.50
Street Landscape	1.00	1.00	1.00	1.25	1.25
Street O&M	5.10	3.00	3.00	5.50	5.50
SWM O&M	-	-	-	2.50	2.50
Property Management	3.10	1.50	1.50	1.75	1.75
Public Works	**27.90**	**26.00**	**24.00**	**20.50**	**19.50**
Street Engineering Serices	7.37	6.57	6.57	2.40	2.40
SWM Engineering Services	12.62	11.32	11.32	8.00	7.00
Transportation Capital	7.91	8.11	6.11	10.10	10.10
Legal	**11.98**	**12.50**	**12.50**	**11.00**	**11.00**
Civil	4.75	6.50	6.50	6.50	6.50
Criminal	4.73	3.50	3.50	2.50	2.50
City Clerk	2.50	2.50	2.50	2.00	2.00
Municipal Court	**16.00**	**12.50**	**12.50**	**11.00**	**11.00**
Police	**121.00**	**116.00**	**116.00**	**116.00**	**116.00**
Commissioned	101.00	100.00	100.00	100.00	100.00
Limited Commission	7.00	6.00	6.00	6.00	6.00
Non-Commissioned	13.00	10.00	10.00	10.00	10.00
Total	**242.43**	**220.25**	**218.25**	**219.25**	**218.25**

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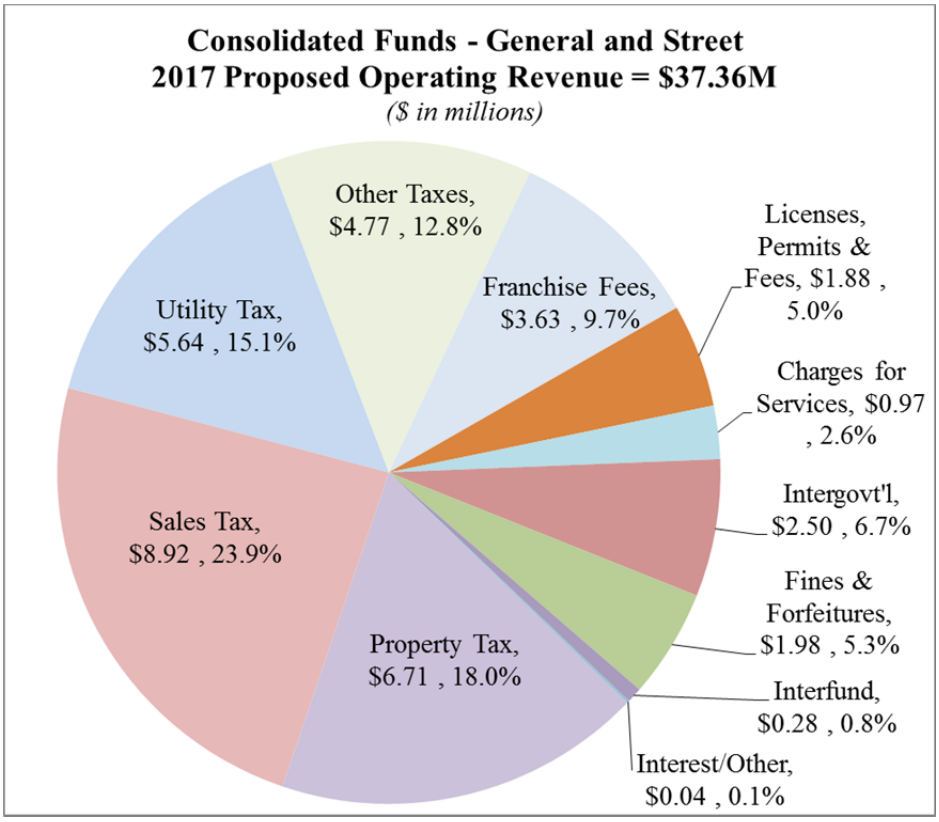
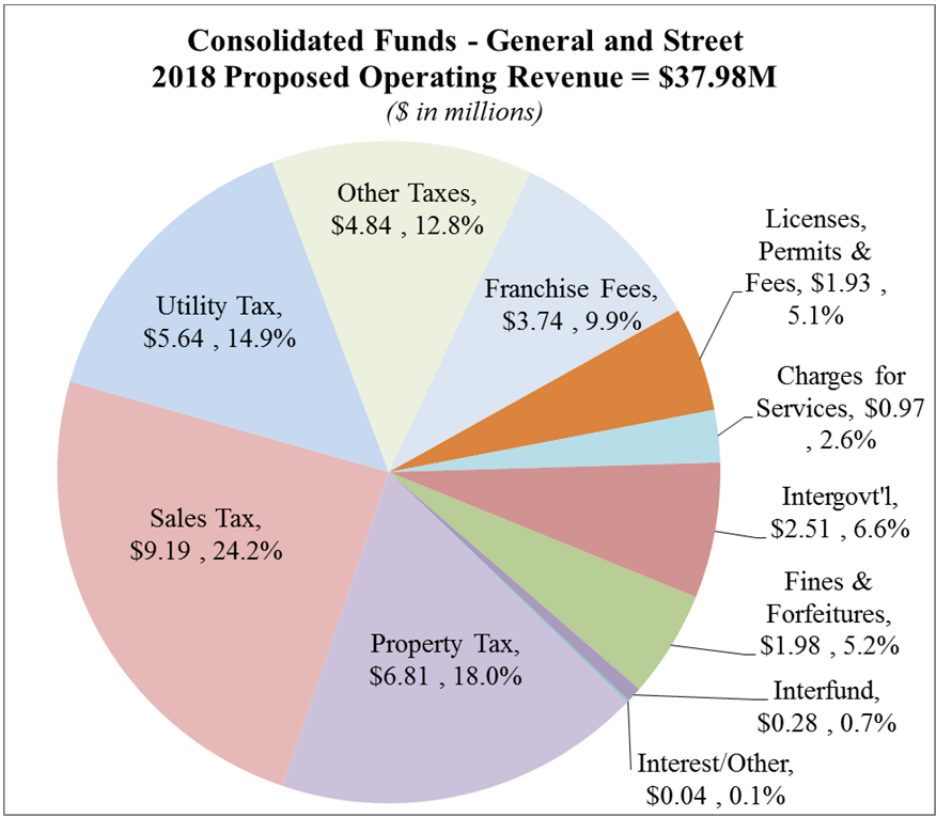
GENERAL AND STREET O&M CONSOLIDATED SUMMARY – SOURCES



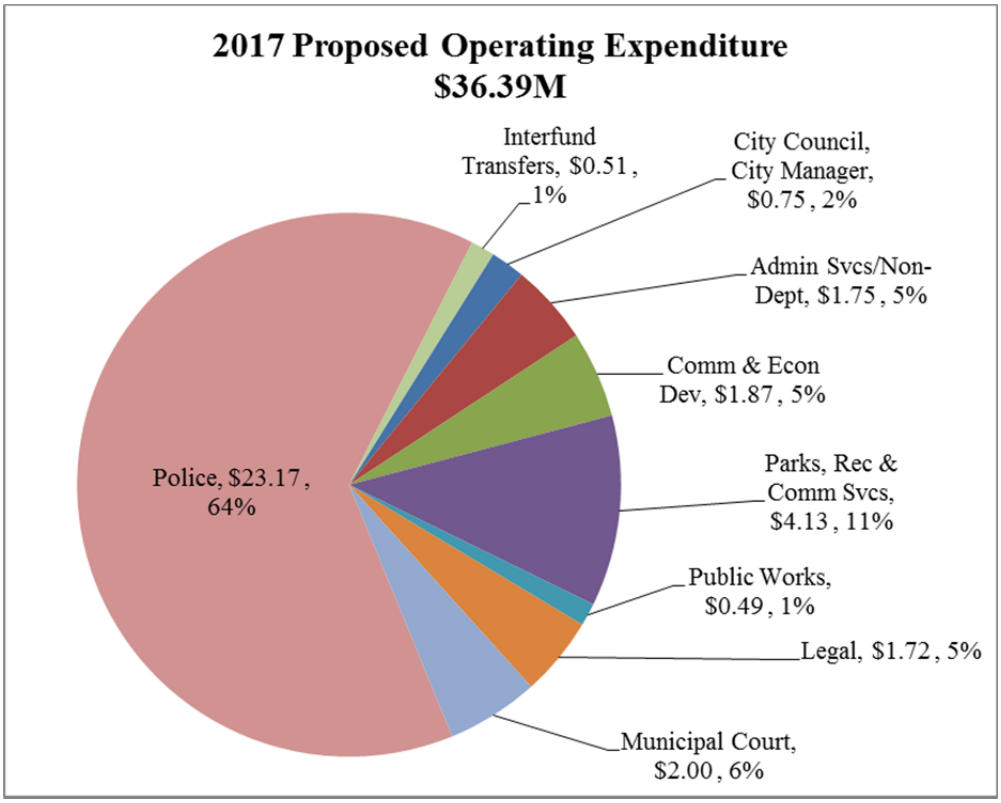


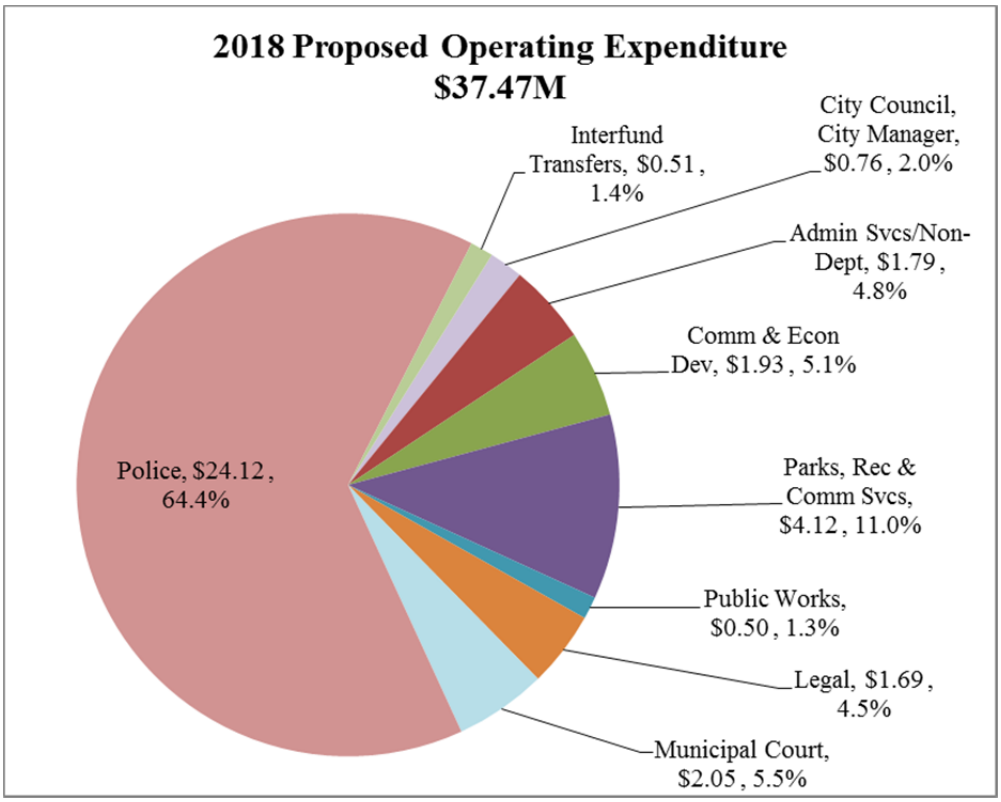
GENERAL AND STREET O&M CONSOLIDATED SUMMARY – SOURCES

Item	2014 Actual	2015 Actual	2016 Adopted	2016 Adjusted	2016 Year-end	2017 Proposed	2018 Proposed	17 Proposed - 16 Adj $ Chg	17 Proposed - 16 Adj % Chg
OPERATING REVENUE:									
Property Tax	$ 6,468,617	$ 6,563,936	$ 6,562,000	$ 6,639,000	$ 6,644,634	$ 6,711,734	$ 6,812,400	$ 72,734	1.1%
Sales Tax	8,272,877	8,707,904	8,426,000	8,601,900	8,750,000	8,925,000	9,192,800	323,100	3.8%
Utility Tax	5,747,855	5,703,609	6,076,000	5,644,000	5,644,000	5,644,000	5,644,000	-	0.0%
Other Taxes	4,567,419	4,926,892	4,532,000	4,648,900	4,711,000	4,772,300	4,849,400	123,400	2.7%
Franchise Fees	3,382,845	3,520,594	3,254,000	3,510,300	3,529,000	3,634,900	3,743,900	124,600	3.5%
License & Permits	447,376	452,242	454,800	510,900	439,500	481,500	481,500	(29,400)	-5.8%
Development Permits/Fees	1,182,849	1,060,829	1,011,270	1,509,300	1,287,370	1,401,214	1,451,391	(108,086)	-7.2%
State Shared Revenues	1,999,468	1,970,508	1,912,700	2,038,600	2,070,919	2,082,936	2,083,000	44,336	2.2%
Charges for Services	1,003,355	944,539	958,500	989,500	974,000	977,500	979,500	(12,000)	-1.2%
Intergovernmental	353,747	413,554	408,372	401,025	406,025	417,700	429,800	16,675	4.2%
Fines & Forfeitures	2,089,104	1,981,247	2,194,100	2,194,100	1,982,219	1,982,219	1,982,219	(211,881)	-9.7%
Misc/Interest/Other	140,051	117,636	74,150	74,150	70,150	48,650	48,650	(25,500)	-34.4%
Interfund	284,700	284,700	284,700	284,700	284,700	284,700	284,700	-	0.0%
Total Operating Revenue	**$35,940,263**	**$36,648,189**	**$36,148,592**	**$37,046,375**	**$36,793,517**	**$37,364,353**	**$37,983,260**	**$ 317,978**	**0.9%**
OTHER SOURCES:									
Grants/Contributions	318,246	354,434	156,500	259,368	297,118	72,250	72,250	(187,118)	-72.1%
Interfund	2,015,015	40,802	270,000	270,000	270,000	96,050	16,000	(173,950)	-64.4%
Total Other Sources	**$ 2,333,261**	**$ 395,236**	**$ 426,500**	**$ 529,368**	**$ 567,118**	**$ 168,300**	**$ 88,250**	**$ (361,068)**	**-68.2%**
Total Sources	**$38,273,524**	**$37,043,425**	**$36,575,092**	**$37,575,743**	**$37,360,635**	**$37,532,653**	**$38,071,510**	**$ (43,090)**	**-0.1%**

Note: Street transfer in from the General Fund is excluded from this summary.

CONSOLIDATED SUMMARY – GENERAL & STREET - USES



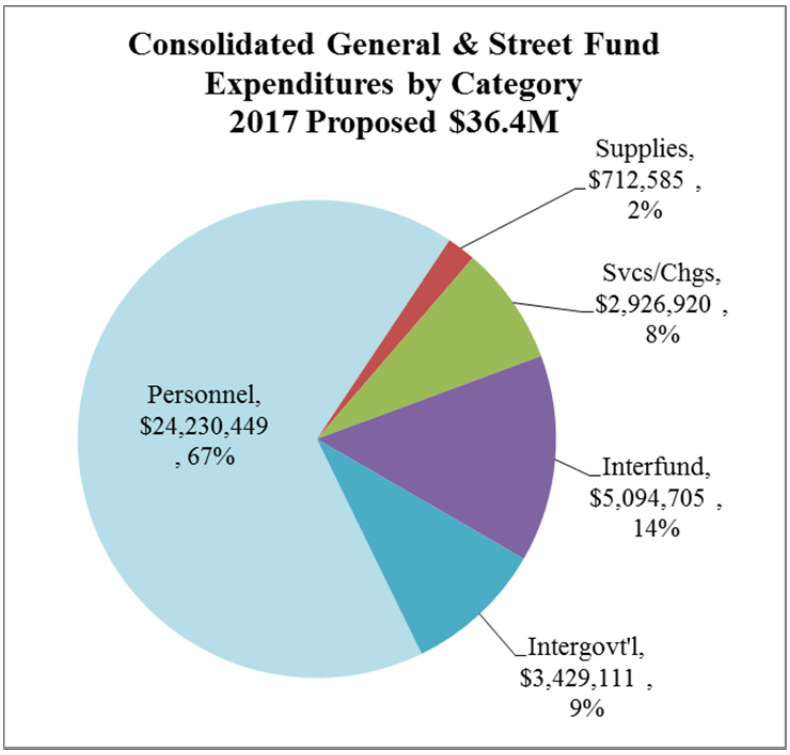


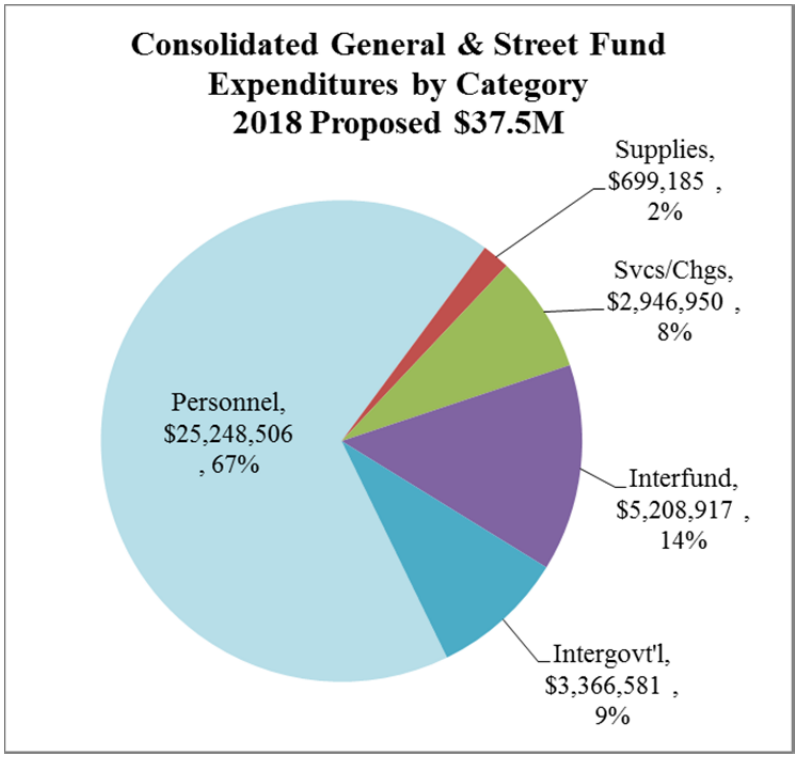
CONSOLIDATED SUMMARY – GENERAL & STREET - USES

Item	2014 Actual	2015 Actual	2016 Adopted	2016 Adjusted	2016 Year-end	2017 Proposed	2018 Proposed	17 Proposed - 16 Adj $ Chg	17 Proposed - 16 Adj % Chg
OPERATING EXPENDITURE:									
City Council	$ 94,441	$ 103,021	$ 90,090	$ 136,290	$ 136,290	$ 134,910	$ 134,920	$ (1,380)	-1.0%
City Manager	528,918	601,322	552,260	592,066	590,832	611,558	620,129	19,492	3.3%
Administrative Services	3,441,279	1,490,468	1,465,450	1,628,158	1,623,004	1,616,401	1,655,784	(11,757)	-0.7%
Non-Departmenal	195,983	132,402	2,249,930	131,290	131,290	131,720	131,720	430	0.3%
Community & Econ Dev	1,786,180	1,876,796	1,952,360	2,160,784	1,935,268	1,871,780	1,926,371	(289,004)	-13.4%
Parks, Rec & Comm Svcs	3,985,253	4,188,907	4,069,899	4,310,395	4,341,493	4,134,739	4,122,831	(175,656)	-4.1%
Property Management	825,724	-	-	-	-	-	-	-	n/a
Public Works	208,410	445,961	372,001	508,199	508,993	492,156	500,716	(16,043)	-3.2%
Legal	1,272,057	1,634,745	1,631,360	1,752,249	1,690,990	1,718,200	1,688,739	(34,049)	-1.9%
Municipal Court	1,893,926	1,790,330	1,807,930	2,046,213	2,128,783	1,996,463	2,053,330	(49,750)	-2.4%
Police	19,883,014	21,595,504	21,341,706	22,546,826	22,925,545	23,173,274	24,122,464	626,448	2.8%
Interfund Transfers	1,243,058	375,162	325,160	479,810	502,594	512,570	513,135	32,760	6.8%
Total Operating Expenditure	**$35,358,243**	**$34,234,618**	**$35,858,146**	**$36,292,280**	**$36,515,082**	**$36,393,770**	**$37,470,139**	**$ 101,490**	**0.3%**
OTHER USES:									
City Council	5,264	-	-	-	-	-	-	-	n/a
City Manager	18,000	31,573	-	11,933	11,933	29,483	4,044	17,550	147.1%
Administrative Services	465,692	3,992	-	9,785	9,785	46,276	17,594	36,491	372.9%
Community & Economic Dev	321,515	59,524	-	466,165	466,165	52,026	22,175	(414,139)	-88.8%
Parks, Rec & Comm Services	37,110	1,294	-	72,582	72,582	49,998	21,311	(22,584)	-31.1%
Legal	21,209	309,575	10,000	47,453	47,453	44,381	18,917	(3,072)	-6.5%
Municipal Court	51,459	51,350	-	18,056	18,056	41,024	17,485	22,968	127.2%
Police	52,863	113,235	-	108,539	108,539	457,640	194,380	349,101	321.6%
Public Works	12,280	35,867	15,000	47,481	47,481	158,923	42,033	111,442	234.7%
Transfers Out	97,848	886,229	550,000	613,020	613,020	798,923	682,033	185,903	30.3%
Total Other Uses	**$ 1,083,240**	**$ 1,492,639**	**$ 575,000**	**$ 1,395,014**	**$ 1,395,014**	**$ 1,678,674**	**$ 1,019,972**	**$ 283,660**	**20.3%**
Total Uses	**$36,441,483**	**$35,727,257**	**$36,433,146**	**$37,687,294**	**$37,910,096**	**$38,072,444**	**$38,490,111**	**$ 385,150**	**1.0%**

Note: General Fund transfer to the Street Fund is excluded from this summary.

CONSOLIDATED SUMMARY – GENERAL & STREET - BY OBJECT





CONSOLIDATED SUMMARY – GENERAL & STREET - BY OBJECT

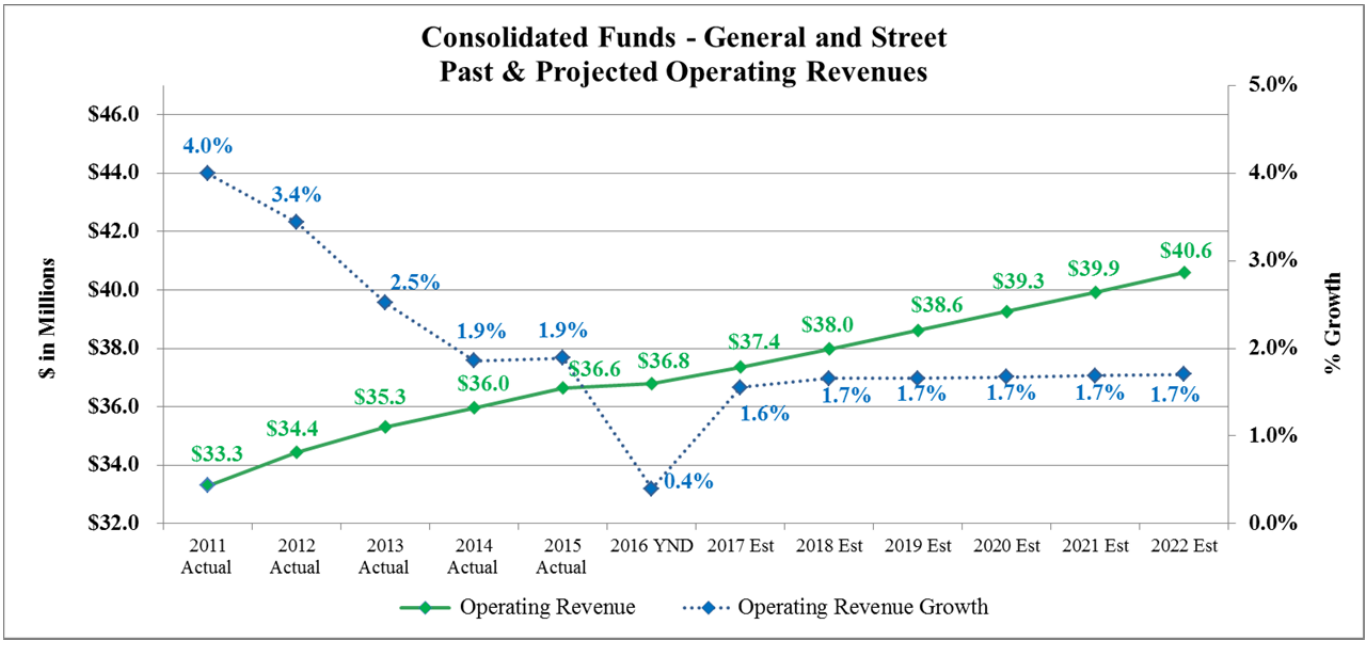
Code	Item	2014 Actual	2015 Actual	2016 Adopted	2016 Adjusted	2016 Year-end	2017 Proposed	2018 Proposed	17 Proposed - 16 Adj $ Chg	17 Proposed - 16 Adj % Chg
Expenditure Summary:										
11.xxx	Salaries & Wages	$16,259,183	$15,151,167	$15,905,246	$16,002,767	$16,582,467	$16,262,905	$16,955,521	$ 260,138	1.6%
11.002/4	Overtime	999,937	957,807	728,440	719,412	719,412	722,420	722,420	3,008	0.4%
11.008	Extra Duty Pay	326,628	328,481	400,000	400,000	400,000	400,000	400,000	-	0.0%
11.011	Temporary Help	146,686	198,192	216,650	216,650	216,650	258,520	258,520	41,870	19.3%
21.xxx	Benefits	6,653,964	6,224,222	6,752,850	6,801,903	6,730,403	6,586,604	6,912,045	(215,299)	-3.2%
31.xxx	Other Operating Supplies	413,455	355,925	386,230	425,805	425,805	401,185	401,185	(24,620)	-5.8%
31.002	Printer & Copier Supplies	28,931	-	-	-	-	-	-	-	n/a
31.003/00	Forms & Publications	7,449	8,511	15,300	15,300	15,300	14,900	14,900	(400)	-2.6%
31.005	Meeting Food & Beverage	8,598	9,460	7,690	7,690	7,690	8,040	8,040	350	4.6%
31.008	Clothing/Uniform	64,980	65,177	70,660	64,630	64,630	55,580	55,300	(9,050)	-14.0%
31.030	Maintenance Supplies	109,605	30,581	77,500	77,500	77,500	90,000	90,000	12,500	16.1%
32.xxc	Fuel	441,690	123	-	-	-	-	-	-	n/a
35.xxx	Small Tools/Minor Equip	90,638	83,521	135,810	132,660	132,660	142,880	129,760	10,220	7.7%
41.xxx	Professional Service	2,111,027	1,883,148	1,958,000	1,997,514	2,091,314	2,144,885	2,164,885	147,371	7.4%
42.xxx	Communication	199,254	56,969	57,020	57,020	57,020	57,020	57,020	-	0.0%
43/49.003	Travel & Training	136,802	118,683	150,550	162,505	162,505	201,880	201,570	39,375	24.2%
44.xxx	Advertising	25,176	17,698	17,700	17,700	17,700	27,450	27,450	9,750	55.1%
45.xxx	Operating Rental/Lease	76,200	10,756	6,100	11,100	11,100	5,000	5,000	(6,100)	-55.0%
46.xxx	WCIA Risk Assessment	925,475	-	5,000	-	-	-	-	-	n/a
47.xxx	Utilities	842,140	636,285	540,580	446,836	446,836	285,810	285,810	(161,026)	-36.0%
48.xxx	Repairs & Maintenance	556,960	25,230	82,300	31,300	31,300	36,200	36,200	4,900	15.7%
49.001	Membership Dues	129,100	76,168	82,410	82,410	82,410	82,235	82,575	(175)	-0.2%
49.xxx	Other Charges & Services	76,224	82,191	111,930	111,830	111,830	86,440	86,440	(25,390)	-22.7%
597	Interfund Transfers	322,758	375,162	325,160	479,810	502,594	512,570	513,135	32,760	6.8%
5x.xxx	Intergovernmental	3,484,984	3,370,280	3,349,170	3,321,736	3,321,736	3,429,111	3,366,581	107,375	3.2%
9x.xxx	IS Charges - M&O	-	3,308,407	3,445,450	3,656,857	3,349,361	3,637,397	3,694,667	(19,460)	-0.5%
9x.xxx	IS Charges - Reserves	920,400	860,474	1,030,400	1,051,345	956,859	944,738	1,001,115	(106,607)	-10.1%
Total Operating Expenditure		**$35,358,243**	**$34,234,618**	**$35,858,146**	**$36,292,280**	**$36,515,082**	**$36,393,770**	**$37,470,139**	**$ 101,490**	**0.3%**
Capital & One-time Funding:										
	City Council	5,264	-	-	-	-	-	-	-	n/a
	City Manager	18,000	31,573	-	11,933	11,933	29,483	4,044	17,550	147.1%
	Administrative Services	465,692	3,992	-	9,785	9,785	46,276	17,594	36,491	372.9%
	Community & Econ Dev	321,515	59,524	-	466,165	466,165	52,026	22,175	(414,139)	-88.8%
	Parks, Rec & Comm Svcs	37,110	32,102	15,000	120,063	120,063	156,280	40,907	36,217	30.2%
	Legal	21,209	309,575	10,000	47,453	47,453	44,381	18,917	(3,072)	-6.5%
	Municipal Court	51,459	51,350	-	18,056	18,056	41,024	17,485	22,968	127.2%
	Police	52,863	113,235	-	108,539	108,539	457,640	194,380	349,101	321.6%
	Transfers Out	97,848	886,229	550,000	613,020	613,020	798,923	682,033	185,903	30.3%
	Public Works	12,280	5,060	-	-	-	52,641	22,437	52,641	n/a
Total Other Uses		**$ 1,083,240**	**$ 1,492,639**	**$ 575,000**	**$ 1,395,014**	**$ 1,395,014**	**$ 1,678,674**	**$ 1,019,972**	**$ 283,660**	**20.3%**
Total Uses		**$36,441,483**	**$35,727,257**	**$36,433,146**	**$37,687,294**	**$37,910,096**	**$38,072,444**	**$38,490,111**	**$ 385,150**	**1.0%**

Note: General Fund transfer to the Street Fund is excluded from this summary.

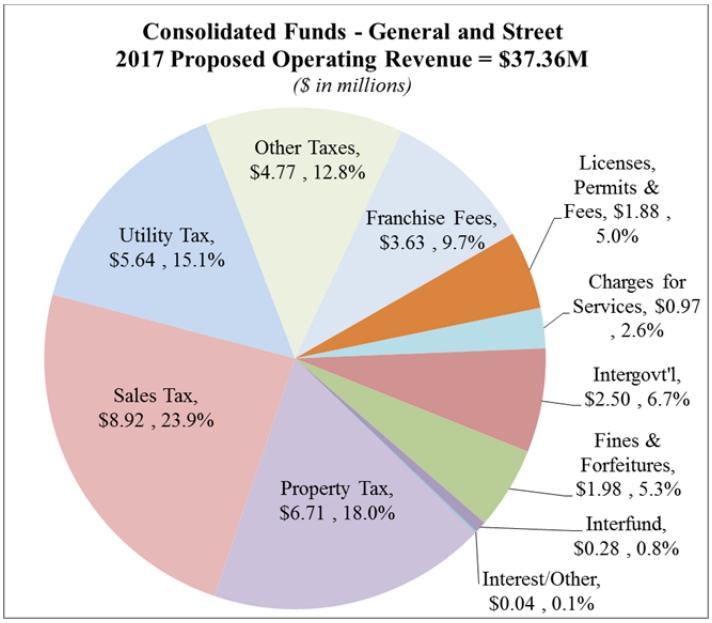
REVENUES

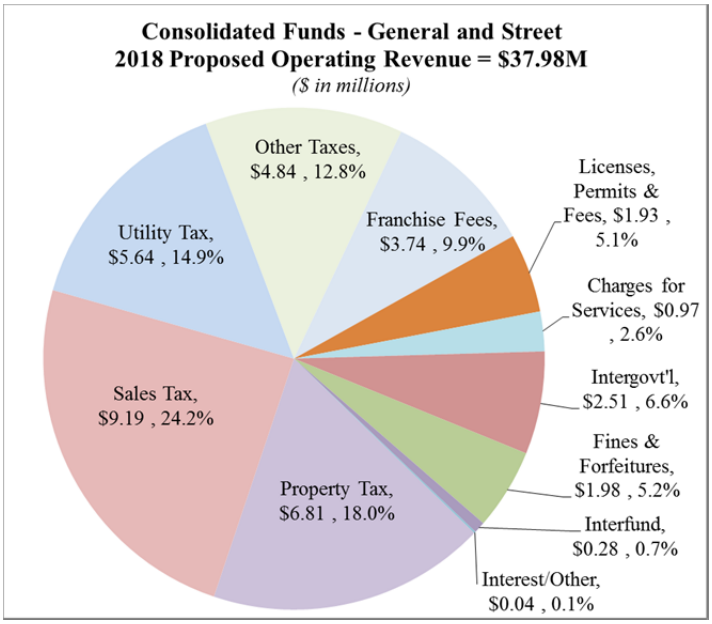
Consolidated Funds - General and Street

Operating revenues for the consolidated General and Street Fund is projected to increase by 1.6% in 2017 and 1.7% thereafter. The 0.4% revenue growth estimated for 2016 year-end is due primarily to decreases in estimated gambling tax, utility tax and admissions tax compared to 2015 actuals.



Of all the funds, the General and Street Funds are the two funds accounting for general city services that are primarily supported by taxes. In total, taxes account for 70% of the operating revenue sources which includes sales tax, property tax, utility tax and other taxes such as gambling tax, admissions tax, parks sales tax, natural gas tax, and criminal justice sales tax.





Among the taxes supporting General and Street fund operations, sales tax is by far the most significant source and accounts for 24% of the General & Street Fund operating revenues. Sales tax revenue fluctuates from year to year depending on the local economic condition. With that in mind, economic development continues to be a priority of the City, particularly focusing on the community's commercial corridors to improve the City's tax base.

The next largest source of tax revenue is property tax followed by utility tax, which accounts for 18% and 15%, respectively, of the General and Street funds operating revenues.

Sales & Use Tax (RCW 82.14)

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

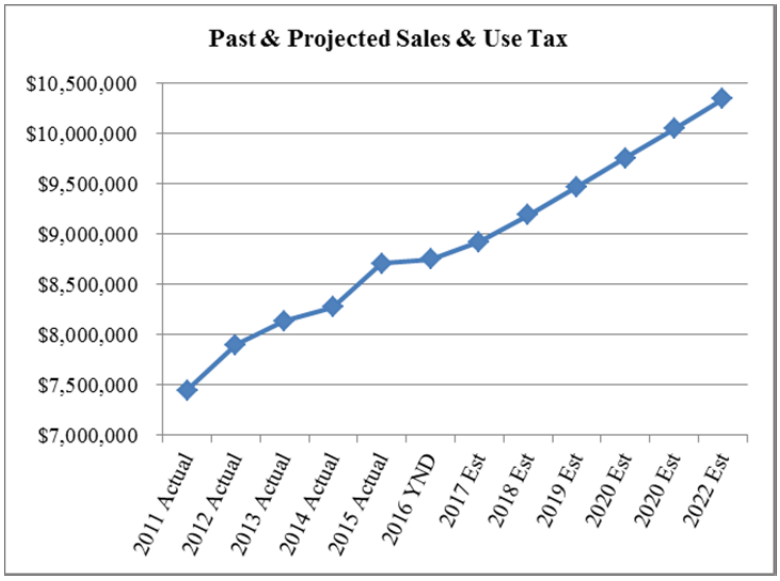
Agency	Rate
State of Washington	6.50%
City of Lakewood	1.00%
Criminal Justice Sales Tax	0.10%
Pierce Transit	0.60%
Sound Transit	0.90%
Pierce County Juvenile Facilities	0.10%
Zoo-Park Fee	0.10%
South Sound 911	0.10%
Total Tax on Sales & Use	**9.40%**

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

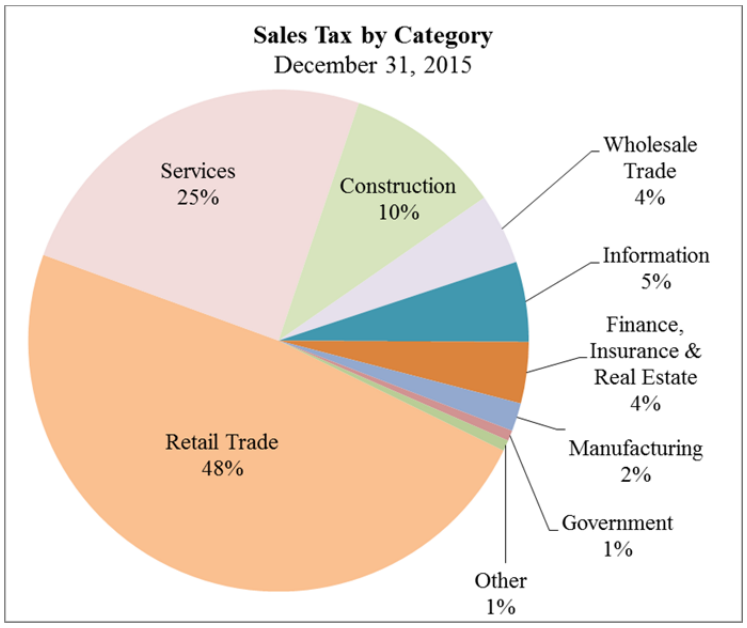
Each sales tax dollar that is collected in the City is distributed as follows:

Sales tax is the largest single revenue source for the City of Lakewood representing 24% of General and Street Fund revenue. It is estimated to generate $8.9M in 2017 (an increase of 2.0% over the 2016 year-end estimate) and $9.2M in 2018 (an increase of 3.0% over 2017).

Year	Sales & Use Tax	% of G/S Oper Rev	Chg Over Prior Year $	Chg Over Prior Year %
2011 Actual	$ 7,445,356	22.4%	$ (116,983)	-1.5%
2012 Actual	$ 7,897,357	22.9%	$ 452,001	6.1%
2013 Actual	$ 8,140,449	23.1%	$ 243,092	3.1%
2014 Actual	$ 8,272,877	23.0%	$ 132,428	1.6%
2015 Actual	$ 8,707,904	23.8%	$ 435,028	5.3%
2016 YND	$ 8,750,000	23.8%	$ 42,096	0.5%
2017 Est	$ 8,925,000	23.9%	$ 175,000	2.0%
2018 Est	$ 9,192,800	24.2%	$ 267,800	3.0%
2019 Est	$ 9,468,600	24.5%	$ 275,800	3.0%
2020 Est	$ 9,752,700	24.8%	$ 284,100	3.0%
2020 Est	$ 10,045,300	25.2%	$ 292,600	3.0%
2022 Est	$ 10,346,700	25.5%	$ 301,400	3.0%
Average 6 Year Change (2011 - 2016)				2.5%
Average 6 Year Change (2012 - 2017)				1.9%
Average 6 Year Change (2013 - 2018)				1.9%



According to a listing of businesses registered with the City of Lakewood and sorted by the North American Industry Classification System, the business economy appears to be configured as follows: retail trade 48%; services 25%; construction 10%; wholesale trade 4%; information 5%; finance, insurance and real estate 4%; manufacturing 2%; and all other 2%.



Sales Tax Revenue by Category
($ in thousands)

Category	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
Retail Trade	$ 3,480	$ 3,803	$ 3,660	$ 3,473	$ 3,586	$ 3,719	$ 4,016	$ 3,938	$ 3,925	$ 4,209
Services	1,694	1,787	1,800	1,769	1,830	1,872	1,819	1,924	1,998	2,147
Construction	915	954	1,162	1,076	963	714	903	1,030	884	884
Wholesale Trade	361	359	435	291	382	312	317	342	466	398
Information	307	320	329	324	364	364	364	387	424	449
Finance, Insurance & Real Estate	280	314	268	233	234	230	239	277	280	344
Manufacturing	158	184	143	104	113	136	132	136	157	158
Government	101	107	82	65	57	55	66	59	71	59
Other	38	46	47	41	35	45	40	46	68	61
Total	**$ 7,334**	**$ 7,874**	**$ 7,926**	**$ 7,376**	**$ 7,564**	**$ 7,447**	**$ 7,896**	**$ 8,139**	**$ 8,273**	**$ 8,707**

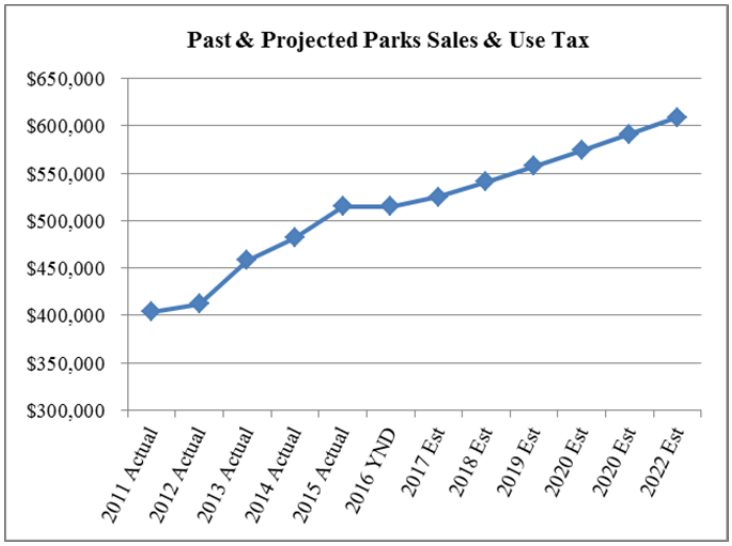
Parks Sales & Use Tax (RCW 82.14.400)

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

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

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

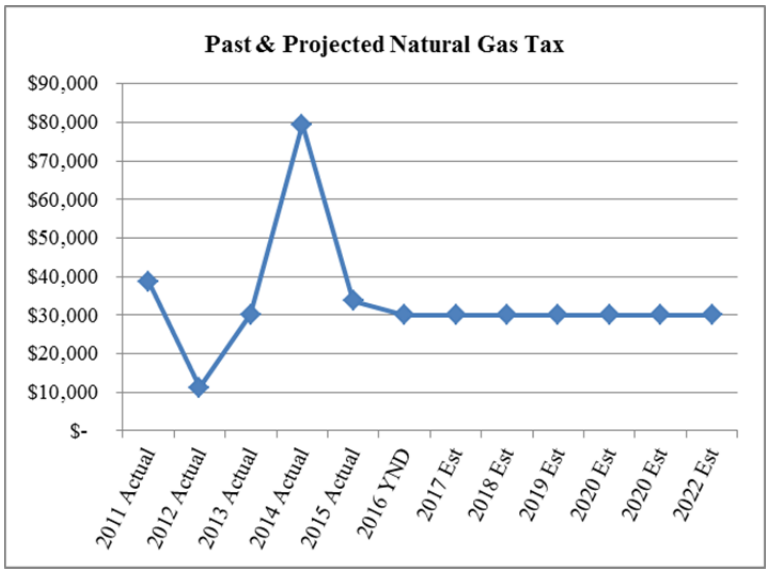
Year	Parks Sales & Use Tax	% of G/S Oper Rev	Chg Over Prior Year $	Chg Over Prior Year %
2011 Actual	$ 403,822	1.2%	$ (33,324)	-7.6%
2012 Actual	$ 412,204	1.2%	$ 8,382	2.1%
2013 Actual	$ 458,373	1.3%	$ 46,169	11.2%
2014 Actual	$ 481,690	1.3%	$ 23,317	5.1%
2015 Actual	$ 515,202	1.4%	$ 33,513	7.0%
2016 YND	$ 515,000	1.4%	$ (202)	0.0%
2017 Est	$ 525,300	1.4%	$ 10,300	2.0%
2018 Est	$ 541,100	1.4%	$ 15,800	3.0%
2019 Est	$ 557,300	1.4%	$ 16,200	3.0%
2020 Est	$ 574,000	1.5%	$ 16,700	3.0%
2020 Est	$ 591,200	1.5%	$ 17,200	3.0%
2022 Est	$ 608,900	1.5%	$ 17,700	3.0%
Average 6 Year Change (2011 - 2016)				3.6%
Average 6 Year Change (2012 - 2017)				3.6%
Average 6 Year Change (2013 - 2018)				2.5%



Natural Gas Use Tax (RCW 82.14.230)

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

Year	Natural Gas Use Tax	% of G/S Oper Rev	Chg Over Prior Year $	Chg Over Prior Year %
2011 Actual	$ 38,585	0.1%	$ 38,585	n/a
2012 Actual	$ 11,296	0.0%	$ (27,289)	-70.7%
2013 Actual	$ 30,120	0.1%	$ 18,824	166.6%
2014 Actual	$ 79,394	0.2%	$ 49,274	163.6%
2015 Actual	$ 33,661	0.1%	$ (45,733)	-57.6%
2016 YND	$ 30,000	0.1%	$ (3,661)	-10.9%
2017 Est	$ 30,000	0.1%	$ -	0.0%
2018 Est	$ 30,000	0.1%	$ -	0.0%
2019 Est	$ 30,000	0.1%	$ -	0.0%
2020 Est	$ 30,000	0.1%	$ -	0.0%
2020 Est	$ 30,000	0.1%	$ -	0.0%
2022 Est	$ 30,000	0.1%	$ -	0.0%
Average 6 Year Change (2011 - 2016)				-4.8%
Average 6 Year Change (2012 - 2017)				10.4%
Average 6 Year Change (2013 - 2018)				-0.1%



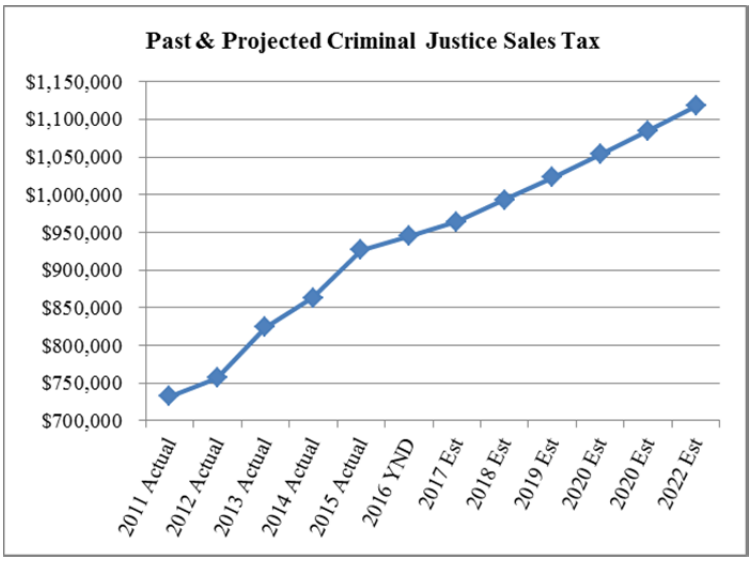
Note - The increase is 2014 is due to payments received and reported in 4th quarter 2014 for taxes related to years 2012, 2013 and 2014.

Criminal Justice Sales Tax (RCW 82.14.340)

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

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

Year	Criminal Justice Sales Tax	% of G/S Oper Rev	Chg Over Prior Year $	Chg Over Prior Year %
2011 Actual	$ 732,065	2.2%	$ (11,770)	-1.6%
2012 Actual	$ 756,800	2.2%	$ 24,735	3.4%
2013 Actual	$ 824,003	2.3%	$ 67,203	8.9%
2014 Actual	$ 863,463	2.4%	$ 39,460	4.8%
2015 Actual	$ 926,884	2.5%	$ 63,421	7.3%
2016 YND	$ 945,000	2.6%	$ 18,116	2.0%
2017 Est	$ 963,900	2.6%	$ 18,900	2.0%
2018 Est	$ 992,800	2.6%	$ 28,900	3.0%
2019 Est	$ 1,022,600	2.6%	$ 29,800	3.0%
2020 Est	$ 1,053,300	2.7%	$ 30,700	3.0%
2020 Est	$ 1,084,900	2.7%	$ 31,600	3.0%
2022 Est	$ 1,117,400	2.8%	$ 32,500	3.0%
Average 6 Year Change (2011 - 2016)				3.8%
Average 6 Year Change (2012 - 2017)				3.6%
Average 6 Year Change (2013 - 2018)				2.8%



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

Property Tax (RCW 84.52)

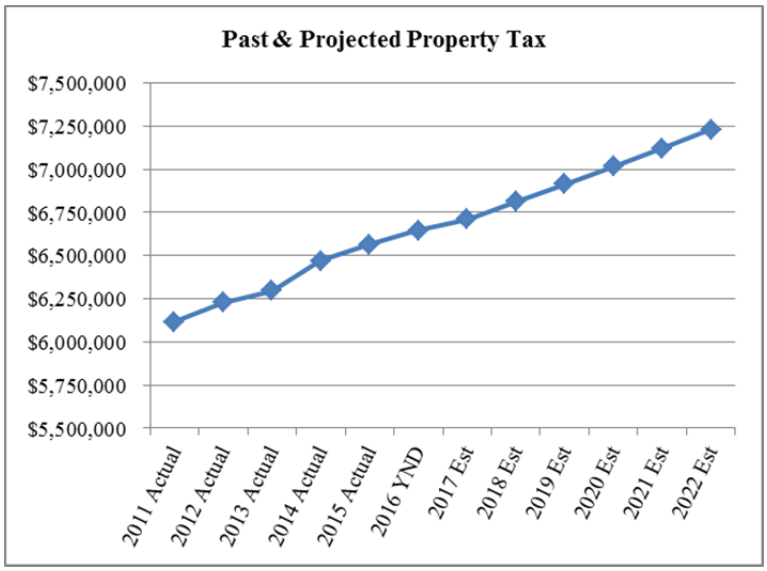
A property tax is a rate placed on each piece of property within the city and is used for general governmental purposes. The rate is expressed in "Dollars per $1,000 of Assessed Value (AV), and is a function of the property tax levy permitted by law and adopted by the Lakewood City Council. In the City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

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

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

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

Year	Property Tax	% of G/S Oper Rev	Chg Over Prior Year $	Chg Over Prior Year %
2011 Actual	$ 6,116,332	18.4%	$ 69,007	1.1%
2012 Actual	$ 6,227,924	18.1%	$ 111,592	1.8%
2013 Actual	$ 6,295,819	17.8%	$ 67,895	1.1%
2014 Actual	$ 6,468,617	18.0%	$ 172,798	2.7%
2015 Actual	$ 6,563,936	17.9%	$ 95,319	1.5%
2016 YND	$ 6,644,634	18.1%	$ 80,698	1.2%
2017 Est	$ 6,711,734	18.0%	$ 67,100	1.0%
2018 Est	$ 6,812,400	17.9%	$ 100,666	1.5%
2019 Est	$ 6,914,600	17.9%	$ 102,200	1.5%
2020 Est	$ 7,018,300	17.9%	$ 103,700	1.5%
2021 Est	$ 7,123,600	17.8%	$ 105,300	1.5%
2022 Est	$ 7,230,500	17.8%	$ 106,900	1.5%
Average 6 Year Change (2011 - 2016)				1.3%
Average 6 Year Change (2012 - 2017)				1.2%
Average 6 Year Change (2013 - 2018)				1.3%



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

1. The $1.60 Levy Cap:

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

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

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

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

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

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

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

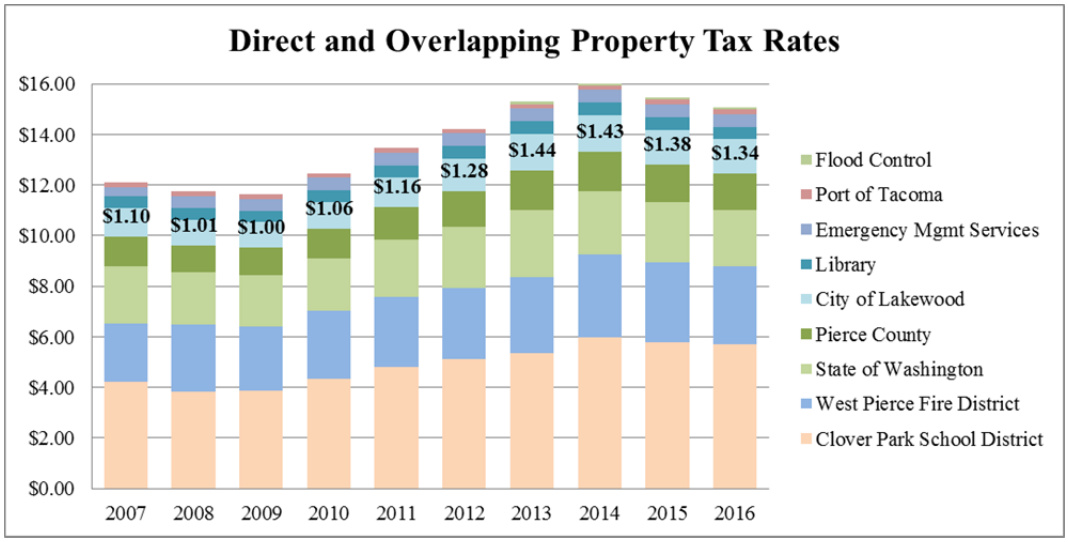
Rate per $1,000 AV = Amount of Property Tax to be Collected / Assessed Value divided by $1,000

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

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

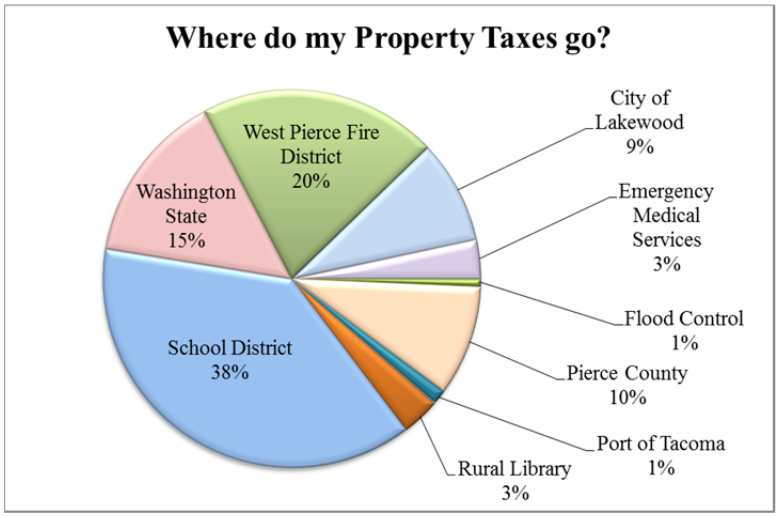
The following table provides historical and current rates by taxing districts.

Taxing District	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
Clover Park School District	$ 4.22	$ 3.82	$ 3.86	$ 4.33	$ 4.79	$ 5.11	$ 5.34	$ 5.98	$ 5.77	$ 5.71
West Pierce Fire District	2.28	2.65	2.56	2.69	2.77	2.82	3.03	3.26	3.17	3.08
State of Washington	2.29	2.07	2.02	2.07	2.27	2.41	2.63	2.53	2.38	2.23
Pierce County	1.18	1.08	1.08	1.16	1.29	1.42	1.58	1.56	1.48	1.43
City of Lakewood	***1.10***	***1.01***	***1.00***	***1.06***	***1.16***	***1.28***	***1.44***	***1.43***	***1.38***	***1.34***
Library	0.48	0.44	0.44	0.47	0.50	0.50	0.50	0.50	0.50	0.50
Emergency Mgmt Services	0.36	0.50	0.49	0.50	0.50	0.50	0.50	0.50	0.50	0.50
Port of Tacoma	0.19	0.19	0.18	0.18	0.18	0.18	0.18	0.18	0.18	0.18
Flood Control	-	-	-	-	-	-	0.10	0.10	0.10	0.10
Total Levy Rate	$12.10	$11.76	$11.63	$12.46	$13.46	$14.22	$15.30	$16.04	$15.47	$15.08
AV (in billions)	$5.147	$5.748	$5.948	$5.693	$5.316	$4.884	$4.420	$4.495	$4.495	$4.943



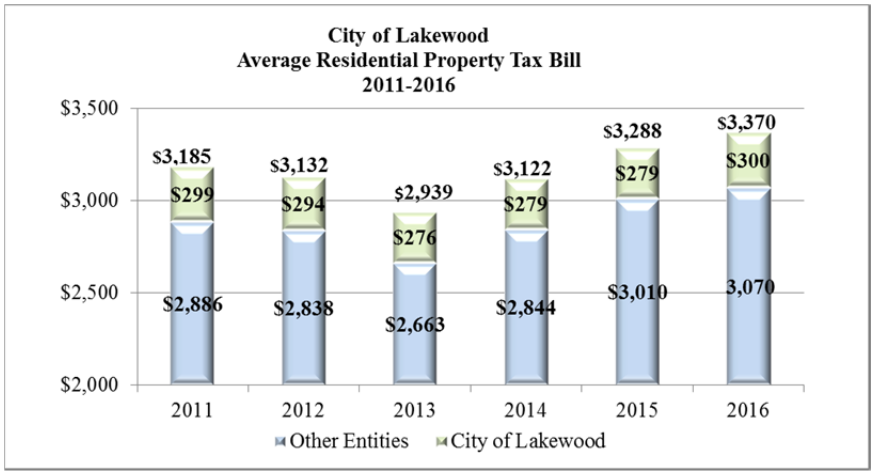
Most properties in Lakewood are taxed at $15.08 per $1000 AV in 2016, of which the City receives approximately 9% or $1.34 per $1000 AV to provide local services.

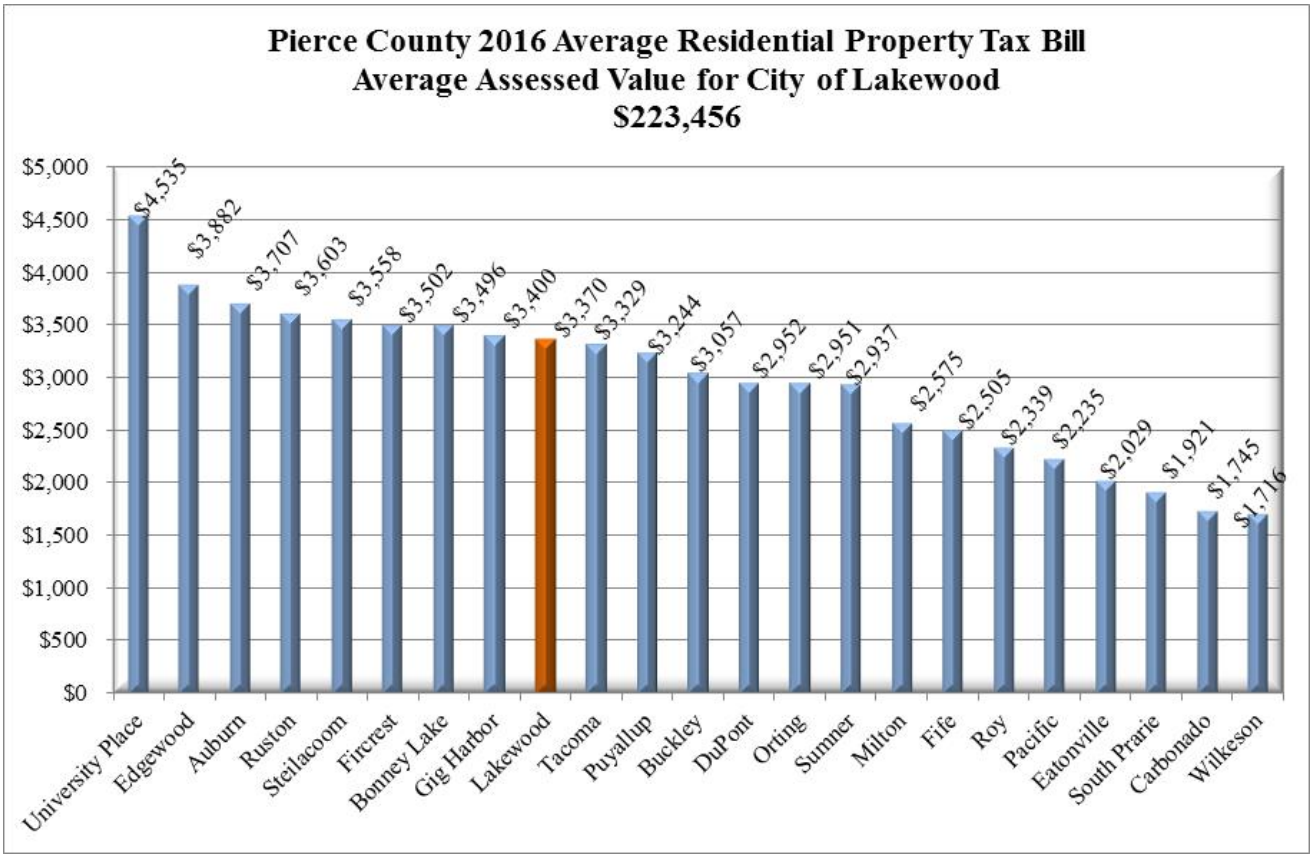
Therefore, for each $1 property tax paid, less than 9¢ is available for City services and the remaining 91¢ goes other taxing jurisdictions.



The Pierce County Assessor's Office reports the average 2016 residential property tax bill (including schools, state, fire, library, port, city, etc.) in Lakewood totals $3,370.

The following charts and tables provide a trend for the average residential property tax bill for the last six years and a comparison of the average residential property tax bill in Lakewood compared to other Pierce County cities.





Gambling Excise Tax (RCW 9.46)

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

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

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

RCW 9.46.113 states that cities that levy gambling taxes "shall use the revenue from such tax primarily for the purpose of enforcement of the provisions of this chapter." In 1991, the Washington State Supreme Court handed down a decision (American Legion Post No. 32 v. City of Walla Walla) that clarified the definition of "primarily." In that decision, the court said that gambling tax must "first be used" for gambling law enforcement purposes to the extent necessary for that city. The remaining funds may be used for any general government purpose. The court also recognized that enforcement does not necessarily encompass only police activity related to gambling activities. A general police presence can help prevent illegal gambling activities.

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

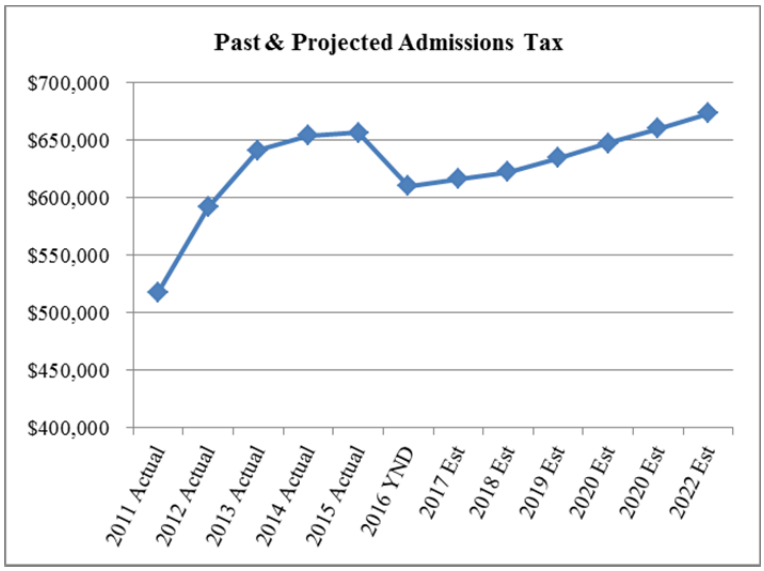
Gambling taxes are due by the 15th day of the month following the month in which the tax is accrued and are accounted for in the General Fund.

Year	Gambling Tax	% of G/S Oper Rev	Chg Over Prior Year $	Chg Over Prior Year %
2011 Actual	$ 2,432,400	7.3%	$ (183,060)	-7.0%
2012 Actual	$ 2,425,133	7.0%	$ (7,267)	-0.3%
2013 Actual	$ 2,434,051	6.9%	$ 8,918	0.4%
2014 Actual	$ 2,482,403	6.9%	$ 48,352	2.0%
2015 Actual	$ 2,771,934	7.6%	$ 289,531	11.7%
2016 YND	$ 2,599,000	7.1%	$ (172,934)	-6.2%
2017 Est	$ 2,625,000	7.0%	$ 26,000	1.0%
2018 Est	$ 2,651,200	7.0%	$ 26,200	1.0%
2019 Est	$ 2,677,700	6.9%	$ 26,500	1.0%
2020 Est	$ 2,704,400	6.9%	$ 26,700	1.0%
2020 Est	$ 2,731,500	6.8%	$ 27,100	1.0%
2022 Est	$ 2,758,800	6.8%	$ 27,300	1.0%
Average 6 Year Change (2011 - 2016)				1.1%
Average 6 Year Change (2012 - 2017)				1.3%
Average 6 Year Change (2013 - 2018)				1.4%

Admissions Tax (RCW 36.38)

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

Year	Admissions Tax	% of G/S Oper Rev	Chg Over Prior Year $	Chg Over Prior Year %
2011 Actual	$ 517,350	1.6%	$ 32,743	6.8%
2012 Actual	$ 591,704	1.7%	$ 74,354	14.4%
2013 Actual	$ 641,151	1.8%	$ 49,447	8.4%
2014 Actual	$ 654,011	1.8%	$ 12,860	2.0%
2015 Actual	$ 656,410	1.8%	$ 2,399	0.4%
2016 YND	$ 610,000	1.7%	$ (46,410)	-7.1%
2017 Est	$ 616,100	1.6%	$ 6,100	1.0%
2018 Est	$ 622,300	1.6%	$ 6,200	1.0%
2019 Est	$ 634,700	1.6%	$ 12,400	2.0%
2020 Est	$ 647,400	1.6%	$ 12,700	2.0%
2020 Est	$ 660,300	1.7%	$ 12,900	2.0%
2022 Est	$ 673,500	1.7%	$ 13,200	2.0%
Average 6 Year Change (2011 - 2016)				2.5%
Average 6 Year Change (2012 - 2017)				0.7%
Average 6 Year Change (2013 - 2018)				-0.5%

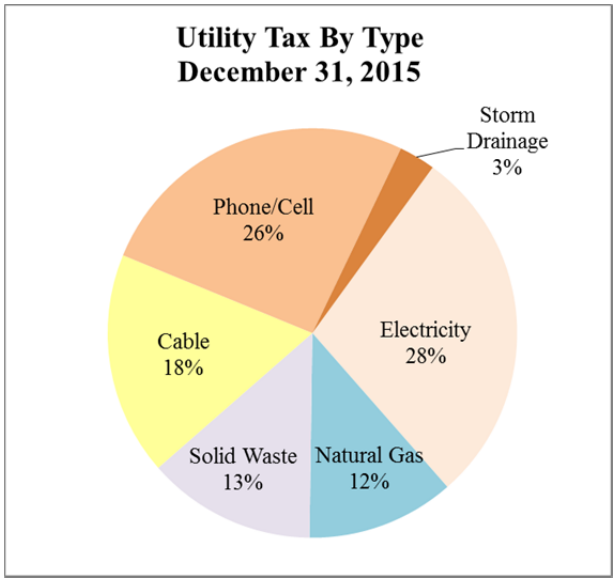


Utility Tax (RCW 35.21.870)

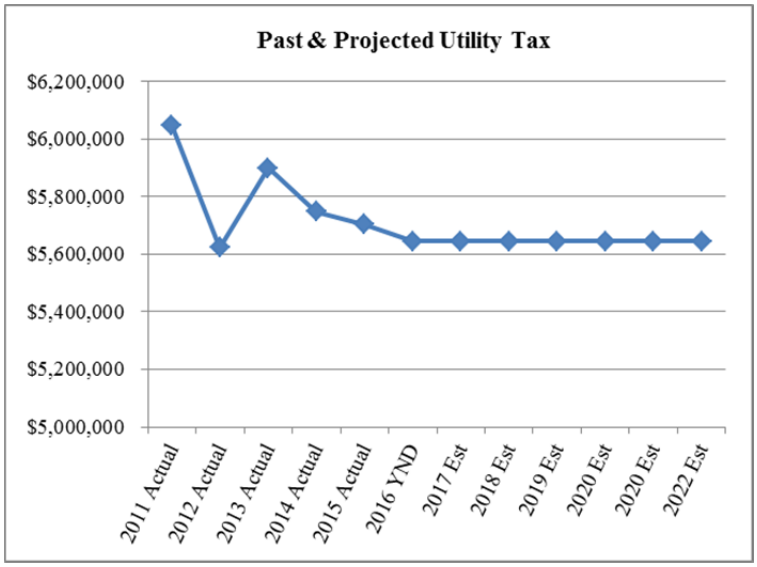
Cities and towns in Washington State are authorized to levy a business and occupation tax (RCW 35.22.280(32)) on public utility businesses based on revenues they generate within the city or town, known as a utility tax. The rate of taxes for electric, phone, and natural gas utilities are limited to 6%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

The utility tax is a general purpose revenue source receipted into the General Fund.

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



Year	Utility Tax	% of G/S Oper Rev	Chg Over Prior Year $	Chg Over Prior Year %
2011 Actual	$ 6,047,025	18.2%	$ 918,673	17.9%
2012 Actual	$ 5,622,338	16.3%	$ (424,687)	-7.0%
2013 Actual	$ 5,899,854	16.7%	$ 277,516	4.9%
2014 Actual	$ 5,747,855	16.0%	$ (151,999)	-2.6%
2015 Actual	$ 5,703,609	15.6%	$ (44,246)	-0.8%
2016 YND	$ 5,644,000	15.3%	$ (59,609)	-1.0%
2017 Est	$ 5,644,000	15.1%	$ -	0.0%
2018 Est	$ 5,644,000	14.9%	$ -	0.0%
2019 Est	$ 5,644,000	14.6%	$ -	0.0%
2020 Est	$ 5,644,000	14.4%	$ -	0.0%
2020 Est	$ 5,644,000	14.1%	$ -	0.0%
2022 Est	$ 5,644,000	13.9%	$ -	0.0%
Average 6 Year Change (2011 - 2016)				-1.2%
Average 6 Year Change (2012 - 2017)				0.1%
Average 6 Year Change (2013 - 2018)				-0.8%



Utility Tax by Type Change Over Prior Year									
Type	**2014**	**2015**	**2016 YND**	**2017 Est**	**2018 Est**	**2019 Est**	**2020 Est**	**2021 Est**	**2022 Est**
Electricity	**$ 1,595,942**	**$ 1,627,657**	**$ 1,622,000**	**$ 1,622,000**	**$ 1,622,000**	**$ 1,622,000**	**$1,622,000**	**$1,622,000**	**$1,622,000**
$ Change	($6,346)	$31,715	($5,657)	$0	$0	$0	$0	$0	$0
% Change	0%	2%	0%	0%	0%	0%	0%	0%	0%
Natural Gas	**720,699**	**666,412**	**665,000**	**665,000**	**665,000**	**665,000**	**665,000**	**665,000**	**665,000**
$ Change	($41,337)	($54,287)	($1,412)	$0	$0	$0	$0	$0	$0
% Change	-5%	-8%	0%	0%	0%	0%	0%	0%	0%
Solid Waste	**720,197**	**760,782**	**760,000**	**760,000**	**760,000**	**760,000**	**760,000**	**760,000**	**760,000**
$ Change	($20,335)	$40,585	($782)	$0	$0	$0	$0	$0	$0
% Change	-3%	6%	0%	0%	0%	0%	0%	0%	0%
Cable	**944,860**	**1,006,459**	**1,005,000**	**1,005,000**	**1,005,000**	**1,005,000**	**1,005,000**	**1,005,000**	**1,005,000**
$ Change	$2,582	$61,599	($1,459)	$0	$0	$0	$0	$0	$0
% Change	0%	7%	0%	0%	0%	0%	0%	0%	0%
Phone/Cell	**1,602,189**	**1,477,998**	**1,425,000**	**1,425,000**	**1,425,000**	**1,425,000**	**1,425,000**	**1,425,000**	**1,425,000**
$ Change	($87,327)	($124,191)	($52,998)	$0	$0	$0	$0	$0	$0
% Change	-5%	-8%	-4%	0%	0%	0%	0%	0%	0%
Storm Drainage	**163,968**	**164,300**	**167,000**	**167,000**	**167,000**	**167,000**	**167,000**	**167,000**	**167,000**
$ Change	$764	$332	$2,700	$0	$0	$0	$0	$0	$0
% Change	0%	0%	2%	0%	0%	0%	0%	0%	0%
Total	**$5,747,855**	**$5,703,608**	**$5,644,000**	**$5,644,000**	**$5,644,000**	**$5,644,000**	**$5,644,000**	**$5,644,000**	**$5,644,000**
$ Change	($151,999)	($44,247)	($59,608)	$0	$0	$0	$0	$0	$0
% Change	-3%	-1%	-1%	0%	0%	0%	0%	0%	0%

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

Franchise Fees

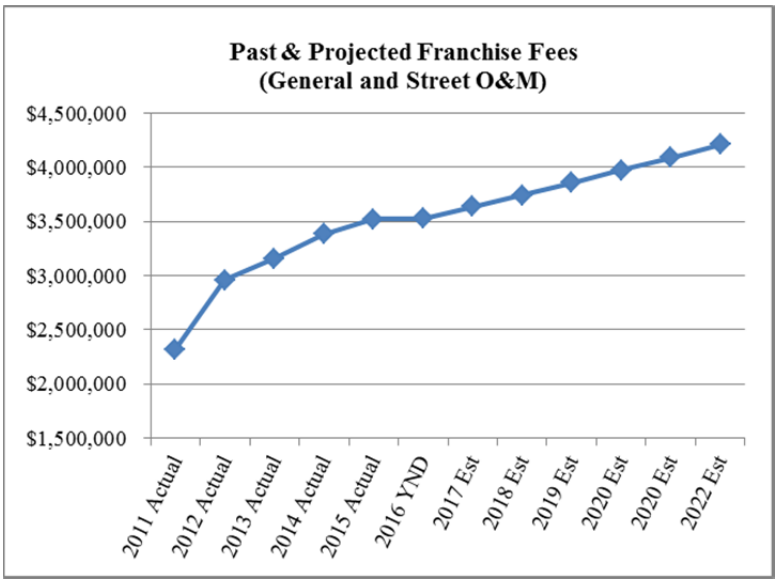
Franchise fees are charges levied on private utilities for their use of City streets and other public properties to place utility infrastructure and to recoup City costs of administering franchise agreements. The franchise fees on light, natural gas, and telephone utilities are limited by statute to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

Franchise fees are a general purpose revenue source receipted into the General Fund.

A list of utilities and the applicable assessed on rates on utility tax and franchise fee and franchise agreement expiration is provided in the following table.

Utility	Utility Tax	Franchise Fee	Franchise Agreement Expiration
Clover Park School District Cable	n/a	n/a	January 21, 2026
Comcast Phone	6.00%	n/a	n/a
Comcast Cable	6.00%	5.00%	November 3, 2020
Integra Telecommunications	6.00%	n/a	July 27, 2019
Lakeview Light & Power	5.00%	n/a	December 23, 2022
Lakewood Water District	n/a	6.00%	December 22, 2026
Pierce County Sanitary Sewer	n/a	6.00%	March 13, 2031
Puget Sound Energy	5.00%	n/a	January 21, 2026
TPU Cable Flett Creek	n/a	n/a	September 1, 2017
TPU Click!	6.00%	5.00%	May 7, 2019
TPU Light	n/a	6.00%	September 1, 2017
TPU Water	n/a	8.00%	November 23, 2021
Waste Connections	6.00%	4.00%	December 31, 2025

Year	Franchise Fees	% of G/S Oper Rev	Chg Over Prior Year $	Chg Over Prior Year %
2011 Actual	$ 2,319,292	7.0%	$ 287,182	14.1%
2012 Actual	$ 2,957,590	8.6%	$ 638,298	27.5%
2013 Actual	$ 3,157,630	8.9%	$ 200,040	6.8%
2014 Actual	$ 3,382,845	9.4%	$ 225,215	7.1%
2015 Actual	$ 3,520,594	9.6%	$ 137,749	4.1%
2016 YND	$ 3,529,000	9.6%	$ 8,406	0.2%
2017 Est	$ 3,634,900	9.7%	$ 105,900	3.0%
2018 Est	$ 3,743,900	9.9%	$ 109,000	3.0%
2019 Est	$ 3,856,100	10.0%	$ 112,200	3.0%
2020 Est	$ 3,971,800	10.1%	$ 115,700	3.0%
2020 Est	$ 4,091,000	10.2%	$ 119,200	3.0%
2022 Est	$ 4,213,700	10.4%	$ 122,700	3.0%
Average 6 Year Change (2011 - 2016)				5.7%
Average 6 Year Change (2012 - 2017)				3.1%
Average 6 Year Change (2013 - 2018)				2.6%



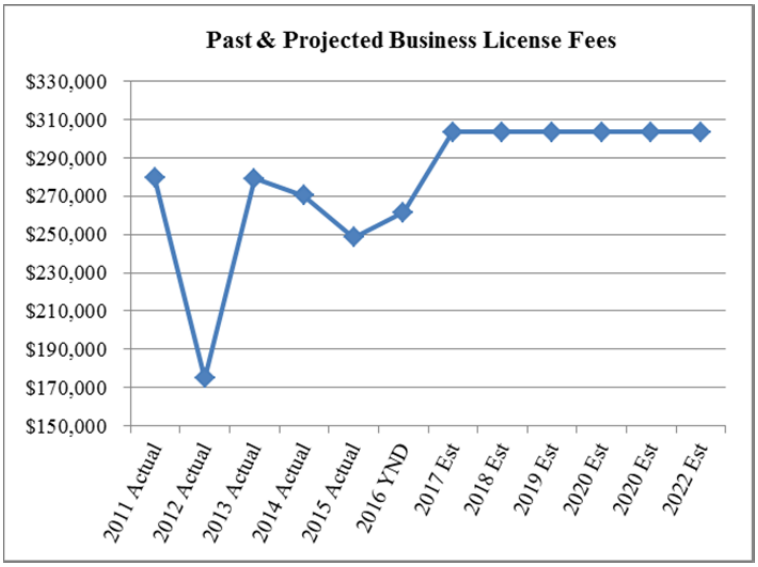
Franchise by Type
Change Over Prior Year

Type	2014	2015	2016 YND	2017 Est	2018 Est	2019 Est	2020 Est	2021 Est	2022 Est
Cable	**$ 806,377**	**$ 840,297**	**$ 865,000**	**$ 891,000**	**$ 917,700**	**$ 945,200**	**$ 973,600**	**$ 1,002,800**	**$1,032,900**
$ Change	*$65,783*	*$33,920*	*$24,703*	*$26,000*	*$26,700*	*$27,500*	*$28,400*	*$29,200*	*$30,100*
% Change	*9%*	*4%*	*3%*	*3%*	*3%*	*3%*	*3%*	*3%*	*3%*
Water	**382,531**	**434,430**	**434,000**	**447,000**	**460,400**	**474,200**	**488,400**	**503,100**	**518,200**
$ Change	*$70,382*	*$51,899*	*($430)*	*$13,000*	*$13,400*	*$13,800*	*$14,200*	*$14,700*	*$15,100*
% Change	*23%*	*14%*	*0%*	*3%*	*3%*	*3%*	*3%*	*3%*	*3%*
Sewer	**807,153**	**834,574**	**840,000**	**865,200**	**891,200**	**917,900**	**945,400**	**973,800**	**1,003,000**
$ Change	*$29,351*	*$27,421*	*$5,426*	*$25,200*	*$26,000*	*$26,700*	*$27,500*	*$28,400*	*$29,200*
% Change	*4%*	*3%*	*1%*	*3%*	*3%*	*3%*	*3%*	*3%*	*3%*
Solid Waste	**528,359**	**557,085**	**570,000**	**587,100**	**604,700**	**622,800**	**641,500**	**660,700**	**680,500**
$ Change	*$16,648*	*$28,726*	*$12,915*	*$17,100*	*$17,600*	*$18,100*	*$18,700*	*$19,200*	*$19,800*
% Change	*3%*	*5%*	*2%*	*3%*	*3%*	*3%*	*3%*	*3%*	*3%*
Tacoma Power	**858,425**	**854,207**	**820,000**	**844,600**	**869,900**	**896,000**	**922,900**	**950,600**	**979,100**
$ Change	*$43,051*	*($4,218)*	*($34,207)*	*$24,600*	*$25,300*	*$26,100*	*$26,900*	*$27,700*	*$28,500*
% Change	*5%*	*0%*	*-4%*	*3%*	*3%*	*3%*	*3%*	*3%*	*3%*
Total	**$3,382,845**	**$3,520,593**	**$3,529,000**	**$3,634,900**	**$3,743,900**	**$3,856,100**	**$3,971,800**	**$4,091,000**	**$4,213,700**
$ Change	*$225,215*	*$137,748*	*$8,407*	*$105,900*	*$109,000*	*$112,200*	*$115,700*	*$119,200*	*$122,700*
% Change	*7%*	*4%*	*0%*	*3%*	*3%*	*3%*	*3%*	*3%*	*3%*

Business License

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

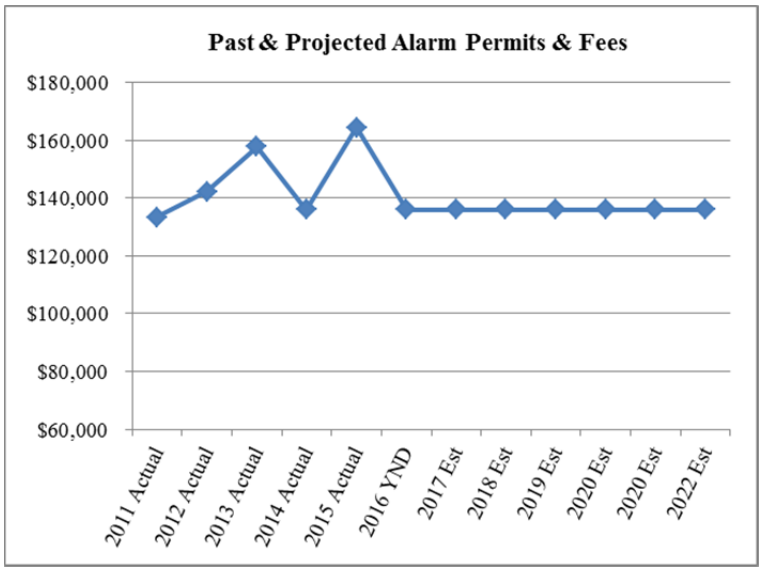
Year	Business License Fees	% of G/S Oper Rev	Chg Over Prior Year $	Chg Over Prior Year %
2011 Actual	$ 279,507	0.8%	$ 25,704	10.1%
2012 Actual	$ 174,708	0.5%	$ (104,799)	-37.5%
2013 Actual	$ 279,070	0.8%	$ 104,362	59.7%
2014 Actual	$ 270,375	0.8%	$ (8,695)	-3.1%
2015 Actual	$ 248,339	0.7%	$ (22,036)	-8.2%
2016 YND	$ 261,500	0.7%	$ 13,161	5.3%
2017 Est	$ 303,500	0.8%	$ 42,000	16.1%
2018 Est	$ 303,500	0.8%	$ -	0.0%
2019 Est	$ 303,500	0.8%	$ -	0.0%
2020 Est	$ 303,500	0.8%	$ -	0.0%
2020 Est	$ 303,500	0.8%	$ -	0.0%
2022 Est	$ 303,500	0.7%	$ -	0.0%
Average 6 Year Change (2011 - 2016)				-1.1%
Average 6 Year Change (2012 - 2017)				7.1%
Average 6 Year Change (2013 - 2018)				1.3%



Alarm Permits and Fees

In December 2008, the City approved a new revised alarm ordinance and program that became effective on January 1, 2009. False alarms cost the City and citizens thousands of dollars per year and take officers away from actual emergencies. The ordinance also creates a registration process, provides for annual alarm permit fees for residential and business alarms, and provides for fees for false alarms to encourage all alarm users to maintain the reliability of and to properly use their alarm equipment. Alarm permit fees are currently $24 for commercial and residential with reduced residential rates of $12 for senior and permanently disabled. False alarms fees are $100 for each false burglar alarm activation and $200 for each false robbery or panic alarm activation.

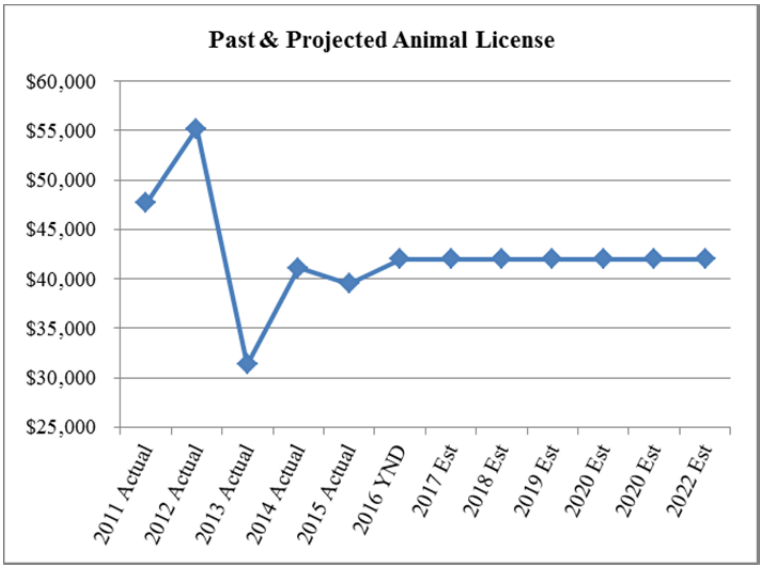
Year	Alarm Permits & Fees	% of G/S Oper Rev	Chg Over Prior Year $	Chg Over Prior Year %
2011 Actual	$ 133,322	0.4%	$ 29,460	28.4%
2012 Actual	$ 142,276	0.4%	$ 8,954	6.7%
2013 Actual	$ 157,742	0.4%	$ 15,466	10.9%
2014 Actual	$ 135,883	0.4%	$ (21,859)	-13.9%
2015 Actual	$ 164,363	0.4%	$ 28,480	21.0%
2016 YND	$ 136,000	0.4%	$ (28,363)	-17.3%
2017 Est	$ 136,000	0.4%	$ -	0.0%
2018 Est	$ 136,000	0.4%	$ -	0.0%
2019 Est	$ 136,000	0.4%	$ -	0.0%
2020 Est	$ 136,000	0.3%	$ -	0.0%
2020 Est	$ 136,000	0.3%	$ -	0.0%
2022 Est	$ 136,000	0.3%	$ -	0.0%
Average 6 Year Change (2011 - 2016)				0.3%
Average 6 Year Change (2012 - 2017)				-0.8%
Average 6 Year Change (2013 - 2018)				-2.7%



Animal License

The City requires all dogs and cats residing in the city over the age of 8 weeks to be licensed. All licenses (no matter what time of year initially purchased) expire on December 31st and must be renewed by February 28th each year. Renewal notices are sent out during January each year. The fees are $55 for unaltered dog/cat, $24 for altered dog, $12 for altered cat and $4 for cats and dogs under 6 months of age. Discounted rates are provided to senior citizens ($30 for unaltered dog/cat, $10 for altered dog, and $4 for altered cat)

Year	Animal License	% of G/S Oper Rev	Chg Over Prior Year $	Chg Over Prior Year %
2011 Actual	$ 47,704	0.1%	$ 2,488	5.5%
2012 Actual	$ 55,203	0.2%	$ 7,499	15.7%
2013 Actual	$ 31,346	0.1%	$ (23,857)	-43.2%
2014 Actual	$ 41,118	0.1%	$ 9,772	31.2%
2015 Actual	$ 39,540	0.1%	$ (1,577)	-3.8%
2016 YND	$ 42,000	0.1%	$ 2,460	6.2%
2017 Est	$ 42,000	0.1%	$ -	0.0%
2018 Est	$ 42,000	0.1%	$ -	0.0%
2019 Est	$ 42,000	0.1%	$ -	0.0%
2020 Est	$ 42,000	0.1%	$ -	0.0%
2020 Est	$ 42,000	0.1%	$ -	0.0%
2022 Est	$ 42,000	0.1%	$ -	0.0%
Average 6 Year Change (2011 - 2016)				-2.3%
Average 6 Year Change (2012 - 2017)				-5.2%
Average 6 Year Change (2013 - 2018)				4.2%

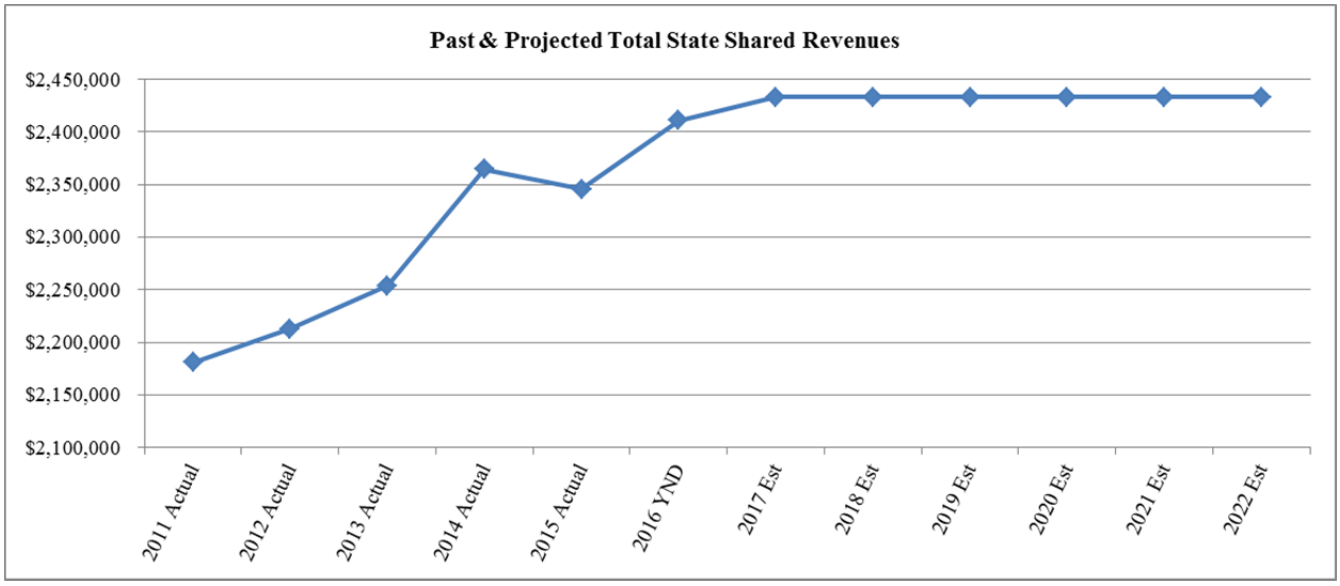


State Shared Revenues

State-shared revenues are from taxes and fees collected by the State and disbursed to municipalities based on population or other criteria. The source of these shared revenues include: sales tax mitigation, criminal justice, leasehold excise tax, state lodging tax sharing, liquor excise tax and liquor profits, and motor vehicle excise tax.

The following table provides a comparison to state shared revenues, including the portion of motor vehicle fuel tax receipted directly in the transportation capital fund.

Year	Sales Tax Mitigation	Criminal Justice & DUI Cities	Criminal Justice High Crime	Liquor Excise Tax	Liquor Profits	Motor Veh Fuel Tax	Subtotal Gen/St O&M	Motor Veh Fuel Tax-CIP	Total All Funds
2011 Actual	$ 39,782	$ 121,470	$ 119,789	$ 283,260	$ 405,405	$ 860,093	$1,829,799	$ 351,306	$ 2,181,105
2012 Actual	$ 49,158	$ 123,883	$ 125,164	$ 145,808	$ 580,449	$ 843,743	$1,868,205	$ 344,627	$ 2,212,832
2013 Actual	$ 48,029	$ 131,854	$ 263,208	$ 77,675	$ 523,698	$ 858,750	$1,903,214	$ 350,757	$ 2,253,971
2014 Actual	$ 48,556	$ 147,169	$ 332,925	$ 99,953	$ 518,105	$ 869,319	$2,016,027	$ 348,310	$ 2,364,337
2015 Actual	$ 46,846	$ 134,679	$ 224,154	$ 191,738	$ 511,368	$ 861,723	$1,970,508	$ 375,289	$ 2,345,797
2016 YND	$ 50,000	$ 153,100	$ 236,700	$ 267,500	$ 494,300	$ 869,319	$2,070,919	$ 340,000	$ 2,410,919
2017 Est	$ 50,000	$ 154,752	$ 236,700	$ 274,596	$ 496,860	$ 870,028	$2,082,936	$ 350,000	$ 2,432,936
2018 Est	$ 50,000	$ 154,800	$ 236,700	$ 274,600	$ 496,900	$ 870,000	$2,083,000	$ 350,000	$ 2,433,000
2019 Est	$ 50,000	$ 154,800	$ 236,700	$ 274,600	$ 496,900	$ 870,000	$2,083,000	$ 350,000	$ 2,433,000
2020 Est	$ 50,000	$ 154,800	$ 236,700	$ 274,600	$ 496,900	$ 870,000	$2,083,000	$ 350,000	$ 2,433,000
2021 Est	$ 50,000	$ 154,800	$ 236,700	$ 274,600	$ 496,900	$ 870,000	$2,083,000	$ 350,000	$ 2,433,000
2022 Est	$ 50,000	$ 154,800	$ 236,700	$ 274,600	$ 496,900	$ 870,000	$2,083,000	$ 350,000	$ 2,433,000
Average 6 Year Change (2011 - 2016)									1.6%
Average 6 Year Change (2012 - 2017)									1.5%
Average 6 Year Change (2013 - 2018)									1.2%



Sales Tax Mitigation (RCW 82.14.500)

The state provides funds to local jurisdictions that demonstrated an actual net loss of local sales tax revenue from the state's adoption of the Streamlined Sales and Use Tax Agreement's local sales tax sourcing provisions. The purpose of this distribution is to mitigate the unintended revenue redistribution effect of the sourcing law change among local jurisdictions. Additionally, mitigation was intended to offset the negative implications the sourcing law change may have on industry sectors such as warehousing and manufacturing.

Funds may be used for any lawful purpose of the local jurisdictions.

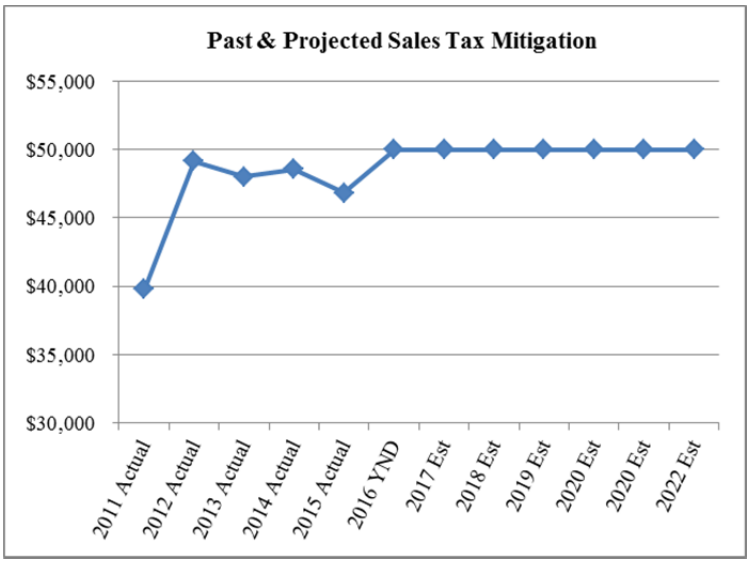
Local jurisdictions that had imposed a sales tax on July 1, 2008 and could demonstrate an actual net loss of local sales tax revenue from the state's adoption of the Streamlined Sales and Use Tax Agreement's local sales tax sourcing provisions. Local jurisdictions include counties, cities, towns, public transportation benefit authorities, regional taxing district, regional centers, public facilities districts, and football stadium authority are eligible to receive this funding.

Beginning July 1, 2008, the Department of Revenue with the assistance of an oversight committee composed of local jurisdictions, determined the amount of net loss of sales tax quarterly to each local jurisdiction from the sourcing change by analyzing and comparing data from tax return information and tax collections. Mitigation payments were distributed quarterly using this information. Beginning December 31, 2009, mitigation distributions were fixed to an annual amount to be paid in quarterly increments. The Department of Revenue may make adjustments to mitigation amounts based on annual review of distributions.

The program is administered by the Department of Revenue and distributions are made by the Office of State Treasurer quarterly each March, June, September, and December.

Distributions are deposited in the City's General Fund.

Year	Sales Tax Mitigation	% of G/S Oper Rev	Chg Over Prior Year $	Chg Over Prior Year %
2011 Actual	$ 39,782	0.1%	$ (23,026)	-36.7%
2012 Actual	$ 49,158	0.1%	$ 9,376	23.6%
2013 Actual	$ 48,029	0.1%	$ (1,129)	-2.3%
2014 Actual	$ 48,556	0.1%	$ 527	1.1%
2015 Actual	$ 46,846	0.1%	$ (1,710)	-3.5%
2016 YND	$ 50,000	0.1%	$ 3,154	6.7%
2017 Est	$ 50,000	0.1%	$ -	0.0%
2018 Est	$ 50,000	0.1%	$ -	0.0%
2019 Est	$ 50,000	0.1%	$ -	0.0%
2020 Est	$ 50,000	0.1%	$ -	0.0%
2020 Est	$ 50,000	0.1%	$ -	0.0%
2022 Est	$ 50,000	0.1%	$ -	0.0%
Average 6 Year Change (2011 - 2016)				3.4%
Average 6 Year Change (2012 - 2017)				0.3%
Average 6 Year Change (2013 - 2018)				0.7%



Criminal Justice (RCW 82.14.320 / RCW 82.14.330)

Cities currently receive three types of criminal justice revenue (four including criminal justice sales tax): high crime, innovative programs, population, and violent crimes. The money comes from the State's general fund and is distributed to cities on the last days of January, April, July and October. Distributions are deposited in the City's General Fund.

Population, Violent Crime, Innovative Programs and Contracted Programs (RCW 82.14.330)

The state provides formula funding for criminal justices purposes to cities and towns each fiscal year. The purpose of these funds is to provide fiscal assistance to local governments for criminal justice systems in order to ensure public safety.

"Contracted Programs", "Violent Crime," and "Population" distributions must be used for criminal justice purposes as activities that substantially assist the criminal justice system, including domestic violence programs and advocates as defined in RCW 70.12.020. The uses are the same as for high crime except it cannot be used for publications and public educational efforts dealing with runaway or at-risk youth. Additionally, these distributions may not be used to replace or supplant existing funding, which is defined as calendar year 1989 actual operating expenditures for criminal justice purposes, excluding expenditures for extraordinary events not likely to reoccur; changes in contracted for criminal justice services, beyond the control of the jurisdiction receiving the services; and major nonrecurring capital expenditures.

"Innovative Programs" distributions must be used for 1) innovative law enforcement strategies; 2) programs to help at-risk children or child abuse victim response programs; and 3) programs designed to reduce the level of domestic violence or to provide counseling for domestic violence victims.

All cities and towns are eligible for "Population" and "Innovative Programs" distribution.

Cities that contract with another governmental agency for the majority of the city's law enforcement services may notify the Department of Commerce by November 30th of their eligibility to receive "Contracted Services" distribution the following calendar year. The City of Lakewood does not receive the "Contracted Programs" distribution since it has its own police force.

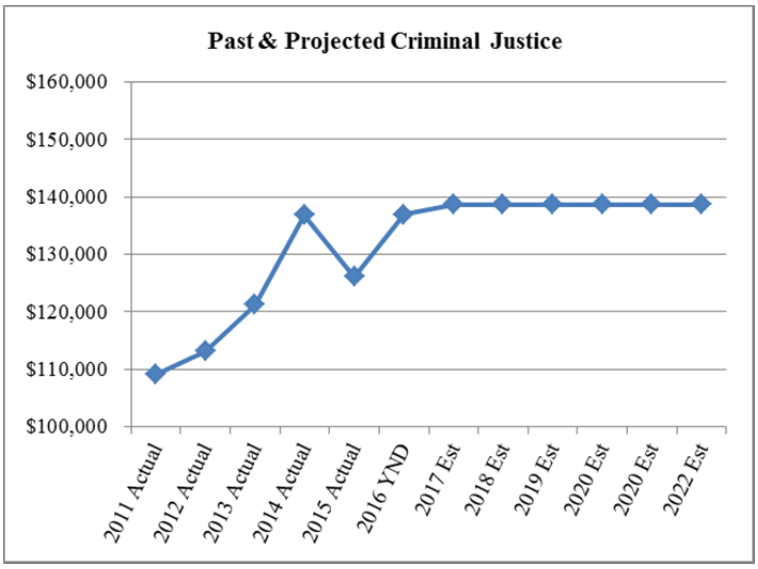
Cities and towns eligible for a "Violent Crime" distribution must have a three-year average violent crime in excess of 150% of the statewide three-year average violent crime as reported annually by the Washington Association of Sheriffs and Police Chiefs.

RCW 82.14.320 directs a state general fund transfer each fiscal year into the Municipal Criminal Justice Assistant Account. The transfer is to increase each fiscal year by the state's fiscal grown factor under RCW 43.135.025.

- Sixteen percent (16%) of these funds are distributed ratably to cities based on population, with each city receiving a minimum of $1,000 per year.
- Twenty percent (20%) is distributed based on population to those cities that have had an average violent crime rate in the last three years that is 150% of the statewide average for those three years, but no more than $1 per capita.
- Ten percent (10%) of funds are distributed on a per capita basis to "Contracted Services" cities and towns.
- Fifty-four percent (54%) of funds are distributed on a per capita basis for "Innovative Programs."

No city or town may receive more than 30% of total funds Population and High Crime Distributions. Cities receive two Municipal Criminal Justice Assistance distributions based solely on population, but are combined into a single distribution by the Office of the State Treasurer. Distributions are made by the Office of the State Treasurer quarterly each January, April, July and October.

Year	Criminal Justice	% of G/S Oper Rev	Chg Over Prior Year	
			$	%
2011 Actual	$ 109,056	0.3%	$ (2,051)	-1.8%
2012 Actual	$ 113,161	0.3%	$ 4,105	3.8%
2013 Actual	$ 121,197	0.3%	$ 8,035	7.1%
2014 Actual	$ 136,811	0.4%	$ 15,614	12.9%
2015 Actual	$ 126,106	0.3%	$ (10,705)	-7.8%
2016 YND	$ 137,000	0.4%	$ 10,894	8.6%
2017 Est	$ 138,652	0.4%	$ 1,652	1.2%
2018 Est	$ 138,700	0.4%	$ 48	0.0%
2019 Est	$ 138,700	0.4%	$ -	0.0%
2020 Est	$ 138,700	0.4%	$ -	0.0%
2020 Est	$ 138,700	0.3%	$ -	0.0%
2022 Est	$ 138,700	0.3%	$ -	0.0%
Average 6 Year Change (2011 - 2016)				3.4%
Average 6 Year Change (2012 - 2017)				3.1%
Average 6 Year Change (2013 - 2018)				2.1%



DUI Assistance (RCW 46.68.260)

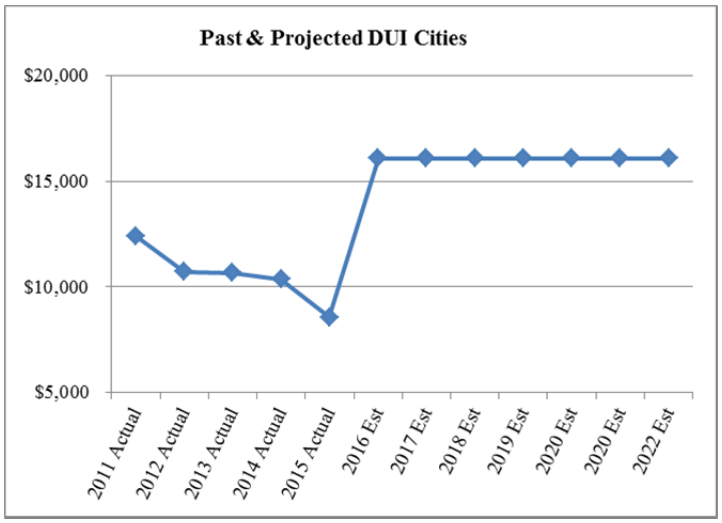
The state provides Impaired Driving Safety Account Funds to counties, cities and towns to help offset costs for implementing criminal justice laws related to driving under the influence. The purpose is to offset county, city and town criminal justice costs from ten separate driving under the influence laws enacted in 1998. Funds must be used for enforcing laws relating to driving and boating while under the influence of either an intoxicating liquor or any drug.

The Impaired Driving Safety Account receives a portion (63%) of a $150 fee charged to reissue a driver's license after suspension or revocation due to a violation of RCW 46.20.308 (implied consent), RCW 46.61.502 (driving under the influence) and/or RCW 46.61.504 (physical control of a vehicle under the influence. Impaired Driving Safety Account funds are distributed to counties, cities and towns through an omnibus operating budget appropriation to the County Criminal Justice Assistance Account and the Municipal Criminal Justice Assistance

Account. Total funds deposited in the account are split between counties (60%) and cities and towns (40%); this fund split was established with the first appropriation in 1998.

Individual cities receive their share ratably based on population as provided in RCW 82.14.330. Distributions are made by the Office of State Treasurer quarterly each January, April, July and October.

Year	DUI Cities	% of G/S Oper Rev	Chg Over Prior Year $	Chg Over Prior Year %
2011 Actual	$ 12,413	0.0%	$ 1,580	14.6%
2012 Actual	$ 10,722	0.0%	$ (1,692)	-13.6%
2013 Actual	$ 10,658	0.0%	$ (64)	-0.6%
2014 Actual	$ 10,358	0.0%	$ (300)	-2.8%
2015 Actual	$ 8,573	0.0%	$ (1,785)	-17.2%
2016 Est	$ 16,100	0.0%	$ 7,527	87.8%
2017 Est	$ 16,100	0.0%	$ -	0.0%
2018 Est	$ 16,100	0.0%	$ -	0.0%
2019 Est	$ 16,100	0.0%	$ -	0.0%
2020 Est	$ 16,100	0.0%	$ -	0.0%
2020 Est	$ 16,100	0.0%	$ -	0.0%
2022 Est	$ 16,100	0.0%	$ -	0.0%
Average 6 Year Change (2011 - 2016)				3.8%
Average 6 Year Change (2012 - 2017)				5.6%
Average 6 Year Change (2013 - 2018)				5.6%



High Crime (RCW 82.14.320)

The state provides formula funding for criminal justice purposes to cities and towns each fiscal year. The purpose of these funds is to provide fiscal assistance to local governments for criminal justice systems in order to ensure public safety.

Funds must be used for criminal justice purposes defined as activities that substantially assist the criminal justice system, including domestic violence programs and advocates as defined in RCW 70.123.020, and publications and educational efforts to assist parents dealing with runaway or at-risk youth.

Funds may not be used to replace or supplant existing funding, which is defined as calendar year 1989 actual operating expenditures for extraordinary events not likely to reoccur; changes in contracted for criminal justice services, beyond the control of the local jurisdiction receiving the services; and major nonrecurring capital expenditures.

All cities and towns are eligible for a "Population" distribution. To qualify for the "high crime" distribution cities and towns must:

- Have a crime rate in excess of 125% of the state-wide average as calculated in the most recent annual report on crime in Washington State is published by the Washington Association of Sheriffs and Police Chiefs;
- Be levying, at the maximum rate, the second ½ cent of the sales tax or half cent real estate excise tax; and
- Have a per capita yield from the first ½ cent of the sales tax of less than 150% of the state-wide average per capita yield for all cities.

Cities have to re-qualify for the distribution each year based on the above criteria. The determination is made in July of each year for distribution in the four quarters of the state fiscal year (July 1st – June 30th).

RCW 82.14.320 directs a state general fund transfer each fiscal year into the Municipal Criminal Justice Assistance Account. The transfer is to increase each year by the state's fiscal growth factor under RCW 43.135.025.

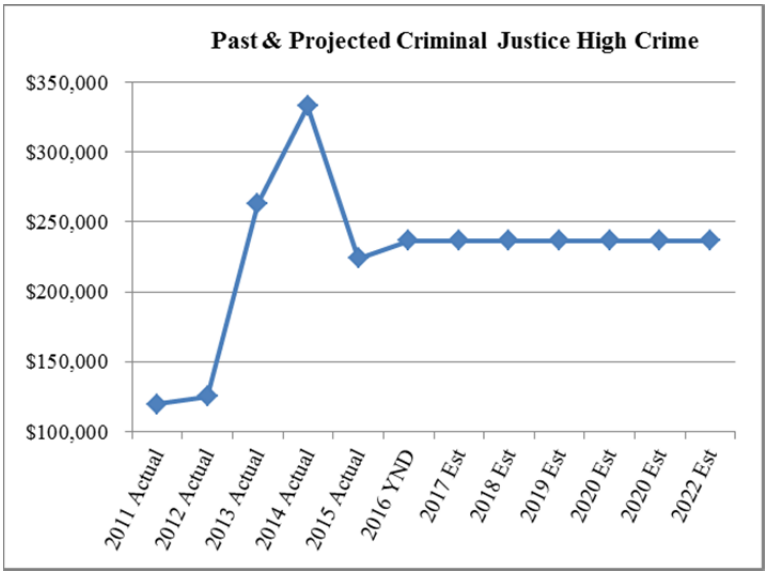
- Seventy percent (70%) of the funds are distributed to individual cities and towns ratably by population.

- Thirty percent (30%) of the funds are distributed ratably by population to cities and towns eligible for a "High Crime" distribution and have a crime rate greater than 175% of the statewide average crime rate. No city may receive more than 50% of these funds; if a city or town distribution is reduced because of this limit, the excess is added to the pool of funds to be distributed by population-only.

No city or town may receive more than 30% of funds through both "Population" and "High Crime" distributions.

The City has received criminal justice high crime funding since 1997 and continues to qualify for the distribution through June 30, 2015.

Year	Criminal Justice High Crime	% of G/S Oper Rev	Chg Over Prior Year $	Chg Over Prior Year %
2011 Actual	$ 119,789	0.4%	$ (12,718)	-9.6%
2012 Actual	$ 125,164	0.4%	$ 5,375	4.5%
2013 Actual	$ 263,208	0.7%	$ 138,044	110.3%
2014 Actual	$ 332,925	0.9%	$ 69,717	26.5%
2015 Actual	$ 224,154	0.6%	$ (108,772)	-32.7%
2016 YND	$ 236,700	0.6%	$ 12,546	5.6%
2017 Est	$ 236,700	0.6%	$ -	0.0%
2018 Est	$ 236,700	0.6%	$ -	0.0%
2019 Est	$ 236,700	0.6%	$ -	0.0%
2020 Est	$ 236,700	0.6%	$ -	0.0%
2020 Est	$ 236,700	0.6%	$ -	0.0%
2022 Est	$ 236,700	0.6%	$ -	0.0%
Average 6 Year Change (2011 - 2016)				8.2%
Average 6 Year Change (2012 - 2017)				7.9%
Average 6 Year Change (2013 - 2018)				-1.9%



Leasehold Excise Tax (RCW 82.29A)

A county or city may impose a local leasehold excise tax that is credited against the state leasehold tax on the privilege of using or occupying publicly owned real or personal property through a leasehold. Through the credit, the local government receives a portion of the state leasehold excise tax rather than leaseholders paying an additional local leasehold excise tax.

The purpose of the leasehold excise tax is "in lieu" of property tax. The distribution to taxing districts provides revenue that would otherwise be generated by the property tax.

Funds may be used for any lawful purpose of the local taxing district. Local taxing districts in counties and cities that have imposed a local leasehold excise tax are eligible to receive the funds.

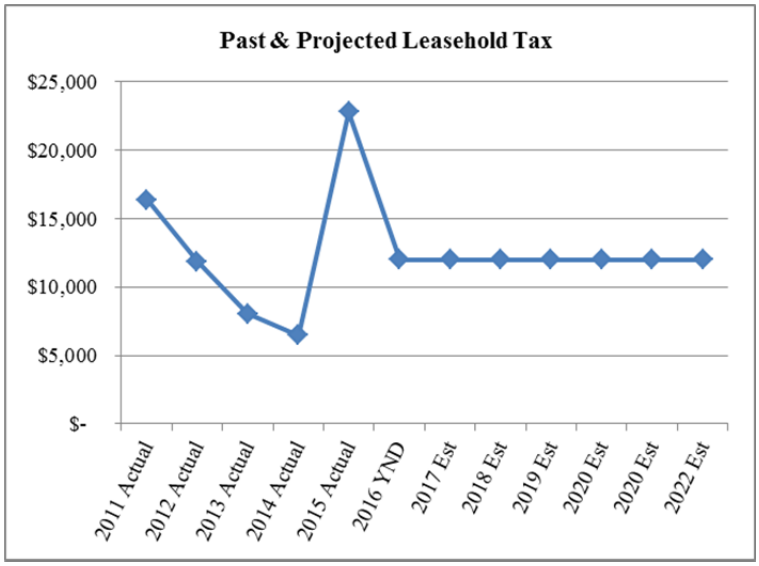
Counties and cities are authorized to impose a local leasehold tax on taxable rent at the rate of 6% and 4%, respectively, to be credited against the state's leasehold excise tax rate of 12.84%. Counties must provide a credit for the full amount of any city tax imposed upon the same taxable event. As a result, the effective rate of the state leasehold excise tax is 6.84%.

County treasurers are required to district any county imposed leasehold tax to other taxing districts, excluding cities, according to each district's pro rata share of the property tax in the county.

The program is administered by the Department and Revenue and distributions are made by the Office of State Treasurer on the last business day of even numbered months.

Distributions are deposited in the City's General Fund.

Year	Leasehold Tax	% of G/S Oper Rev	Chg Over Prior Year $	Chg Over Prior Year %
2011 Actual	$ 16,357	0.0%	$ (4,993)	-23.4%
2012 Actual	$ 11,858	0.0%	$ (4,499)	-27.5%
2013 Actual	$ 8,027	0.0%	$ (3,831)	-32.3%
2014 Actual	$ 6,457	0.0%	$ (1,570)	-19.6%
2015 Actual	$ 22,800	0.1%	$ 16,343	253.1%
2016 YND	$ 12,000	0.0%	$ (10,800)	-47.4%
2017 Est	$ 12,000	0.0%	$ -	0.0%
2018 Est	$ 12,000	0.0%	$ -	0.0%
2019 Est	$ 12,000	0.0%	$ -	0.0%
2020 Est	$ 12,000	0.0%	$ -	0.0%
2020 Est	$ 12,000	0.0%	$ -	0.0%
2022 Est	$ 12,000	0.0%	$ -	0.0%
Average 6 Year Change (2011 - 2016)				-6.1%
Average 6 Year Change (2012 - 2017)				0.2%
Average 6 Year Change (2013 - 2018)				5.5%



Liquor Revenues

Prior to June 1, 2012, the State's liquor monopoly prevented the City from taxing liquor establishments. However, the City of Lakewood was responsible for the policing of all liquor establishments located within the city limits so the state was required to share their state-collected profits and taxes to help cities with the cost of policing their liquor establishments. The Liquor Board obtained their profits from state liquor stores, taxes on wine and beer, license fees, permit fees, penalties, and forfeitures. Of these profits, cities receive a 40% share based on population. Cities also received 28% of the local excise tax receipts.

In November 2011, voters approved Initiative 1183 which privatized the distribution and retail sale of liquor, effective June 1, 2012. The markups on liquor have been replaced as a state revenue source by license fees that are paid to the state by retailers and distributors. The direct impact of this initiative is on liquor profits.

In 2012, legislation passed which diverted all city and county liquor excise tax revenue to the state general fund for FY 2013. It also provided for a permanent diversion of $10M per year of city and county money from the liquor excise tax fund to the state general fund, effective FY 2014. Since 80% of the liquor excise tax is distributed to cities and 20% to counties, $8M of the transfer comes out of City money and $2M comes from county money annually.

The 2013-2015 state budget, passed by the 2013 legislature, contained a provision that increased the share of liquor taxes collected and remitted to the state general fund, from 65% to 77.5T. This meant that the share going to the liquor excise tax fund for distribution to cities and counties fell from 35% to 22.5% - a reduction of 35%. The 2013-2015 budget also appropriated $24.74M for the liquor excise tax fund which created a conflict for the methodology to be used by the state for distributions throughout the 2013-2015 biennium. It was hoped that the 2014 session would bring some resolution to the issue, but the legislature did not produce an amendment so the lower revenue methodology became the reality for the remainder of the biennium.

The 2015–2017 state budget, passed by the 2015 legislature has returned the percentage distribution to pre-2013 state budget provisions which means that 35% of revenues collected are to be deposited in the liquor excise tax fund to be distributed to counties, cities and towns.

To be eligible for liquor revenues funds, a city must devote at least 2% of its distribution to support an approved alcoholism or drug addiction program.

Liquor Excise Tax

(RCW 82.08.150 through RCW 82.08.170, RCW 66.08.195, RCW 66.08.200, RCW 66.08.210, RCW 66.24.290, RCW 70.96A.085, RCW 70.96A.8)

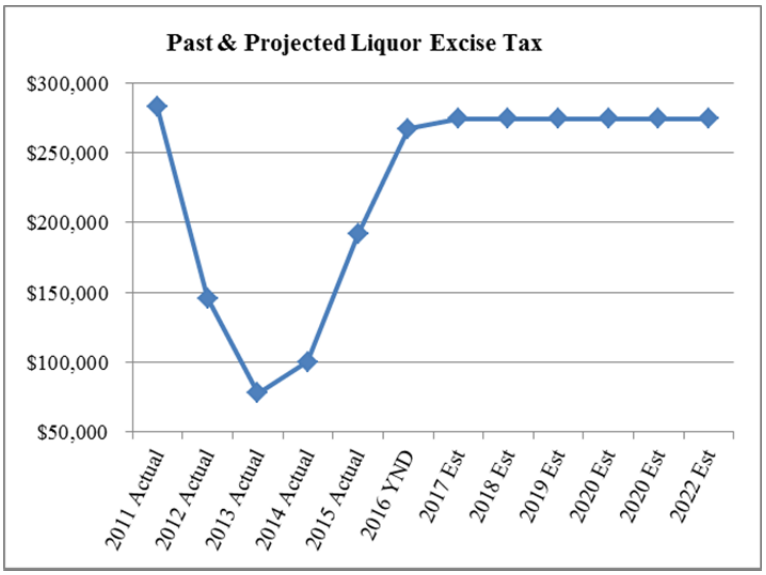
The liquor excise tax is the state distributed tax on liquor sold by spirit retail license. With the exception of border areas, distribution is based on population, except that local governments that prohibit the sale of liquor within their jurisdictions do not share in the distribution. For border areas, the distribution includes the tax imposed on all beer.

For 2015, the first three distributions from the State Treasurer reflects the 2013-2015 state budget provision and the final distribution in September will be made under the 2015-2017 state budget, split 80% to cities and 20% to counties.

For 2016, all of the distributions will be calculated using the original distribution, wherein the state general fund receives 65% of liquor tax collections and 35% will go into the liquor excise tax fund for distribution to counties, cities and towns less the $10M ($2.5M a quarter) permanent transfer to the state general fund.

The State Treasurer distributes liquor excise tax revenues to the City in January, April, July and September which are deposited in the City's General Fund.

Year	Liquor Excise Tax	% of G/S Oper Rev	Chg Over Prior Year $	Chg Over Prior Year %
2011 Actual	$ 283,260	0.9%	$ (7,800)	-2.7%
2012 Actual	$ 145,808	0.4%	$ (137,452)	-48.5%
2013 Actual	$ 77,675	0.2%	$ (68,133)	-46.7%
2014 Actual	$ 99,953	0.3%	$ 22,278	28.7%
2015 Actual	$ 191,738	0.5%	$ 91,785	91.8%
2016 YND	$ 267,500	0.7%	$ 75,762	39.5%
2017 Est	$ 274,596	0.7%	$ 7,096	2.7%
2018 Est	$ 274,600	0.7%	$ 4	0.0%
2019 Est	$ 274,600	0.7%	$ -	0.0%
2020 Est	$ 274,600	0.7%	$ -	0.0%
2020 Est	$ 274,600	0.7%	$ -	0.0%
2022 Est	$ 274,600	0.7%	$ -	0.0%
Average 6 Year Change (2011 - 2016)				-1.0%
Average 6 Year Change (2012 - 2017)				7.8%
Average 6 Year Change (2013 - 2018)				12.0%



Liquor Profits

(RCW 66.08.190 through RCW 66.08.210, RCW 70.96A.085, RCW 70.96A.087, RCW 66.24.065)

Under Initiative 1183 passed in November 2011, the state collects revenue in the form of license fees from distributors and retailers. A portion of these "liquor profits" (the Liquor Control Board continues to call these funds "liquor profits") goes to cities, counties, and border cities and counties.

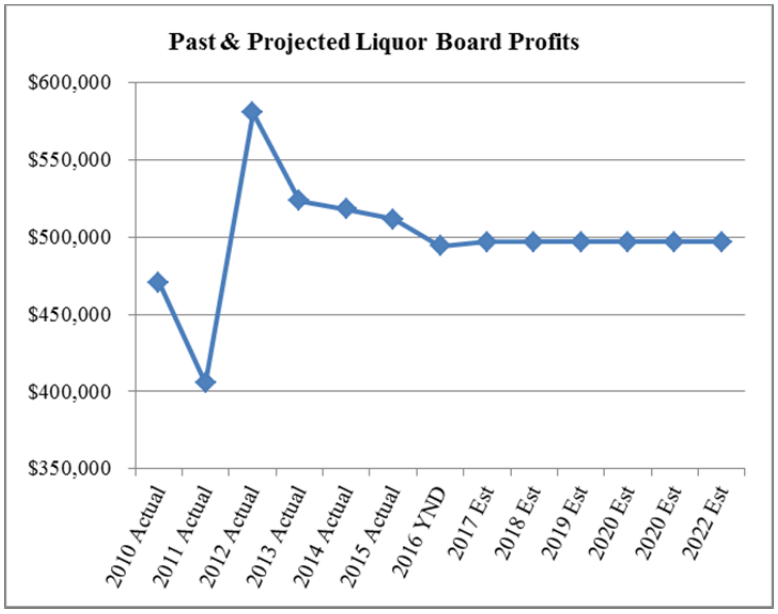
The distribution of spirit license fees through the liquor revolving fund to border areas, counties, cities, towns and the municipal research center must be made in a manner that provides that each category of recipients receive, in the aggregate, no less that it received from the liquor revolving fund during comparable periods prior to December 8, 2011.

The "comparable periods prior to December 8, 2011" were determined by the Office of Financial Management to be December 2010, March 2011, July 2011, and September 2011. An additional distribution of ten million dollars per year from the spirits license fees was added to enhance public safety programs. Three-tenths of one percent (0.3%) is distributed to border areas, counties, and towns. Of the remaining amount, the distribution is 80% to cities and 20% to counties.

Each city and county must split its distributions so that it can account separately for the portion that can be spent for any general purpose and the portion that must be spent to enhance public safety programs. To make this split, 20.23% of liquor profits for enhancing public safety.

The liquor control board profits are the state distribution of a portion of beer tax and spirit fees. Distribution is based on population, except that local governments that prohibit the sale of liquor within their jurisdictions do not share in the distribution. The State Treasurer distributes liquor excise tax revenues to the City in January, April, July and September which are deposited in the City's General Fund.

Year	Liquor Board Profits	% of G/S Oper Rev	Chg Over Prior Year $	Chg Over Prior Year %
2010 Actual	$ 470,667	1.5%	$ 66,201	16.4%
2011 Actual	$ 405,405	1.2%	$ (65,262)	-13.9%
2012 Actual	$ 580,449	1.7%	$ 175,044	43.2%
2013 Actual	$ 523,698	1.5%	$ (56,751)	-9.8%
2014 Actual	$ 518,105	1.4%	$ (5,593)	-1.1%
2015 Actual	$ 511,368	1.4%	$ (6,737)	-1.3%
2016 YND	$ 494,300	1.3%	$ (17,068)	-3.3%
2017 Est	$ 496,860	1.3%	$ 2,560	0.5%
2018 Est	$ 496,900	1.3%	$ 40	0.0%
2019 Est	$ 496,900	1.3%	$ -	0.0%
2020 Est	$ 496,900	1.3%	$ -	0.0%
2020 Est	$ 496,900	1.2%	$ -	0.0%
2022 Est	$ 496,900	1.2%	$ -	0.0%
Average 6 Year Change (2011 - 2016)				3.0%
Average 6 Year Change (2012 - 2017)				-2.8%
Average 6 Year Change (2013 - 2018)				-0.9%



Motor Vehicle Fuel Tax (RCW 46.68)

This tax is placed on the sale of motor vehicle gas in the State of Washington. Taxes on motor vehicle fuels from prior month's collections of the preceding month's station sales are to be used for construction, improvements, and repair of highways, streets and roads.

The motor vehicle fuel tax (MVET) is levied on consumption rather than price. The state currently levies a tax of 37.5 cents per gallon on motor vehicle fuel under RCW 82.36.025(1) through (6) and on special fuel (diesel) under RCW 82.38.030(1) through (6). Cities receive 10.6961% of the 23 cents per gallon tax levied under RCW 82.36.025(1) and RCW 82.38.030(1), from which some small deductions are made. Cities also are given 8.3333% share of the 3 cent taxes levied under RCW 82.36.025(3) and (4) and RCW 82.38.030(3) and (4).

These funds are distributed on a per capita basis and are to be placed in the city's Street Operations & Maintenance Fund and Transportation Capital Fund to be spent for: salaries and wages, material, supplies, equipment, purchase

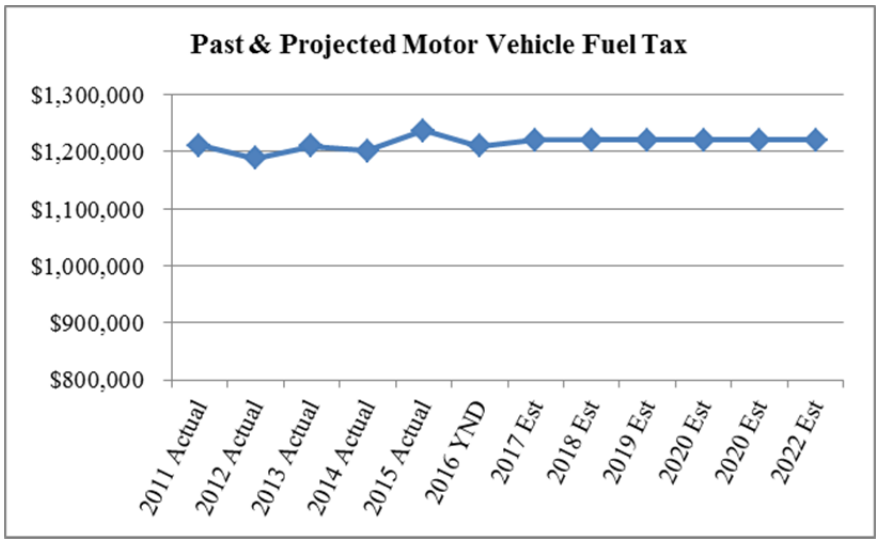
or condemnation of right-of-way, engineering or any other proper highway or street purpose in connection with the construction, alteration, repair, improvement or maintenance of city street or bridge, or viaduct of under passage along, upon or across such streets.

Cities are required to spend 0.42% of their gas tax receipts on paths and trails, unless that amount is $500 or less. Cities in lieu of expending the funds each year may credit the funds to a financial reserve or special fund, to be held for not more than ten years, and to be expended for paths and trails.

The allocation of MVET is as follows: 71% to Street Operations & Maintenance; 29% to Transportation Capital which includes 0.42% earmarked specifically for paths and trails.

The program is administered by the Department of Licensing and distributions are made by the Office of State Treasurer monthly.

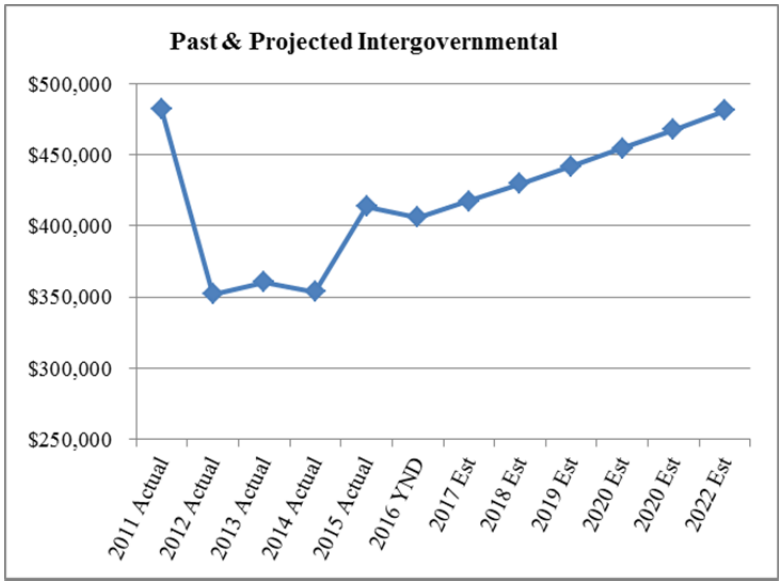
Year	Vehicle Fuel Tax - G/S	% of G/S Oper Rev	Chg Over Prior Year $	Chg Over Prior Year %	Motor Vehicle Fuel Tax - CIP	Total MVET
2011 Actual	$ 860,093	2.6%	$ (34,774)	-3.9%	$ 351,306	$ 1,211,399
2012 Actual	$ 843,743	2.4%	$ (16,350)	-1.9%	$ 344,627	$ 1,188,370
2013 Actual	$ 858,750	2.4%	$ 15,007	1.8%	$ 350,757	$ 1,209,507
2014 Actual	$ 852,760	2.4%	$ (5,990)	-0.7%	$ 348,310	$ 1,201,070
2015 Actual	$ 861,723	2.4%	$ 8,963	1.1%	$ 375,289	$ 1,237,013
2016 YND	$ 869,319	2.4%	$ 7,596	0.9%	$ 340,000	$ 1,209,319
2017 Est	$ 870,028	2.3%	$ 709	0.1%	$ 350,000	$ 1,220,028
2018 Est	$ 870,000	2.3%	$ (28)	0.0%	$ 350,000	$ 1,220,000
2019 Est	$ 870,000	2.3%	$ -	0.0%	$ 350,000	$ 1,220,000
2020 Est	$ 870,000	2.2%	$ -	0.0%	$ 350,000	$ 1,220,000
2020 Est	$ 870,000	2.2%	$ -	0.0%	$ 350,000	$ 1,220,000
2022 Est	$ 870,000	2.1%	$ -	0.0%	$ 350,000	$ 1,220,000
					Average 6 Year Change (2011 - 2016)	-0.6%
					Average 6 Year Change (2012 - 2017)	0.3%
					Average 6 Year Change (2013 - 2018)	0.0%



Intergovernmental

Intergovernmental revenues include Police reimbursement, animal services contract revenues from the Town of Steilacoom and City of Dupont, Municipal Court contracted services to the City of University Place, Town of Steilacoom and City of Dupont (beginning in 2015) and parks revenue from Pierce County. These revenues are deposited in the General Fund.

Year	Intergovt'l	% of G/S Oper Rev	Chg Over Prior Year $	Chg Over Prior Year %
2011 Actual	$ 482,732	1.4%	$ 176,340	57.6%
2012 Actual	$ 351,908	1.0%	$ (130,824)	-27.1%
2013 Actual	$ 360,563	1.0%	$ 8,655	2.5%
2014 Actual	$ 353,747	1.0%	$ (6,816)	-1.9%
2015 Actual	$ 413,554	1.1%	$ 59,807	16.9%
2016 YND	$ 406,025	1.1%	$ (7,529)	-1.8%
2017 Est	$ 417,700	1.1%	$ 11,675	2.9%
2018 Est	$ 429,800	1.1%	$ 12,100	2.9%
2019 Est	$ 442,200	1.1%	$ 12,400	2.9%
2020 Est	$ 454,900	1.2%	$ 12,700	2.9%
2020 Est	$ 467,900	1.2%	$ 13,000	2.9%
2022 Est	$ 481,400	1.2%	$ 13,500	2.9%
Average 6 Year Change (2011 - 2016)				-3.1%
Average 6 Year Change (2012 - 2017)				2.6%
Average 6 Year Change (2013 - 2018)				2.7%

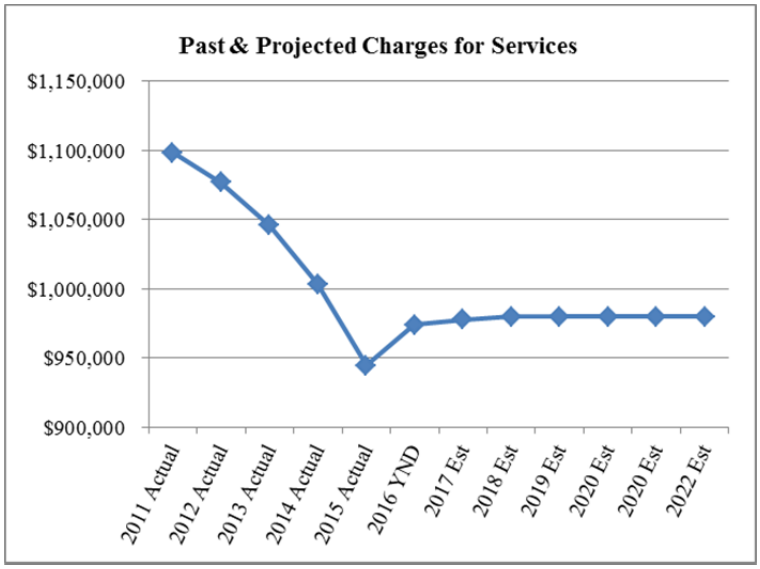


Charges for Services

The charge for services is revenues generated from services provided to the general public.

Revenues from charges for services include parks & recreation fees, court transport fees from the City of University Place and Town of Steilacoom, towing impound fees, extra duty fees, and Western State Hospital dispatch services.

Year	Charges for Services	% of G/S Oper Rev	Chg Over Prior Year $	Chg Over Prior Year %
2011 Actual	$ 1,098,341	3.3%	$ 75,071	7.3%
2012 Actual	$ 1,076,914	3.1%	$ (21,427)	-2.0%
2013 Actual	$ 1,045,767	3.0%	$ (31,147)	-2.9%
2014 Actual	$ 1,003,355	2.8%	$ (42,412)	-4.1%
2015 Actual	$ 944,539	2.6%	$ (58,816)	-5.9%
2016 YND	$ 974,000	2.6%	$ 29,461	3.1%
2017 Est	$ 977,500	2.6%	$ 3,500	0.4%
2018 Est	$ 979,500	2.6%	$ 2,000	0.2%
2019 Est	$ 979,500	2.5%	$ -	0.0%
2020 Est	$ 979,500	2.5%	$ -	0.0%
2020 Est	$ 979,500	2.5%	$ -	0.0%
2022 Est	$ 979,500	2.4%	$ -	0.0%
Average 6 Year Change (2011 - 2016)				-2.1%
Average 6 Year Change (2012 - 2017)				-1.7%
Average 6 Year Change (2013 - 2018)				-1.1%



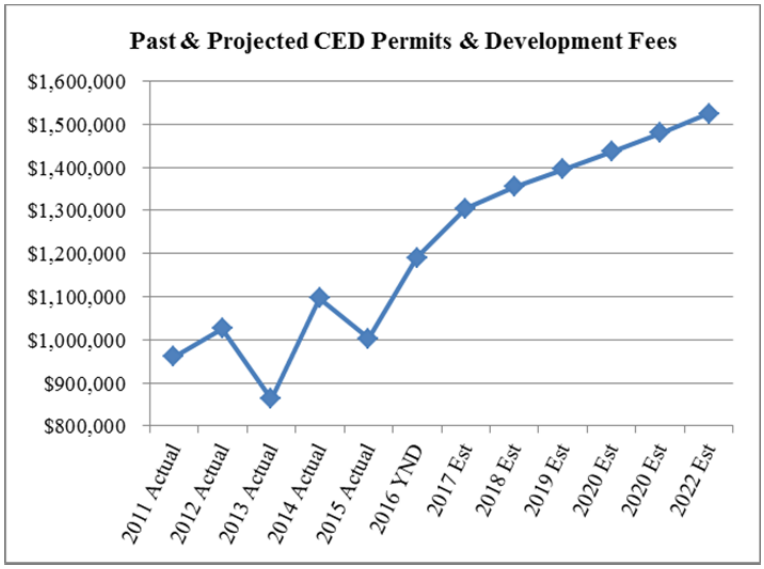
In May 2016, the City Council adopted a set of revised financial policies to include cost recovery. The following is an excerpt of the cost recovery policy as it relates specifically to target cost recovery for development review services:

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%.

Permit & Development Fees

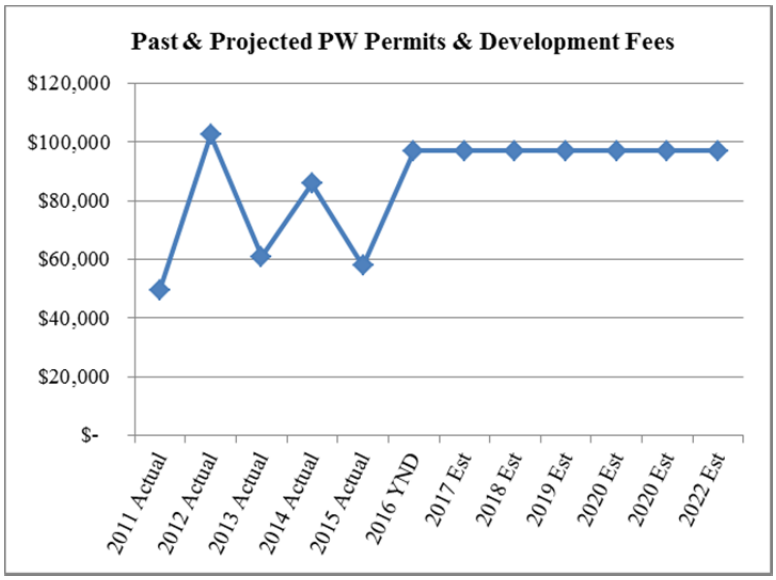
Community & Economic Development permits & fees include plan review, building, plumbing, mechanical, and land use fees. All fees are payable at the time of application. Application fees are deposited into the General Fund and are used to offset building and planning related service costs. The International Code Council (ICC) sets the per square foot building valuation. The ICC updates the valuation number annually. Building permit fees are, therefore, based on the building valuation table which is found in the City's Master Fee Schedule, as is all other related Community & Economic Development permits and fees.

Year	CED Permits & Dev Fees	% of G/S Oper Rev	Chg Over Prior Year $	Chg Over Prior Year %
2011 Actual	$ 961,142	2.9%	$ 146,814	18.0%
2012 Actual	$ 1,026,342	3.0%	$ 65,200	6.8%
2013 Actual	$ 863,469	2.4%	$ (162,873)	-15.9%
2014 Actual	$ 1,096,893	3.1%	$ 233,424	27.0%
2015 Actual	$ 1,002,837	2.7%	$ (94,056)	-8.6%
2016 YND	$ 1,190,370	3.2%	$ 187,533	18.7%
2017 Est	$ 1,304,214	3.5%	$ 113,844	9.6%
2018 Est	$ 1,354,391	3.6%	$ 50,177	3.8%
2019 Est	$ 1,395,300	3.6%	$ 40,909	3.0%
2020 Est	$ 1,437,200	3.7%	$ 41,900	3.0%
2020 Est	$ 1,480,200	3.7%	$ 43,000	3.0%
2022 Est	$ 1,524,300	3.8%	$ 44,100	3.0%
Average 6 Year Change (2011 - 2016)				3.2%
Average 6 Year Change (2012 - 2017)				3.6%
Average 6 Year Change (2013 - 2018)				6.0%



Public Works permits and development fees include right-of-way permits, plan review fees, inspection fees. The revenues are deposited in the Street Fund to offset service costs.

Year	PW Permits & Dev Fees	% of G/S Oper Rev	Chg Over Prior Year $	Chg Over Prior Year %
2011 Actual	$ 49,336	0.1%	$ (23,884)	-32.6%
2012 Actual	$ 102,492	0.3%	$ 53,156	107.7%
2013 Actual	$ 61,033	0.2%	$ (41,459)	-40.5%
2014 Actual	$ 85,956	0.2%	$ 24,923	40.8%
2015 Actual	$ 57,992	0.2%	$ (27,964)	-32.5%
2016 YND	$ 97,000	0.3%	$ 39,008	67.3%
2017 Est	$ 97,000	0.3%	$ -	0.0%
2018 Est	$ 97,000	0.3%	$ -	0.0%
2019 Est	$ 97,000	0.3%	$ -	0.0%
2020 Est	$ 97,000	0.2%	$ -	0.0%
2020 Est	$ 97,000	0.2%	$ -	0.0%
2022 Est	$ 97,000	0.2%	$ -	0.0%
Average 6 Year Change (2011 - 2016)				8.2%
Average 6 Year Change (2012 - 2017)				-0.9%
Average 6 Year Change (2013 - 2018)				6.2%



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:

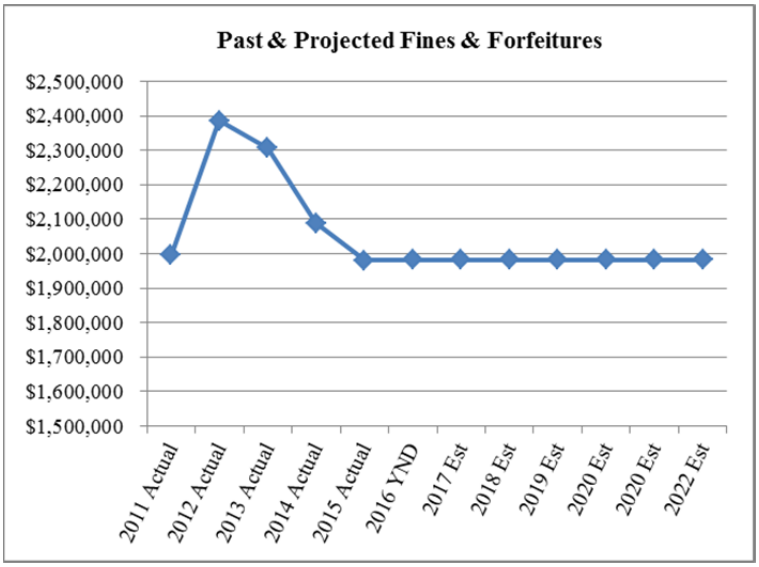
> *Target Cost Recovery Level for Development Review Services.* The cost recovery policy applies to the following development programs/services: planning (long and short plats, privately initiated re-zonings and comprehensive plan amendments, variances, use permits); building and safety (building permits, 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."

Fines & Forfeitures

The Municipal Court of the City of Lakewood is an inferior court (a court subject to the jurisdiction of another court known as the superior court, or a higher court) with exclusive original criminal jurisdiction of all violations of City laws. It also has the original jurisdiction of all other actions brought to enforce or recover license penalties or forfeitures declared or given by such city laws or by any state statutes. The Court also exercises all powers granted by Chapter 6 of said Justice Court and other Inferior Court Reorganization Law (Chapter 299, laws of 1964).

The City began operating its municipal court when it incorporated in 1996. Fines and forfeitures are accounted for in the General Fund and include fines from municipal court, red light and school zone infractions. Prior to 2015, it also includes fines and forfeiture revenues the City of University Place and Town of Steilacoom as part of the contract terms of providing municipal court contracted services. In addition to the City retaining the fines and forfeitures as City revenue, the City received a fixed contract amount from the both cities, which is accounted for as intergovernmental revenue.

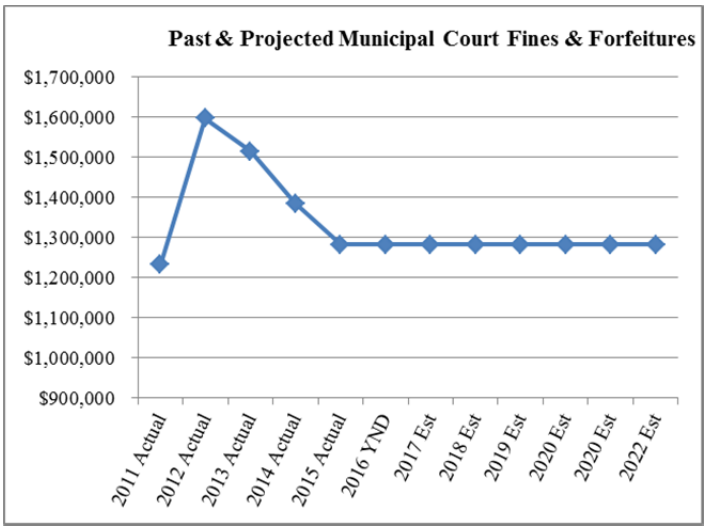
Year	Total Fines Forfeitures	% of G/S Oper Rev	Chg Over Prior Year $	Chg Over Prior Year %
2011 Actual	$ 1,996,629	6.0%	$ 301,463	17.8%
2012 Actual	$ 2,385,838	6.9%	$ 389,210	19.5%
2013 Actual	$ 2,307,733	6.5%	$ (78,105)	-3.3%
2014 Actual	$ 2,089,104	5.8%	$ (218,628)	-9.5%
2015 Actual	$ 1,981,247	5.4%	$ (107,858)	-5.2%
2016 YND	$ 1,982,219	5.4%	$ 972	0.0%
2017 Est	$ 1,982,219	5.3%	$ -	0.0%
2018 Est	$ 1,982,219	5.2%	$ -	0.0%
2019 Est	$ 1,982,200	5.1%	$ (19)	0.0%
2020 Est	$ 1,982,200	5.0%	$ -	0.0%
2020 Est	$ 1,982,200	5.0%	$ -	0.0%
2022 Est	$ 1,982,200	4.9%	$ -	0.0%
Average 6 Year Change (2011 - 2016)				-0.1%
Average 6 Year Change (2012 - 2017)				-3.4%
Average 6 Year Change (2013 - 2018)				-2.7%



Court Fines and Forfeitures

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

Year	Court Fines & Forfeitures	% of G/S Oper Rev	Chg Over Prior Year $	Chg Over Prior Year %
2011 Actual	$ 1,231,477	3.7%	$ 305,220	33.0%
2012 Actual	$ 1,596,299	4.6%	$ 364,822	29.6%
2013 Actual	$ 1,514,628	4.3%	$ (81,672)	-5.1%
2014 Actual	$ 1,384,894	3.9%	$ (129,734)	-8.6%
2015 Actual	$ 1,282,219	3.5%	$ (102,675)	-7.4%
2016 YND	$ 1,282,219	3.5%	$ 0	0.0%
2017 Est	$ 1,282,219	3.4%	$ -	0.0%
2018 Est	$ 1,282,219	3.4%	$ -	0.0%
2019 Est	$ 1,282,200	3.3%	$ (19)	0.0%
2020 Est	$ 1,282,200	3.3%	$ -	0.0%
2020 Est	$ 1,282,200	3.2%	$ -	0.0%
2022 Est	$ 1,282,200	3.2%	$ -	0.0%
Average 6 Year Change (2011 - 2016)				0.7%
Average 6 Year Change (2012 - 2017)				-4.1%
Average 6 Year Change (2013 - 2018)				-3.0%



Municipal Court Fines & Forfeitures
(does not include camera enforcement)

Category	2011	2012	2013	2014	2015	2016 YND	2017 Est	2018 Est	2019 Est	2020 Est	2021 Est	2022 Est
Admin, Filing, Copy, Forms, Legal	$ 38,561	$ 57,658	$ 57,388	$ 55,293	$ 70,535	$ 70,535	$ 70,535	$ 70,535	$ 70,535	$ 70,535	$ 70,535	$ 70,535
Detention & Corrrection Services	381,860	426,925	431,381	363,517	293,752	293,752	293,752	293,752	293,752	293,752	293,752	293,752
Civil Penalties	11,438	16,865	12,206	10,316	7,781	7,781	7,781	7,781	7,781	7,781	7,781	7,781
Civil Infraction Penalties	661,161	932,084	839,061	792,345	740,380	740,380	740,380	740,380	740,361	740,361	740,361	740,361
Civil Parking Infractions	13,364	12,148	12,307	8,157	6,870	6,870	6,870	6,870	6,870	6,870	6,870	6,870
Criminal Traffic Misdemeanor Fines	34,985	49,393	40,853	30,738	36,295	36,295	36,295	36,295	36,295	36,295	36,295	36,295
Criminal Non-Traffic Fines	13,102	13,285	13,874	9,535	9,050	9,050	9,050	9,050	9,050	9,050	9,050	9,050
Court Cost Recoupment	28,690	32,920	30,969	24,660	36,009	36,009	36,009	36,009	36,009	36,009	36,009	36,009
Interest/Other/Misc	48,316	55,021	76,589	90,332	81,547	81,547	81,547	81,547	81,547	81,547	81,547	81,547
Total	**$ 1,231,477**	**$ 1,596,299**	**$ 1,514,628**	**$ 1,384,893**	**$ 1,282,219**	**$ 1,282,219**	**$ 1,282,219**	**$ 1,282,219**	**$ 1,282,200**	**$ 1,282,200**	**$ 1,282,200**	**$ 1,282,200**

Camera Enforcement

The City currently has eight cameras operating at five locations:

- Two (2) school zone cameras located at 5405 Steilacoom Blvd – WB and 9904 Gravelly Lake Drive – SB
- Six (6) red light cameras located at:
  - Bridgeport Blvd SW & San Francisco Ave SW – SB & NB
  - Steilacoom Blvd SW & Phillips Rd SW – WB & EB
  - South Tacoma Way & SR 512 – NB & SB

The monthly vendor payments to Redflex Traffic Systems, Inc. for camera enforcement services is fixed at $3,750 per system for existing designated intersection approaches and $4,870 per system for existing designated school zone approaches. The new contract pricing structure reduced costs by approximately $60K per year, from roughly $450K to $390K.

Photo Infraction - Red light/School Zone Enforcement												
	2012			2013			2014			2015		
Month	Gross Revenue	Vendor Payment	Net Revenue	Gross Revenue	Vendor Payment	Net Revenue	Gross Revenue	Vendor Payment	Net Revenue	Gross Revenue	Vendor Payment	Net Revenue
Jan	$ 65,056	$ 37,593	$ 27,463	$ 58,410	$ 37,593	$ 20,817	$ 57,905	$ 36,593	$ 21,312	$ 66,476	$ 31,612	$ 34,864
Feb	54,258	36,593	17,665	66,685	37,593	29,093	63,261	36,593	26,668	57,821	32,240	25,581
Mar	65,637	37,593	28,045	70,575	37,593	32,982	56,692	36,593	20,099	62,596	32,240	30,356
Apr	68,501	34,593	33,908	67,061	37,593	29,468	60,035	37,593	22,442	65,333	32,240	33,093
May	58,866	36,593	22,274	63,441	37,593	25,848	59,634	37,593	22,041	55,473	32,240	23,233
Jun	68,881	36,593	32,288	76,071	37,593	38,479	57,842	33,593	24,249	57,857	32,240	25,617
Jul	57,221	35,593	21,629	69,939	36,593	33,346	56,453	34,593	21,860	66,829	32,240	34,589
Aug	62,663	33,593	29,071	49,938	34,593	15,345	51,457	34,593	16,864	67,627	32,240	35,387
Sep	62,602	37,593	25,009	72,071	37,593	34,479	50,732	36,593	14,139	62,092	32,240	29,852
Oct	52,911	37,593	15,318	53,443	37,593	15,850	49,678	32,240	17,438	48,977	22,500	26,477
Nov	95,230	37,593	57,637	79,956	37,593	42,363	79,223	32,240	46,983	48,944	30,454	18,490
Dec	77,712	37,593	40,119	65,515	36,593	28,922	61,298	27,585	33,713	39,002	32,240	6,762
Annual	**$789,539**	**$439,113**	**$350,426**	**$793,105**	**$446,114**	**$346,991**	**$704,210**	**$416,401**	**$287,809**	**$699,027**	**$374,726**	**$324,301**

Real Estate Excise Tax Fund

Real Estate Excise Tax (REET)

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

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.

REET 1 RCW 82.46.010:

Initially authorized in 1982, cities and counties can use the receipts of REET 1 for all capital purposes. An amendment in 1992 states that cities and counties with a population of 5,000 or more planning under the GMA must spend REET 1 receipts solely on capital projects that are listed in the capital facilities plan element of their comprehensive plan.
Capital projects are: *public works projects of a local government for planning, acquisition, construction, reconstruction, repair, replacement, rehabilitation, or improvement of streets; roads; highways; sidewalks; street and road lighting systems; traffic signals; bridges; domestic water systems; storm and sanitary sewer systems; parks; recreational facilities; law enforcement facilities; fire protection facilities; trails; libraries; administrative and judicial facilities; and technology infrastructure that is integral to the capital projects.*

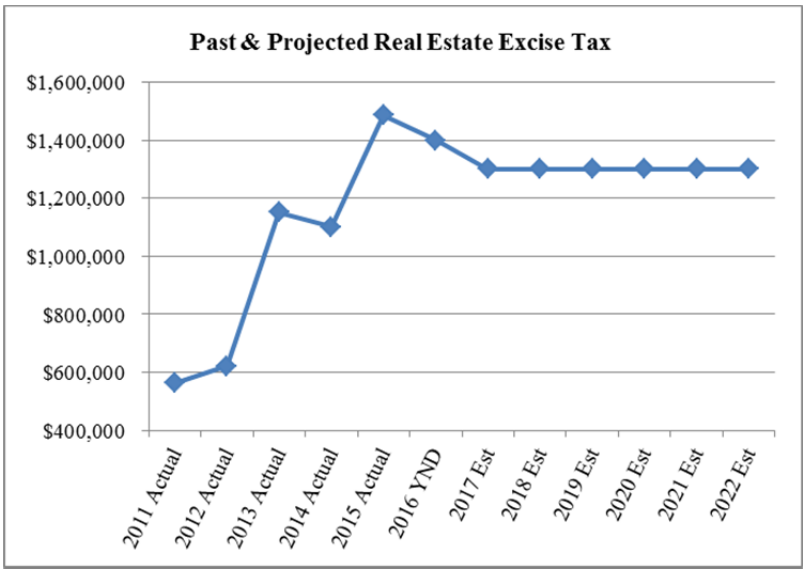
Receipts pledged to debt retirement prior to April 1992 and/or spent prior to June 1992 are grandfathered from this restriction.

REET 2 RCW 82.46.035:

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

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

Year	REET	Chg Over Prior Year	
		$	%
2011 Actual	$ 561,659	$ (69,960)	-11.1%
2012 Actual	$ 621,821	$ 60,162	10.7%
2013 Actual	$ 1,151,297	$ 529,476	85.1%
2014 Actual	$ 1,100,298	$ (50,999)	-4.4%
2015 Actual	$ 1,486,450	$ 386,152	35.1%
2016 YND	$ 1,400,000	$ (86,450)	-5.8%
2017 Est	$ 1,300,000	$ (100,000)	-7.1%
2018 Est	$ 1,300,000	$ -	0.0%
2019 Est	$ 1,300,000	$ -	0.0%
2020 Est	$ 1,300,000	$ -	0.0%
2021 Est	$ 1,300,000	$ -	0.0%
2022 Est	$ 1,300,000	$ -	0.0%
Average 6 Year Change (2011 - 2016)			10.0%
Average 6 Year Change (2012 - 2017)			8.7%
Average 6 Year Change (2013 - 2018)			1.9%



Transportation Benefit District Fund

Transportation Benefit District Vehicle Fees (RCW 36.73.020, RCW 82.80.140)

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

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

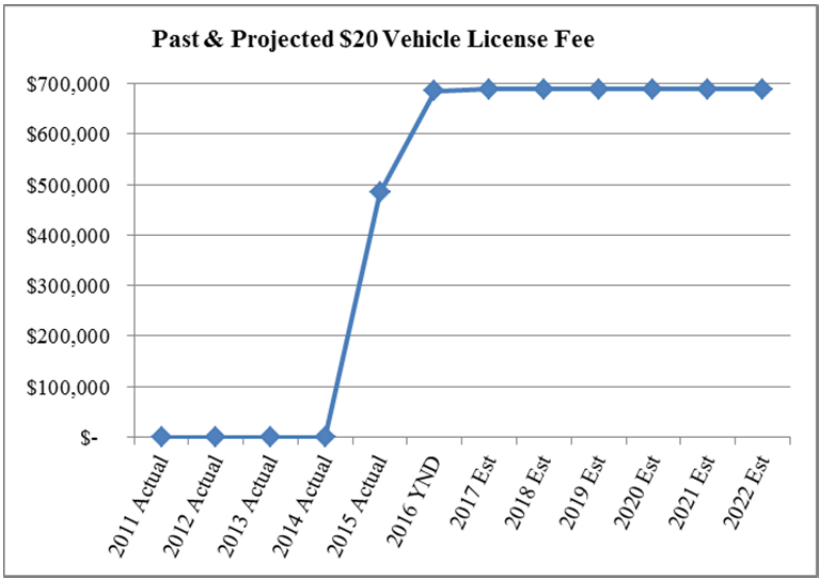
On September 15, 2014, the Lakewood TBD adopted Ordinance # TBD-01, authorizing an annual $20 vehicle licensing fee for the TBD. The TBD Board found this fee is the best way to preserve, maintain, operate, construct, or reconstruct the transportation infrastructure of the City of Lakewood and fund transportation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

The fees are effective for tabs due beginning 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.

$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 vehicle license fee is estimated to generate $4.13M between 2017 and 2022. This revenue source along with General Fund contribuutions, real estate excise tax, motor vehicle fuel tax and grants will provide funding for needed improvements to city streets and roads over the next six years (2017-2022).

Year	$20 Vehicle License Fee	Chg Over Prior Year $	Chg Over Prior Year %
2011 Actual	$ -	$ -	n/a
2012 Actual	$ -	$ -	n/a
2013 Actual	$ -	$ -	n/a
2014 Actual	$ -	$ -	n/a
2015 Actual	$ 484,016	$ 484,016	n/a
2016 YND	$ 685,000	$ 200,984	41.5%
2017 Est	$ 689,000	$ 4,000	0.6%
2018 Est	$ 689,000	$ -	0.0%
2019 Est	$ 689,000	$ -	0.0%
2020 Est	$ 689,000	$ -	0.0%
2021 Est	$ 689,000	$ -	0.0%
2022 Est	$ 689,000	$ -	0.0%
Average 6 Year Change (2011 - 2016)			n/a
Average 6 Year Change (2012 - 2017)			n/a
Average 6 Year Change (2013 - 2018)			n/a



Hotel Motel Lodging Tax Fund

Hotel/Motel Lodging Tax

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

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

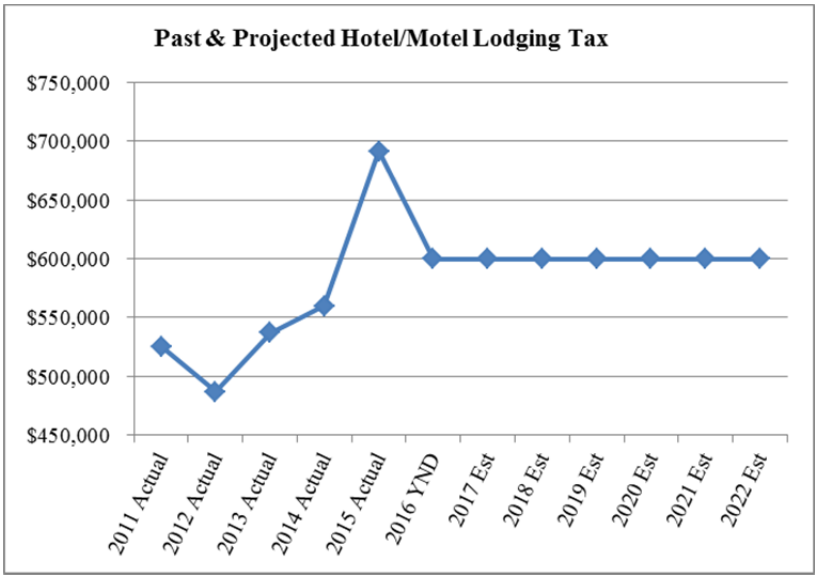
Transient Rental Income Tax (RCW 67.28.180)

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

Special Hotel/Motel Tax (RCW 67.28.181)

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

Year	Hotel/Motel Lodging Tax	Chg Over Prior Year $	Chg Over Prior Year %
2011 Actual	$ 525,239	$ (35,102)	-6.3%
2012 Actual	$ 486,709	$ (38,530)	-7.3%
2013 Actual	$ 537,009	$ 50,300	10.3%
2014 Actual	$ 559,866	$ 22,857	4.3%
2015 Actual	$ 691,797	$ 131,931	23.6%
2016 YND	$ 600,000	$ (91,797)	-13.3%
2017 Est	$ 600,000	$ -	0.0%
2018 Est	$ 600,000	$ -	0.0%
2019 Est	$ 600,000	$ -	0.0%
2020 Est	$ 600,000	$ -	0.0%
2021 Est	$ 600,000	$ -	0.0%
2022 Est	$ 600,000	$ -	0.0%
Average 6 Year Change (2011 - 2016)			2.1%
Average 6 Year Change (2012 - 2017)			3.1%
Average 6 Year Change (2013 - 2018)			1.7%



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

- 4% - Can be used for tourism promotion, or the acquisition of tourism-related facilities, or operation of tourism-related facilities.
- 3%- Can only be used for the acquisition, construction, expansion, marketing, management, and financing of convention facilities, and facilities necessary to support major tourism destination attractions that serve a minimum of one million visitors per year.

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

Surface Water Management Fund

Surface Water Management Fees

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

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

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

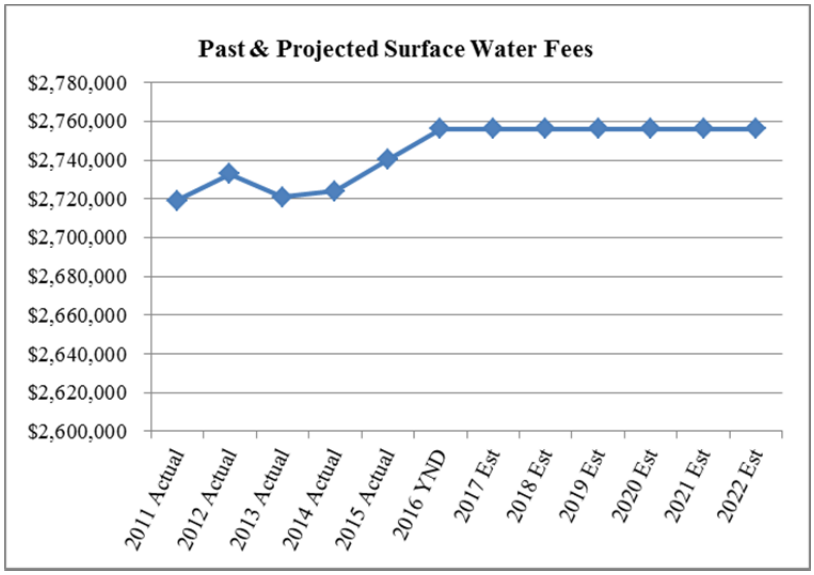
The annual service charge rates are as follows:

Type	Fee
Residential	$77.40
Duplex	$101.15
Multi-Family	$0.03102 per square foot of impervious area, less an additional $5.00
All Mobile Homes other than Residential	$40.70 per vacant or occupied mobile home site (mobile home equivalent) plus $0.03102 per square foot of impervious areas in addition to mobile home site.
Vacant/Undeveloped	$0.410 per acre, less an additional $5.00, but in no case shall the minimum service charge be less than $15.98
Forest and Timber Land	$15.98 per parcel, plus $0.410/acre on lands classified as forest lands under RCW 84.33 or RCW 84.34
City Streets, Roads and Public Highways	$0.00930 per square feet of impervious area, less an additional $5.00
All Other Parcels	$0.03102 per square foot of impervious area, less an additional $5.00, but in no case shall the minimum service charge be less than the higher of the residential equivalent rate for each year of the charge for a vacant/undeveloped parcel of equal acreage.

The annual service charge is calculated based on impervious area and parcel status as of January 1 each year. The annual service charge is due the City on or before April 30 of each year and shall be paid together with payment of real property tax upon the parcel, if any, and is delinquent thereafter. Provided, that if real property tax upon the parcel payable in that year exceeds thirty dollars, and one-half of the tax, together with one-half of the annual service charge provided by this section are paid on or before April 30 of such year, the remaining one-half of the annual service charge is due and payable on October 30, next following, or at the time of payment of the remaining

tax on the parcel, whichever is earlier and is delinquent after that date. The service charge is incorporated on the Pierce County Real Property Tax Statement.

Year	Surface Water Fees	Chg Over Prior Year	
		$	%
2011 Actual	$ 2,718,958	$ 68,737	2.6%
2012 Actual	$ 2,732,964	$ 14,006	0.5%
2013 Actual	$ 2,720,766	$ (12,198)	-0.4%
2014 Actual	$ 2,723,885	$ 3,119	0.1%
2015 Actual	$ 2,740,257	$ 16,372	0.6%
2016 YND	$ 2,756,000	$ 15,743	0.6%
2017 Est	$ 2,756,000	$ -	0.0%
2018 Est	$ 2,756,000	$ -	0.0%
2019 Est	$ 2,756,000	$ -	0.0%
2020 Est	$ 2,756,000	$ -	0.0%
2021 Est	$ 2,756,000	$ -	0.0%
2022 Est	$ 2,756,000	$ -	0.0%
Average 6 Year Change (2011 - 2016)			0.2%
Average 6 Year Change (2012 - 2017)			0.1%
Average 6 Year Change (2013 - 2018)			0.2%



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	2014	2015	2016		2017	2018	2019	2020	2021	2022
	Annual Actual	Annual Actual	Annual Budget	YND Est	Proposed	Proposed	Projected	Projected	Projected	Projected
(001) GENERAL FUND										
REVENUES:										
Taxes	**$25,056,768**	**$25,902,341**	**$25,533,800**	**$25,749,634**	**$26,053,034**	**$26,498,600**	**$26,961,500**	**$27,436,100**	**$27,922,800**	**$28,421,800**
Property Tax	6,468,617	6,563,936	6,639,000	6,644,634	6,711,734	6,812,400	6,914,600	7,018,300	7,123,600	7,230,500
Local Sales & Use Tax	8,272,877	8,707,904	8,601,900	8,750,000	8,925,000	9,192,800	9,468,600	9,752,700	10,045,300	10,346,700
Sales/Parks	481,690	515,202	499,900	515,000	525,300	541,100	557,300	574,000	591,200	608,900
Brokered Natural Gas Use Tax	79,394	33,661	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000
Criminal Justice Sales Tax	863,463	926,884	898,300	945,000	963,900	992,800	1,022,600	1,053,300	1,084,900	1,117,400
Admissions Tax	654,011	656,410	680,400	610,000	616,100	622,300	634,700	647,400	660,300	673,500
Utility Tax	5,747,855	5,703,609	5,644,000	5,644,000	5,644,000	5,644,000	5,644,000	5,644,000	5,644,000	5,644,000
Leasehold Tax	6,457	22,800	8,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000
Gambling Tax	2,482,403	2,771,934	2,532,300	2,599,000	2,625,000	2,651,200	2,677,700	2,704,400	2,731,500	2,758,800
Franchise Fees	**3,382,845**	**3,520,594**	**3,510,300**	**3,529,000**	**3,634,900**	**3,743,900**	**3,856,100**	**3,971,800**	**4,091,000**	**4,213,700**
Cable, Water, Sewer, Solid Waste	2,524,420	2,666,387	2,626,100	2,709,000	2,790,300	2,874,000	2,960,100	3,048,900	3,140,400	3,234,600
Tacoma Power	858,425	854,207	884,200	820,000	844,600	869,900	896,000	922,900	950,600	979,100
Development Service Fees	**1,096,893**	**1,002,837**	**1,481,000**	**1,190,370**	**1,304,214**	**1,354,391**	**1,395,300**	**1,437,200**	**1,480,200**	**1,524,300**
Building Permits	443,123	453,669	685,300	475,000	494,000	513,760	529,200	545,100	561,500	578,300
Other Building Permit Fees	100,147	98,058	143,600	122,600	126,480	130,511	134,400	138,300	142,300	146,400
Plan Review/Plan Check Fees	466,631	371,069	572,000	491,340	596,256	620,097	638,700	657,900	677,600	697,900
Other Zoning/Development Fees	86,993	80,040	80,100	101,430	87,478	90,023	93,000	95,900	98,800	101,700
Licenses & Permits	**447,376**	**452,242**	**510,900**	**439,500**	**481,500**	**481,500**	**481,500**	**481,500**	**481,500**	**481,500**
Business License	270,375	248,339	332,900	261,500	303,500	303,500	303,500	303,500	303,500	303,500
Alarm Permits & Fees	135,883	164,363	136,000	136,000	136,000	136,000	136,000	136,000	136,000	136,000
Animal Licenses	41,118	39,540	42,000	42,000	42,000	42,000	42,000	42,000	42,000	42,000
State Shared Revenues	**1,146,708**	**1,108,785**	**1,197,900**	**1,201,600**	**1,212,908**	**1,213,000**	**1,213,000**	**1,213,000**	**1,213,000**	**1,213,000**
Sales Tax Mitigation	48,556	46,846	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Criminal Justice	147,169	134,679	150,200	153,100	154,752	154,800	154,800	154,800	154,800	154,800
Criminal Justice High Crime	332,925	224,154	236,700	236,700	236,700	236,700	236,700	236,700	236,700	236,700
Liquor Excise Tax	99,953	191,738	258,500	267,500	274,596	274,600	274,600	274,600	274,600	274,600
Liquor Board Profits	518,105	511,368	502,500	494,300	496,860	496,900	496,900	496,900	496,900	496,900
Intergovernmental	**353,747**	**413,554**	**401,025**	**406,025**	**417,700**	**429,800**	**442,200**	**454,900**	**467,900**	**481,400**
Police FBI & Other Misc	37,607	13,334	12,900	12,900	12,900	12,900	12,900	12,900	12,900	12,900
Police-Animal Svcs-Steilacoom	10,586	12,173	13,000	13,000	13,400	13,800	14,200	14,600	15,000	15,500
Police-Animal Svcs-Dupont	20,554	27,954	27,000	27,000	27,800	28,600	29,500	30,400	31,300	32,200
Police-South Sound 911 Investigations	-	-	-	5,000	5,000	5,000	5,000	5,000	5,000	5,000
Muni Court-University Place Contract	225,000	170,585	124,711	124,711	128,500	132,400	136,400	140,500	144,700	149,000
Muni Court-Town of Steilacoom Contract	10,000	99,276	92,352	92,352	95,100	98,000	100,900	103,900	107,000	110,200
Muni Court-City of Dupont	-	89,042	131,062	131,062	135,000	139,100	143,300	147,600	152,000	156,600
Administrative Services - Human Resources	-	1,190	-	-	-	-	-	-	-	-
Parks & Recreation	50,000	-	-	-	-	-	-	-	-	-

	2014	2015	2016		2017	2018	2019	2020	2021	2022
	Annual Actual	Annual Actual	Annual Budget	YND Est	Proposed	Proposed	Projected	Projected	Projected	Projected
(001) GENERAL FUND-continued										
Charges for Services & Fees	**1,003,355**	**944,539**	**989,500**	**974,000**	**977,500**	**979,500**	**979,500**	**979,500**	**979,500**	**979,500**
Parks & Recreation Fees	234,414	231,151	262,500	255,500	259,000	261,000	261,000	261,000	261,000	261,000
Court Transport-University Place	11,220	-	-	-	-	-	-	-	-	-
Court Transport-Steilacoom	2,805	-	-	-	-	-	-	-	-	-
Police - Various Contracts	3,695	19,800	-	-	-	-	-	-	-	-
Police - Towing Impound Fees	49,300	37,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000
Police - Extra Duty	398,599	363,353	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000
Police - Western State Hospital Community Policing Program	288,027	286,537	276,000	276,000	276,000	276,000	276,000	276,000	276,000	276,000
Other	15,295	6,697	11,000	2,500	2,500	2,500	2,500	2,500	2,500	2,500
Fines & Forfeitures	**2,089,104**	**1,981,247**	**2,194,100**	**1,982,219**	**1,982,219**	**1,982,219**	**1,982,200**	**1,982,200**	**1,982,200**	**1,982,200**
Municipal Court	1,384,894	1,282,219	1,444,100	1,282,219	1,282,219	1,282,219	1,282,200	1,282,200	1,282,200	1,282,200
Photo Infraction	704,211	699,028	750,000	700,000	700,000	700,000	700,000	700,000	700,000	700,000
Miscellaneous/Interest/Other	**140,049**	**117,636**	**74,150**	**70,150**	**48,650**	**48,650**	**48,700**	**48,700**	**48,700**	**48,700**
Interest Earnings	7,202	7,919	2,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000
Penalties & Interest - Taxes	33,952	21,915	30,500	30,500	30,500	30,500	30,500	30,500	30,500	30,500
Miscellaneous/Other	98,895	87,801	41,650	33,650	12,150	12,150	12,200	12,200	12,200	12,200
Interfund Transfers	**313,060**	**284,700**	**284,700**	**284,700**	**284,700**	**284,700**	**284,700**	**284,700**	**284,700**	**284,700**
Transfers In - Fund 101 Street O&M	28,360	-	-	-	-	-	-	-	-	-
Transfer In - Fund 401 SWM Operations	284,700	284,700	284,700	284,700	284,700	284,700	284,700	284,700	284,700	284,700
Subtotal Operating Revenues	**$35,029,905**	**$35,728,474**	**$36,177,375**	**$35,827,198**	**$36,397,325**	**$37,016,260**	**$37,644,700**	**$38,289,600**	**$38,951,500**	**$39,630,800**
% Revenue Change over Prior Year	**1.85%**	**1.99%**	**1.26%**	**0.28%**	**1.59%**	**1.70%**	**1.70%**	**1.71%**	**1.73%**	**1.74%**
EXPENDITURES:										
City Council	**94,441**	**103,021**	**136,290**	**136,290**	**134,910**	**134,920**	**138,800**	**142,600**	**146,500**	**150,500**
Legislative	90,811	103,021	132,840	132,840	131,460	131,470	135,300	139,100	143,000	147,000
Sister City	3,631	-	3,450	3,450	3,450	3,450	3,500	3,500	3,500	3,500
City Manager	**528,918**	**601,322**	**592,066**	**590,832**	**611,558**	**620,129**	**639,000**	**657,900**	**677,400**	**697,400**
Executive	425,967	477,028	463,016	461,782	487,168	491,859	506,800	521,800	537,300	553,200
Governmental Relations	102,950	124,294	129,050	129,050	124,390	128,270	132,200	136,100	140,100	144,200
Municipal Court	**1,893,926**	**1,790,330**	**2,046,213**	**2,128,783**	**1,996,463**	**2,053,330**	**2,115,300**	**2,178,700**	**2,244,100**	**2,311,200**
Judicial Services	986,509	1,009,561	1,147,133	1,140,903	1,016,423	1,053,650	1,085,500	1,118,100	1,151,600	1,185,900
Professional Services	444,802	489,074	523,700	612,500	626,400	636,400	655,600	675,300	695,700	716,700
Probation & Detention	462,615	291,696	375,380	375,380	353,640	363,280	374,200	385,300	396,800	408,600
Administrative Services	**3,441,279**	**1,490,468**	**1,628,158**	**1,623,004**	**1,616,401**	**1,655,784**	**1,705,700**	**1,756,500**	**1,808,600**	**1,862,100**
Finance	1,148,980	979,952	1,120,126	1,116,309	1,073,178	1,096,315	1,129,400	1,163,100	1,197,700	1,233,300
Information Technology	869,656	-	-	-	-	-	-	-	-	-
Human Resources & Safety	493,076	510,516	508,032	506,695	543,223	559,469	576,300	593,400	610,900	628,800
Risk Management	929,567	-	-	-	-	-	-	-	-	-

	2014	2015	2016		2017	2018	2019	2020	2021	2022
	Annual Actual	Annual Actual	Annual Budget	YND Est	Proposed	Proposed	Projected	Projected	Projected	Projected
(001) GENERAL FUND-continued										
Legal	**1,272,057**	**1,634,745**	**1,752,249**	**1,690,990**	**1,718,200**	**1,688,739**	**1,739,300**	**1,791,000**	**1,844,200**	**1,899,300**
Legal (Civil & Criminal)	1,057,235	-	-	-	-	-	-	-	-	-
Civil Legal Services	-	823,942	891,614	889,109	854,100	875,894	902,100	929,200	957,000	985,900
Criminal Prosecution Services	-	397,917	477,620	420,020	377,429	382,786	394,300	405,800	417,600	429,900
City Clerk	133,536	283,737	293,015	291,861	331,671	340,059	350,200	360,500	371,200	382,100
Election	81,286	129,149	90,000	90,000	155,000	90,000	92,700	95,500	98,400	101,400
Community & Economic Development	**1,786,180**	**1,876,796**	**2,160,784**	**1,935,268**	**1,871,780**	**1,926,371**	**1,981,400**	**2,040,300**	**2,100,900**	**2,163,000**
Planning	676,832	-	-	-	-	-	-	-	-	-
Current Planning	-	631,708	619,125	616,683	617,830	641,329	659,700	679,600	700,000	720,900
Long Range Planning	-	233,089	411,397	192,093	149,133	150,724	154,900	159,100	163,600	168,200
Building	817,591	845,554	970,768	967,509	932,990	956,592	984,500	1,014,200	1,044,600	1,075,700
Eonomic Development	291,756	166,445	159,494	158,983	171,827	177,726	182,300	187,400	192,700	198,200
Parks, Recreation & Community Services	**2,155,686**	**2,465,429**	**2,670,401**	**2,677,682**	**2,630,206**	**2,641,869**	**2,710,200**	**2,779,900**	**2,851,400**	**2,924,700**
Human Services	366,512	380,249	402,570	402,570	420,020	420,290	422,200	423,900	425,800	427,700
Administration	201,177	279,425	294,231	293,656	276,215	282,374	290,700	299,200	308,000	317,200
Recreation	301,182	378,728	400,970	400,970	431,820	439,170	452,400	465,900	479,700	494,000
Senior Services	207,557	205,028	212,760	212,760	219,571	223,851	230,600	237,400	244,400	251,500
Parks Facilities	481,251	601,638	474,075	471,910	463,507	466,955	480,800	495,100	509,700	524,600
Fort Steilacoom Park	443,644	476,101	637,108	646,143	610,237	596,657	614,500	632,900	651,600	670,800
Street Landscape Maintenance	154,363	144,261	248,687	249,673	208,836	212,572	219,000	225,500	232,200	238,900
Police	**19,883,014**	**21,595,504**	**22,546,826**	**22,925,545**	**23,173,274**	**24,122,464**	**24,846,000**	**25,590,100**	**26,357,100**	**27,147,300**
Command	1,804,138	3,843,299	4,605,043	4,194,462	4,561,256	4,738,924	4,880,800	5,027,200	5,177,800	5,332,900
Jail Service	693,896	700,814	624,240	624,240	624,240	624,240	643,000	662,300	682,200	702,700
Dispatch Services/SS911	2,027,605	2,112,715	2,156,869	2,156,869	2,195,070	2,195,070	2,260,900	2,328,700	2,398,600	2,470,600
Investigations	2,491,608	3,436,838	3,609,200	4,397,600	4,122,600	4,363,200	4,494,000	4,628,700	4,767,500	4,910,500
Patrol	6,722,494	6,918,555	6,995,550	6,995,550	7,384,440	7,799,890	8,033,800	8,274,600	8,522,800	8,778,600
Special Units	1,223,404	156,104	110,850	110,850	110,850	110,850	114,200	117,600	121,100	124,800
SWAT	107,997	81,170	73,710	73,710	78,750	73,150	75,300	77,500	79,800	82,200
Crime Prevention	757,439	819,654	922,670	922,670	1,106,150	1,164,400	1,199,500	1,235,500	1,272,700	1,310,900
Contracted Services (Extra Duty, offset by Revenue)	441,460	443,998	400,000	400,000	400,000	400,000	412,000	424,400	437,100	450,200
Community Safety Resource Team (CSRT)	603,847	393,837	429,407	430,307	349,570	353,100	363,700	374,300	385,400	396,800
Training	217,496	113,660	107,425	107,425	160,060	159,400	164,100	169,000	174,100	179,300
Traffic Policing	1,259,338	1,161,290	1,353,320	1,353,320	997,368	1,047,610	1,079,000	1,111,100	1,144,300	1,178,600
Property Room	299,386	264,470	313,300	313,300	253,000	259,690	267,400	275,200	283,300	291,600
Reimbursements	493,432	457,237	105,332	105,332	120,370	121,500	125,400	129,000	132,800	136,700
Emergency Management	14,407	18,773	29,040	29,040	38,040	38,040	39,200	40,400	41,600	42,800
Animal Control	308,667	298,364	320,870	320,870	281,510	283,400	292,000	300,800	309,800	319,100
Road & Street/Camera Enforcement	416,400	374,726	390,000	390,000	390,000	390,000	401,700	413,800	426,200	439,000

	2014	2015	2016		2017	2018	2019	2020	2021	2022
	Annual Actual	Annual Actual	Annual Budget	YND Est	Proposed	Proposed	Projected	Projected	Projected	Projected
(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	**195,983**	**132,402**	**131,290**	**131,290**	**131,720**	**131,720**	**423,470**	**359,570**	**311,770**	**322,170**
Commute Trip Reduction	7,942	1,128	-	-	-	-	-	-	-	-
Fleet Management	1,844	-	-	-	-	-	-	-	-	-
Other (affects many departments)	147,701	131,274	131,290	131,290	131,720	131,720	135,600	139,700	143,900	148,300
Liquor/Pollution Control	38,496	-	-	-	-	-	-	-	-	-
Unallocated Internal Service Charges	-	-	-	-	-	-	-	-	-	-
IT 6-Year Strategic Plan	-	-	-	-	-	-	287,870	219,870	167,870	173,870
Interfund Transfers	**1,324,432**	**1,641,482**	**1,791,953**	**1,728,029**	**1,539,731**	**1,525,313**	**1,549,606**	**1,580,156**	**1,649,694**	**1,704,681**
Transfer to Fund 101 Street O&M	1,001,675	1,266,320	1,312,143	1,225,435	1,027,161	1,012,178	1,072,400	1,104,500	1,166,200	1,224,200
Transfer to Fund 105/190 Abatement Program	-	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000
Transfer to Fund 201 GO Bond Debt Service	287,758	340,162	444,810	467,594	477,570	478,135	442,206	440,656	448,494	445,481
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**	**$35,456,230**	**$35,567,713**	**$35,424,243**	**$36,500,639**	**$37,848,776**	**$38,876,726**	**$39,991,664**	**$41,182,351**
% Expenditure Change over Prior Year	**0.30%**	**-2.89%**	**6.37%**	**6.71%**	**-0.40%**	**3.04%**	**3.69%**	**2.72%**	**2.87%**	**2.98%**
OPERATING INCOME (LOSS)	**$707,965**	**$2,396,975**	**$721,145**	**$259,485**	**$973,083**	**$515,622**	**($204,076)**	**($587,126)**	**($1,040,164)**	**($1,551,551)**
As a % of Operating Expenditures	**2.06%**	**7.19%**	**2.03%**	**0.73%**	**2.75%**	**1.41%**	**-0.54%**	**-1.51%**	**-2.60%**	**-3.77%**
OTHER FINANCING SOURCES:										
Grants, Donations/Contrib, 1-Time	**299,991**	**335,163**	**259,368**	**284,618**	**69,750**	**69,750**	**-**	**-**	**-**	**-**
Contibutions/Donations	47,889	52,306	44,000	69,250	69,750	69,750	-	-	-	-
Proceeds from Sale of Assets/Capital Lease	-	1	-	-	-	-	-	-	-	-
Grants	252,102	282,856	215,368	215,368	-	-	-	-	-	-
Transfers In	**2,015,015**	**40,802**	**270,000**	**270,000**	**96,050**	**16,000**	**-**	**-**	**-**	**-**
Transfer In - Fund 180 Narcotics Seizure	14,061	-	-	-	-	-	-	-	-	-
Transfer In - Fund 181 Felony Seizure	85,939	-	-	-	-	-	-	-	-	-
Transfer In - Fund 190 Grants	840,056	-	-	-	-	-	-	-	-	-
Transfer In - Fund 251 LID Guaranty	-	-	270,000	270,000	-	-	-	-	-	-
Transfer In - Fund 501 Fleet & Equipment	1,074,959	40,802	-	-	96,050	16,000	-	-	-	-
Subtotal Other Financing Sources	**$2,315,006**	**$375,965**	**$529,368**	**$554,618**	**$165,800**	**$85,750**	**$0**	**$0**	**$0**	**$0**

	2014	2015	2016		2017	2018	2019	2020	2021	2022
	Annual Actual	Annual Actual	Annual Budget	YND Est	Proposed	Proposed	Projected	Projected	Projected	Projected
(001) GENERAL FUND-continued										
OTHER FINANCING USES:										
Capital & Other 1-Time	**973,111**	**570,544**	**734,513**	**734,513**	**720,828**	**295,906**	**168,750**	**138,750**	**138,750**	**138,750**
Municipal Court	51,459	51,350	18,056	18,056	41,024	17,485	-	-	-	-
City Council	5,264	-	-	-	-	-	-	-	-	-
City Manager	18,000	31,573	11,933	11,933	29,483	4,044	-	-	-	-
Administrative Services	465,692	3,992	9,785	9,785	46,276	17,594	-	-	-	-
IT 6-Year Strategic Plan	-	-	-	-	-	-	168,750	138,750	138,750	138,750
Legal/Clerk	21,209	309,575	47,453	47,453	44,381	18,917	-	-	-	-
Community & Economic Development	321,515	59,524	466,165	466,165	52,026	22,175	-	-	-	-
Parks, Recreation & Community Services	9,725	1,294	72,582	72,582	49,998	21,311	-	-	-	-
Police	52,863	113,235	108,539	108,539	457,640	194,380	-	-	-	-
Public Works/Property Management	27,385	-	-	-	-	-	-	-	-	-
Interfund Transfers	**97,848**	**886,229**	**613,020**	**613,020**	**798,923**	**682,033**	**565,500**	**594,600**	**595,900**	**597,300**
Transfer Out - Fund 101 Street O&M	37,000	-	14,531	14,531	158,923	42,033	$15,500	44,600	45,900	47,300
Transfer Out - Fund 105 Property Abatement	-	-	-	-	90,000	90,000	-	-	-	-
Transfer Out - Fund 192 OEA Grant	50,000	50,000	54,750	54,750	50,000	50,000	50,000	50,000	50,000	50,000
Transfer Out - Fund 195 Police Grants	10,848	-	-	-	-	-	-	-	-	-
Transfer Out - Fund 301 Parks CIP	-	146,729	-	-	-	-	-	-	-	-
Transfer Out - Fund 302 Transportation CIP	-	689,500	310,500	310,500	500,000	500,000	500,000	500,000	500,000	500,000
Transfer Out - Fund 501 Fleet & Equip Reserves	-	-	233,239	233,239	-	-	-	-	-	-
Subtotal Other Financing Uses	**$1,070,959**	**$1,456,773**	**$1,347,533**	**$1,347,533**	**$1,519,751**	**$977,939**	**$734,250**	**$733,350**	**$734,650**	**$736,050**
Total Revenues and Other Sources	**$37,344,911**	**$36,104,439**	**$36,706,743**	**$36,381,816**	**$36,563,125**	**$37,102,010**	**$37,644,700**	**$38,289,600**	**$38,951,500**	**$39,630,800**
Total Expenditures and other Uses	**$35,392,899**	**$34,788,272**	**$36,803,763**	**$36,915,246**	**$36,943,994**	**$37,478,578**	**$38,583,026**	**$39,610,076**	**$40,726,314**	**$41,918,401**
Beginning Fund Balance:	**$2,580,681**	**$4,532,693**	**$5,848,860**	**$5,848,860**	**$5,315,430**	**$4,934,561**	**$4,557,994**	**$3,619,668**	**$2,299,192**	**$524,378**
Ending Fund Balance:	**$4,532,693**	**$5,848,860**	**$5,751,840**	**$5,315,430**	**$4,934,561**	**$4,557,994**	**$3,619,668**	**$2,299,192**	**$524,378**	**($1,763,223)**
Ending Fund Balance as a % of Gen/Street Operating Revenues	12.6%	16.0%	15.5%	14.4%	13.2%	12.0%	9.4%	5.9%	1.3%	-4.3%
Reserve - Total Target 12% of Gen/Street Operating Revenues	$4,316,235	$4,397,783	$4,445,565	$4,415,222	$4,483,722	$4,557,991	$4,633,404	$4,710,792	$4,790,220	$4,871,736
2% Contingency Reserves	$719,372	$732,964	$740,928	$735,870	$747,287	$759,665	$772,234	$785,132	$798,370	$811,956
5% General Fund Reserves	$1,798,431	$1,832,409	$1,852,319	$1,839,676	$1,868,218	$1,899,163	$1,930,585	$1,962,830	$1,995,925	$2,029,890
5% Strategic Reserves	$1,798,431	$1,832,409	$1,852,319	$1,839,676	$1,868,218	$1,899,163	$1,930,585	$1,962,830	$1,995,925	$2,029,890
Unreserved / (12% Adopted Reserves Shortfall):	$216,459	$1,451,078	$1,306,275	$900,208	$450,839	$3	($1,013,736)	($2,411,600)	($4,265,842)	($6,634,959)

	2014	2015	2016		2017	2018	2019	2020	2021	2022
	Annual Actual	Annual Actual	Annual Budget	YND Est	Proposed	Proposed	Projected	Projected	Projected	Projected
FUND 101 STREET OPERATIONS & MAINTENANCE										
REVENUES:										
Permits	84,653	56,942	28,000	96,000	96,000	96,000	96,000	96,000	96,000	96,000
Engineering Review Fees	1,303	1,050	300	1,000	1,000	1,000	1,000	1,000	1,000	1,000
Motor Vehicle Fuel Tax	852,760	861,723	840,700	869,319	870,028	870,000	870,000	870,000	870,000	870,000
Interest Earnings	2	-	-	-	-	-	-	-	-	-
Subtotal Operating Revenues	**$ 938,717**	**$ 919,715**	**$ 869,000**	**$ 966,319**	**$ 967,028**	**$ 967,000**	**$ 967,000**	**$ 967,000**	**$ 967,000**	**$ 967,000**
EXPENDITURES:										
Street Lighting	490,880	470,847	309,656	309,656	164,760	164,760	169,700	174,700	179,800	185,000
Traffic Control Devices	548,874	442,137	440,240	440,240	422,660	425,450	438,300	451,400	464,900	478,700
Snow & Ice Response	28,643	10,103	15,850	15,850	15,500	15,500	16,000	16,500	17,000	17,500
Road & Street Preservation	969,480	1,246,351	1,382,447	1,407,058	1,393,769	1,375,968	1,417,900	1,460,000	1,503,400	1,547,800
Transfer Out - Fund 001 General Admin Support	28,360	-	-	-	-	-	-	-	-	-
Contribution to Fleet & Equipment Reserves	100	-	-	-	-	-	-	-	-	-
Subtotal Operating Expenditures	**$ 2,066,337**	**$ 2,169,439**	**$ 2,148,193**	**$ 2,172,804**	**$ 1,996,689**	**$ 1,981,678**	**$ 2,041,900**	**$ 2,102,600**	**$ 2,165,100**	**$ 2,229,000**
OPERATING INCOME (LOSS)	**$ (1,127,620)**	**$ (1,249,724)**	**$ (1,279,193)**	**$ (1,206,485)**	**$ (1,029,661)**	**$ (1,014,678)**	**$ (1,074,900)**	**$ (1,135,600)**	**$ (1,198,100)**	**$ (1,262,000)**
OTHER FINANCING SOURCES:										
Grants	-	-	-	-	-	-	-	-	-	-
Donations/Contributions	4,146	9,780	-	10,000	-	-	-	-	-	3,500
Proceeds from Sale of Assets/Capital Lease	(2,096)	2,288	-	-	-	-	-	-	-	-
Judgments, Settlements/Miscellaneous	16,205	2,143	-	1,500	-	-	-	-	-	1,500
Permits Deposits for Professional Services	-	5,060	-	2,500	2,500	2,500	2,500	2,500	2,500	2,500
Transfer In From General Fund	1,038,675	1,266,320	1,326,674	1,239,966	1,186,084	1,054,211	1,087,900	1,149,100	1,212,100	1,271,500
Subtotal Other Financing Sources	**$1,056,931**	**$1,285,591**	**$1,326,674**	**$1,253,966**	**$1,188,584**	**$1,056,711**	**$1,090,400**	**$1,151,600**	**$1,214,600**	**$1,279,000**
OTHER FINANCING USES:										
Grants/Other	12,280	5,060	-	-	-	-	-	-	-	-
Building, Vehicles, Equipment	-	3,703	32,481	32,481	143,923	27,033	-	-	-	-
Construction - Traffic Control	-	27,105	15,000	15,000	15,000	15,000	15,500	16,000	16,500	17,000
Subtotal Other Financing Uses	**$12,280**	**$35,867**	**$47,481**	**$47,481**	**$158,923**	**$42,033**	**$15,500**	**$16,000**	**$16,500**	**$17,000**
Total Revenues and Other Sources	**$1,995,648**	**$2,205,306**	**$2,195,674**	**$2,220,285**	**$2,155,612**	**$2,023,711**	**$2,057,400**	**$2,118,600**	**$2,181,600**	**$2,246,000**
Total Expenditures and other Uses	**$2,078,617**	**$2,205,306**	**$2,195,674**	**$2,220,285**	**$2,155,612**	**$2,023,711**	**$2,057,400**	**$2,118,600**	**$2,181,600**	**$2,246,000**
Beginning Fund Balance:	**$ 82,969**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Ending Fund Balance:	**$ (0)**	**$ (0)**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

	2014 Annual Actual	2015 Annual Actual	2016 Annual Budget	2016 YND Est	2017 Proposed	2018 Proposed	2019 Projected	2020 Projected	2021 Projected	2022 Projected
FUND 102 REAL ESTATE EXCISE TAX (Street Capital Fund prior to 2015)										
REVENUES:										
Real Estate Excise Tax	1,100,298	1,486,450	1,224,000	1,400,000	1,300,000	1,300,000	1,300,000	1,300,000	1,300,000	1,300,000
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	-	-	-	-	-	-	-	-
Grants	3,768,444	-	-	-	-	-	-	-	-	-
Donations/Contributions	10,837	-	-	-	-	-	-	-	-	-
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**	**$ 1,224,000**	**$ 1,400,000**	**$ 1,300,000**	**$ 1,300,000**	**$ 1,300,000**	**$ 1,300,000**	**$ 1,300,000**	**$ 1,300,000**
EXPENDITURES:										
Capital Projects	5,419,063	-	-	-	-	-	-	-	-	-
Transfer Out - Fund 301 General Govt'l/Parks CIP	-	85,878	60,234	60,234	100,000	260,000	50,000	50,000	50,000	50,000
Transfer Out - Fund 302 Transportation Capital	-	1,773,634	1,606,071	1,606,071	1,091,000	1,253,465	1,142,500	944,500	1,740,000	1,243,000
Transfer Out - Fund 401 Surface Water Mgmt	487,975	268,989	-	-	-	-	-	-	-	-
Total Expenditures	**$ 5,907,038**	**$ 2,128,501**	**$ 1,666,305**	**$ 1,666,305**	**$ 1,191,000**	**$ 1,513,465**	**$ 1,192,500**	**$ 994,500**	**$ 1,790,000**	**$ 1,293,000**
Beginning Fund Balance:	**$841,124**	**$1,118,529**	**$476,554**	**$476,554**	**$210,249**	**$319,249**	**$105,784**	**$213,284**	**$518,784**	**$28,784**
Ending Fund Balance:	**$1,118,529**	**$476,554**	**$34,249**	**$210,249**	**$319,249**	**$105,784**	**$213,284**	**$518,784**	**$28,784**	**$35,784**

	2014 Annual Actual	2015 Annual Actual	2016 Annual Budget	2016 YND Est	2017 Proposed	2018 Proposed	2019 Projected	2020 Projected	2021 Projected	2022 Projected
FUND 103 LAKEWOOD TRANSPORTATION BENEFIT DISTRICT										
REVENUES:										
$20 Vehicle License Fee (net of fee)	-	484,016	685,000	685,350	689,000	689,000	689,000	689,000	689,000	689,000
Interest Earnings	-	49	-	-	-	-	-	-	-	-
Total Revenue	**$ -**	**$ 484,065**	**$ 685,000**	**$ 685,350**	**$ 689,000**	**$ 689,000**	**$ 689,000**	**$ 689,000**	**$ 689,000**	**$ 689,000**
EXPENDITURES:										
WCIA Risk Assessment	-	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500
Audit	-	-	4,000	4,350	-	-	5,000	-	-	4,350
Transfer to Fund 302 Transportation Capital	-	481,565	678,500	678,500	682,500	682,500	682,500	682,500	682,500	682,500
Total Expenditures	**$ -**	**$ 484,065**	**$ 685,000**	**$ 685,350**	**$ 685,000**	**$ 685,000**	**$ 690,000**	**$ 685,000**	**$ 685,000**	**$ 689,350**
Beginning Fund Balance:	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 4,000**	**$ 8,000**	**$ 7,000**	**$ 11,000**	**$ 15,000**
Ending Fund Balance:	**-**	**-**	**-**	**-**	**4,000**	**8,000**	**7,000**	**11,000**	**15,000**	**14,650**

	2014 Annual Actual	2015 Annual Actual	2016 Annual Budget	2016 YND Est	2017 Proposed	2018 Proposed	2019 Projected	2020 Projected	2021 Projected	2022 Projected
FUND 104 HOTEL/MOTEL LODGING TAX										
REVENUES:										
Special Hotel/Motel Lodging Tax (5%)	399,904	494,141	428,571	428,571	428,571	428,571	428,571	428,571	428,571	428,571
Transient Rental income Tax (2%)	159,962	197,656	171,429	171,429	171,429	171,429	171,429	171,429	171,429	171,429
Interest Earnings	1,255	2,920	-	-	-	-	-	-	-	-
Total Revenues	**$ 561,121**	**$ 694,717**	**$ 600,000**	**$ 600,000**	**$ 600,000**	**$ 600,000**	**$ 600,000**	**$ 600,000**	**$ 600,000**	**$ 600,000**
EXPENDITURES:										
Administration	19,319	2,658	-	-	-	-	-	-	-	-
Lodging Tax Programs	448,620	412,477	503,850	503,850	600,000	600,000	600,000	600,000	600,000	600,000
Lodging Tax Programs-Transfer Out to Fund 301 Parks CIP	-	35,000	400,000	400,000	500,000	50,000	50,000	50,000	-	-
Total Expenditures	**$ 467,938**	**$ 450,135**	**$ 903,850**	**$ 903,850**	**$ 1,100,000**	**$ 650,000**	**$ 650,000**	**$ 650,000**	**$ 600,000**	**$ 600,000**
Beginning Fund Balance:	**$ 935,374**	**$ 1,028,557**	**$ 1,273,140**	**$ 1,273,140**	**$ 969,290**	**$ 469,290**	**$ 419,290**	**$ 369,290**	**$ 319,290**	**$ 319,290**
Ending Fund Balance:	**$ 1,028,557**	**$ 1,273,140**	**$ 969,290**	**$ 969,290**	**$ 469,290**	**$ 419,290**	**$ 369,290**	**$ 319,290**	**$ 319,290**	**$ 319,290**

	2014 Annual Actual	2015 Annual Actual	2016 Annual Budget	2016 YND Est	2017 Proposed	2018 Proposed	2019 Projected	2020 Projected	2021 Projected	2022 Projected
FUND 105 PROPERTY ABATEMENT & RENTAL HOUSING SAFETY PROGRAM										
REVENUES:										
Abatement Charges	47,549	2,525	8,869	23,356	-	80,319	96,941	86,250	115,000	115,000
Interest Earnings	123	34	-	-	-	-	-	-	-	-
Judgments & Settlements	20,002	-	-	-	-	-	-	-	-	-
Transfer In - Fund 001 General	-	35,000	35,000	35,000	125,000	125,000	35,000	35,000	35,000	35,000
Total Revenues	**$ 67,674**	**$ 37,559**	**$ 43,869**	**$ 58,356**	**$ 125,000**	**$ 205,319**	**$ 131,941**	**$ 121,250**	**$ 150,000**	**$ 150,000**
EXPENDITURES:										
Abatement	44,074	150,000	193,200	207,687	125,000	125,000	212,260	121,250	150,000	150,000
Total Expenditures	**$ 44,074**	**$ 150,000**	**$ 193,200**	**$ 207,687**	**$ 125,000**	**$ 125,000**	**$ 212,260**	**$ 121,250**	**$ 150,000**	**$ 150,000**
Beginning Fund Balance:	**$ 238,171**	**$ 261,771**	**$ 149,331**	**$ 149,331**	**$ -**	**$ -**	**$ 80,319**	**$ -**	**$ -**	**$ -**
Ending Fund Balance:	**$ 261,771**	**$ 149,331**	**$ -**	**$ -**	**$ -**	**$ 80,319**	**$ -**	**$ -**	**$ -**	**$ -**

	2014 Annual Actual	2015 Annual Actual	2016 Annual Budget	2016 YND Est	2017 Proposed	2018 Proposed	2019 Projected	2020 Projected	2021 Projected	2022 Projected
FUND 106 PUBLIC ART										
REVENUES:										
Interest Earnings	10	9	-	-	-	-	-	-	-	-
Facility Rentals	13,500	9,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Donations/Contributiosn	-	400	-	-	-	-	-	-	-	-
Total Revenues	**$ 13,510**	**$ 9,409**	**$ 10,000**	**$ 10,000**	**$ 10,000**	**$ 10,000**	**$ 10,000**	**$ 10,000**	**$ 10,000**	**$ 10,000**
EXPENDITURES:										
Arts Commission Programs	123	723	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
Public Art	-	-	31,000	31,000	-	-	-	-	-	-
Total Expenditures	**$ 123**	**$ 723**	**$ 33,000**	**$ 33,000**	**$ 2,000**	**$ 2,000**	**$ 2,000**	**$ 2,000**	**$ 2,000**	**$ 2,000**
Beginning Fund Balance:	**$ 12,001**	**$ 25,388**	**$ 33,388**	**$ 34,074**	**$ 11,074**	**$ 19,074**	**$ 27,074**	**$ 35,074**	**$ 43,074**	**$ 51,074**
Ending Fund Balance:	**$ 25,388**	**$ 34,074**	**$ 10,388**	**$ 11,074**	**$ 19,074**	**$ 27,074**	**$ 35,074**	**$ 43,074**	**$ 51,074**	**$ 59,074**

	2014 Annual Actual	2015 Annual Actual	2016 Annual Budget	2016 YND Est	2017 Proposed	2018 Proposed	2019 Projected	2020 Projected	2021 Projected	2022 Projected
FUND 180 NARCOTICS SEIZURE										
REVENUES:										
Forfeitures	67,563	166,343	110,000	110,000	75,000	75,000	75,000	75,000	75,000	75,000
Grants	29,168	-	-	-	-	-	-	-	-	-
Law Enforcement Contracts	-	23,281	6,828	6,828	-	-	-	-	-	-
Interest Earnings	686	1,443	-	532	-	-	-	-	-	-
Total Revenues	**$ 97,417**	**$ 191,066**	**$ 116,828**	**$ 117,360**	**$ 75,000**	**$ 75,000**	**$ 75,000**	**$ 75,000**	**$ 75,000**	**$ 75,000**
EXPENDITURES:										
Investigations	283,413	192,753	598,413	598,413	75,000	75,000	75,000	75,000	75,000	75,000
Capital Purchases	94,845	-	-	-	-	-	-	-	-	-
Transfer Out - Fund 001 General	14,061	-	-	-	-	-	-	-	-	-
Total Expenditures	**$ 392,319**	**$ 192,753**	**$ 598,413**	**$ 598,413**	**$ 75,000**	**$ 75,000**	**$ 75,000**	**$ 75,000**	**$ 75,000**	**$ 75,000**
Beginning Fund Balance:	**$ 778,174**	**$ 483,272**	**$ 481,585**	**$ 481,585**	**$ 532**	**$ 532**	**$ 532**	**$ 532**	**$ 532**	**$ 532**
Ending Fund Balance:	**$ 483,272**	**$ 481,585**	**$ -**	**$ 532**	**$ 532**	**$ 532**	**$ 532**	**$ 532**	**$ 532**	**$ 532**

	2014 Annual Actual	2015 Annual Actual	2016 Annual Budget	2016 YND Est	2017 Proposed	2018 Proposed	2019 Projected	2020 Projected	2021 Projected	2022 Projected
FUND 181 FELONY SEIZURE										
REVENUES:										
Interest Earnings	289	-	-	-	-	-	-	-	-	-
Total Revenues	**$ 289**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
EXPENDITURES:										
Investigations	10,968	5,044	-	-	-	-	-	-	-	-
Transfer to Fund 001 General	85,939	-	-	-	-	-	-	-	-	-
Total Expenditures	**$ 96,907**	**$ 5,044**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Beginning Fund Balance:	**$ 101,662**	**$ 5,044**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Ending Fund Balance:	**$ 5,044**	**0**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

	2014 Annual Actual	2015 Annual Actual	2016 Annual Budget	2016 YND Est	2017 Proposed	2018 Proposed	2019 Projected	2020 Projected	2021 Projected	2022 Projected
FUND 182 FEDERAL SEIZURE										
REVENUES:										
Forfeitures	68,945	218,838	-	75,000	75,000	75,000	75,000	75,000	75,000	75,000
Interest Earnings	34	62	-	-	-	-	-	-	-	-
Total Revenues	**$ 68,979**	**$ 218,899**	**$ -**	**$ 75,000**	**$ 75,000**	**$ 75,000**	**$ 75,000**	**$ 75,000**	**$ 75,000**	**$ 75,000**
EXPENDITURES:										
Crime Prevention	37,432	83,840	206,847	101,847	104,900	104,900	104,900	104,900	104,900	104,900
Total Expenditures	**$ 37,432**	**$ 83,840**	**$ 206,847**	**$ 101,847**	**$ 104,900**	**$ 104,900**	**$ 104,900**	**$ 104,900**	**$ 104,900**	**$ 104,900**
Beginning Fund Balance:	**$ 40,240**	**$ 71,787**	**$ 206,847**	**$ 206,847**	**$ 180,000**	**$ 150,100**	**$ 120,200**	**$ 90,300**	**$ 60,400**	**$ 30,500**
Ending Fund Balance:	**$ 71,787**	**$ 206,847**	**$ -**	**$ 180,000**	**$ 150,100**	**$ 120,200**	**$ 90,300**	**$ 60,400**	**$ 30,500**	**$ 600**

	2014 Annual Actual	2015 Annual Actual	2016 Annual Budget	2016 YND Est	2017 Proposed	2018 Proposed	2019 Projected	2020 Projected	2021 Projected	2022 Projected
FUND 190 CDBG/GRANTS										
REVENUES:										
Grants	1,074,353	817,012	2,168,055	2,168,055	445,000	423,000	402,000	382,000	363,000	345,000
Interest Earnings	1,404	1,004	879	879	-	-	-	-	-	-
Miscellaneous/Contributions	12,058	16,250	-	-	-	-	-	-	-	-
Transfer In - Fund 001 General	-	-	-	-	-	-	-	-	-	-
Total Revenues	**$ 1,087,814**	**$ 834,266**	**$ 2,168,934**	**$ 2,168,934**	**$ 445,000**	**$ 423,000**	**$ 402,000**	**$ 382,000**	**$ 363,000**	**$ 345,000**
EXPENDITURES:										
Grants	1,066,645	626,266	1,436,003	1,436,003	395,000	123,000	102,000	132,000	320,000	160,000
Section 108 Loan Repayment	-	-	-	-	50,000	50,000	50,000			
Transfer Out - Fund 001 General	840,056	-	-	-	-	-	-	-	-	-
Transfer Out - Fund 302 Transportation	-	163,114	800,198	800,198	-	250,000	250,000	250,000	43,000	185,000
Total Expenditures	**$ 1,906,701**	**$ 789,380**	**$ 2,236,201**	**$ 2,236,201**	**$ 445,000**	**$ 423,000**	**$ 402,000**	**$ 382,000**	**$ 363,000**	**$ 345,000**
Beginning Fund Balance:	**$ 841,268**	**$ 22,381**	**$ 67,267**	**$ 67,267**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Ending Fund Balance:	**$ 22,381**	**$ 67,267**	**$ -**	**$ -**	**$ -**	**$0**	**$ -**	**$ -**	**$ -**	**$ -**

	2014 Annual Actual	2015 Annual Actual	2016 Annual Budget	2016 YND Est	2017 Proposed	2018 Proposed	2019 Projected	2020 Projected	2021 Projected	2022 Projected
FUND 191 NEIGHBORHOOD STABLILIZATION PROGRAM										
REVENUES:										
Grant-NSP 1	154,043	-	-	-	-	-	-	-	-	-
Grant-NSP 3	96,032	-	-	-	-	-	-	-	-	-
Abatement Charges	-	-	38,885	39,561	-	94,716	130,225	19,798	-	-
Total Revenues	**$ 250,075**	**$ -**	**$ 38,885**	**$ 39,561**	**$ -**	**$ 94,716**	**$ 130,225**	**$ 19,798**	**$ -**	**$ -**
EXPENDITURES:										
Grant-NSP 1	154,111	18,402	191,760	191,760	-	95,392	130,225	19,798	-	-
Grant-NSP 3	96,032	-	-	-	-	-	-	-	-	-
Total Expenditures	**$ 250,142**	**$ 18,402**	**$ 191,760**	**$ 191,760**	**$ -**	**$ 95,392**	**$ 130,225**	**$ 19,798**	**$ -**	**$ -**
Beginning Fund Balance:	**$ 171,345**	**$ 171,277**	**$ 152,875**	**$ 152,875**	**$ 676**	**$ 676**	**$ -**	**$ -**	**$ -**	**$ -**
Ending Fund Balance:	**$ 171,277**	**$ 152,875**	**$ -**	**$ 676**	**$ 676**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

	2014 Annual Actual	2015 Annual Actual	2016 Annual Budget	2016 YND Est	2017 Proposed	2018 Proposed	2019 Projected	2020 Projected	2021 Projected	2022 Projected
FUND 192 OFFICE OF ECONOMIC ADJUSTMENT/SSMCP										
REVENUES:										
Grants	281,466	153,468	-	408,777	-	-	-	-	-	-
Partner Participation	133,250	153,629	173,500	176,805	176,805	176,805	173,500	173,500	173,500	173,500
Misc/Other	-	-	-	-	-	-	-	-	-	-
Transfer In From Fund 001 General	50,000	50,000	54,750	54,750	50,000	50,000	50,000	50,000	50,000	50,000
Total Revenues	**$ 464,716**	**$ 357,097**	**$ 228,250**	**$ 640,332**	**$ 226,805**	**$ 226,805**	**$ 223,500**	**$ 223,500**	**$ 223,500**	**$ 223,500**
EXPENDITURES:										
OEA/SSMCP	408,649	394,313	225,600	607,968	306,672	226,805	223,500	223,500	223,500	223,500
Total Expenditures	**$ 408,649**	**$ 394,313**	**$ 225,600**	**$ 607,968**	**$ 306,672**	**$ 226,805**	**$ 223,500**	**$ 223,500**	**$ 223,500**	**$ 223,500**
Beginning Fund Balance:	**$ 28,652**	**$ 84,719**	**$ 47,503**	**$ 47,503**	**$ 79,867**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Ending Fund Balance:	**$ 84,719**	**$ 47,503**	**$ 50,153**	**$ 79,867**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

	2014 Annual Actual	2015 Annual Actual	2016 Annual Budget	2016 YND Est	2017 Prelim	2018 Prelim	2019 Projected	2020 Projected	2021 Projected	2022 Projected
FUND 195 PUBLIC SAFETY GRANTS										
REVENUES:										
Grants	175,919	192,779	163,135	163,135	-	-	-	-	-	-
Transfer In - Fund 001 General	10,848	-	-	-	-	-	-	-	-	-
Total Revenues	**$ 186,767**	**$ 192,779**	**$ 163,135**	**$ 163,135**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
EXPENDITURES:										
Grants	186,551	192,996	163,135	163,135	-	-	-	-	-	-
Total Expenditures	**$ 186,551**	**$ 192,996**	**$ 163,135**	**$ 163,135**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Beginning Fund Balance:	**$ -**	**$ 216**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Ending Fund Balance:	**$ 216**	**$ (0)**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

	2014 Annual Actual	2015 Annual Actual	2016 Annual Budget	2016 YND Est	2017 Proposed	2018 Proposed	2019 Projected	2020 Projected	2021 Projected	2022 Projected
FUND 201 GENERAL OBLIGATION BOND DEBT SERVICE										
REVENUES:										
Transfer-In From Fund 001 General	287,758	340,162	444,810	467,594	477,570	478,135	442,206	440,656	448,494	445,481
Bond Proceeds	-	-	-	1,884,032	-	-	-	-	-	-
Total Revenues	**$ 287,758**	**$ 340,162**	**$ 444,810**	**$ 2,351,626**	**$ 477,570**	**$ 478,135**	**$ 442,206**	**$ 440,656**	**$ 448,494**	**$ 445,481**
EXPENDITURES:										
Principal & Interest - 59th Street	77,000	77,000	77,000	77,000	77,000	77,000	77,000	77,000	77,000	77,000
Principal & Interest - Police Station - 2009 LTGO	210,758	212,183	213,160	213,160	208,598	209,038	-	-	-	-
Principal & Interest - Police Station - 2016 LTGO	-	-	-	22,784	36,947	36,947	210,181	209,006	212,594	210,706
Principal & Interest - LOCAL LED Streetlight	-	50,980	154,650	154,650	155,025	155,150	155,025	154,650	158,900	157,775
Bond Refund	-	-	-	1,884,032	-	-	-	-	-	-
Total Expenditures	**$ 287,758**	**$ 340,162**	**$ 444,810**	**$ 2,351,626**	**$ 477,570**	**$ 478,135**	**$ 442,206**	**$ 440,656**	**$ 448,494**	**$ 445,481**
Beginning Fund Balance:	**$ -**	**$ 0**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Ending Fund Balance:	**$ -**	**$ 0**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

	2014 Annual Actual	2015 Annual Actual	2016 Annual Budget	2016 YND Est	2017 Proposed	2018 Proposed	2019 Projected	2020 Projected	2021 Projected	2022 Projected
FUND 202 LOCAL IMPROVEMENT DISTRICT (LID) DEBT SERVICE										
REVENUES:										
Interest	41	149	-	-	-	-	-	-	-	-
Assessments	284,860	607,068	204,485	204,485	204,438	191,881	197,600	203,500	209,700	216,000
Total Revenues	**$ 284,901**	**$ 607,217**	**$ 204,485**	**$ 204,485**	**$ 204,438**	**$ 191,881**	**$ 197,600**	**$ 203,500**	**$ 209,700**	**$ 216,000**
EXPENDITURES:										
Principal & Interest-Combined LID 1101/1103	201,846	50,541	610,542	610,542	130,601	120,816	124,400	128,100	132,000	136,000
Principal & Interest - LID 1108	82,153	73,330	71,020	71,020	73,837	71,065	73,200	75,400	77,700	80,000
Total Expenditures	**$ 283,999**	**$ 123,871**	**$ 681,562**	**$ 681,562**	**$ 204,438**	**$ 191,881**	**$ 197,600**	**$ 203,500**	**$ 209,700**	**$ 216,000**
Beginning Fund Balance:	**$ 149**	**$ 1,051**	**$ 484,396**	**$ 484,396**	**$ 7,319**	**$ 7,319**	**$ 7,319**	**$ 7,319**	**$ 7,319**	**$ 7,319**
Ending Fund Balance:	**$ 1,051**	**$ 484,396**	**$ 7,319**	**$ 7,319**	**$ 7,319**	**$ 7,319**	**$ 7,319**	**$ 7,319**	**$ 7,319**	**$ 7,319**

	2014 Annual Actual	2015 Annual Actual	2016 Annual Budget	2016 YND Est	2017 Proposed	2018 Proposed	2019 Projected	2020 Projected	2021 Projected	2022 Projected
FUND 204 SEWER PROJECT DEBT SERVICE										
REVENUES:										
Sewer Charges (4.75% Sewer Surcharge)	586,192	659,515	600,000	660,000	660,000	660,000	660,000	660,000	660,000	660,000
Interest Earnings/Other	4,620	4,138	-	4,500	4,500	4,500	4,500	4,500	4,500	4,500
Sanitary Side Sewer Connection Home Loan Repayment	10,228	26,246	-	19,020	20,229	20,229	20,229	19,377	17,976	11,724
Total Revenues	**$ 601,039**	**$ 689,899**	**$ 600,000**	**$ 683,520**	**$ 684,729**	**$ 684,729**	**$ 684,729**	**$ 683,877**	**$ 682,476**	**$ 676,224**
EXPENDITURES:										
PWTFL Debt Service (PW-04-691-PRE-132)	32,984	32,439	32,390	32,984	32,092	31,795	31,498	31,201	30,904	30,607
PWTFL Debt Service (PW-06-962-022)	313,623	310,679	310,679	313,623	309,206	307,734	306,261	304,789	303,317	301,844
PWTFL Debt Service (PW-08-951-025)	111,828	110,701	110,788	111,828	110,268	109,748	109,227	108,707	108,187	107,667
PWTFL Debt Service (PW-12-851-025)	-	-	44,000	340	2,840	38,214	38,036	37,857	37,679	37,500
Transfer To Fund 311 Sewer Capital	-	270,000	-	-	290,000	50,000	50,000	50,000	50,000	50,000
Total Expenditures	**$ 458,435**	**$ 723,819**	**$ 497,857**	**$ 458,775**	**$ 744,406**	**$ 537,491**	**$ 535,022**	**$ 532,554**	**$ 530,086**	**$ 527,618**
Beginning Fund Balance:	**$ 508,250**	**$ 650,854**	**$ 616,934**	**$ 616,934**	**$ 841,679**	**$ 782,002**	**$ 929,240**	**$ 1,078,947**	**$ 1,230,270**	**$ 1,382,660**
Ending Fund Balance:	**$ 650,854**	**$ 616,934**	**$ 719,077**	**$ 841,679**	**$ 782,002**	**$ 929,240**	**$ 1,078,947**	**$ 1,230,270**	**$ 1,382,660**	**$ 1,531,266**

	2014 Annual Actual	2015 Annual Actual	2016 Annual Budget	2016 YND Est	2017 Proposed	2018 Proposed	2019 Projected	2020 Projected	2021 Projected	2022 Projected
FUND 251 LOCAL IMPROVEMENT DISTRICT (LID) GUARANTY DEBT SERVICE										
REVENUES:										
Interest Earnings	(60)	2,703	-	-	-	-	-	-	-	-
Total Revenues	**$ (60)**	**$ 2,703**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
EXPENDITURES:										
Transfer Out - Fund 001 General	-	-	270,000	270,000	-	-	-	-	-	-
Total Expenditures	**$ -**	**$ -**	**$ 270,000**	**$ 270,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Beginning Fund Balance:	**$ 391,858**	**$ 391,798**	**$ 394,501**	**$ 394,501**	**$ 124,501**	**$ 124,501**	**$ 124,501**	**$ 124,501**	**$ 124,501**	**$ 124,501**
Ending Fund Balance:	**$ 391,798**	**$ 394,501**	**$ 124,501**	**$ 124,501**	**$ 124,501**	**$ 124,501**	**$ 124,501**	**$ 124,501**	**$ 124,501**	**$ 124,501**

	2014	2015	2016		2017	2018	2019	2020	2021	2022
	Annual Actual	Annual Actual	Annual Budget	YND Est	Proposed	Proposed	Projected	Projected	Projected	Projected
FUND 301 PARKS CAPITAL										
REVENUES:										
Grants	-	270,943	984,950	984,950	850,000	1,350,000	2,225,000	1,125,000	-	-
Interest Earnings	1	5	-	-	-	-	-	-	-	-
Contributions/Donations	-	14,000	654,000	654,000	-	-	-	-	-	-
USGA/Verizon Fees	10,000	35,000	-	-	-	-	-	-	-	-
Proceeds from Sale of Land	-	-	193,550	193,550	-	-	-	-	-	-
Transfer In From Fund 001 General	-	146,729	-	-	-	-	-	-	-	-
Transfer In From Fund 102 REET	-	85,878	60,234	60,234	100,000	260,000	50,000	50,000	50,000	50,000
Transfer In From Fund 104 Hotel/Motel Lodging Tax	-	35,000	400,000	400,000	500,000	50,000	50,000	50,000	-	-
Transfer In From Fund 401 Surface Water Mgmt	-	35,000	56,324	56,324	50,000	200,000	50,000	50,000	-	-
Total Revenues	**$ 10,001**	**$ 622,555**	**$ 2,349,058**	**$ 2,349,058**	**$ 1,500,000**	**$ 1,860,000**	**$ 2,375,000**	**$ 1,275,000**	**$ 50,000**	**$ 50,000**
EXPENDITURES:										
Capital	-	545,726	2,412,607	2,436,164	1,500,000	1,860,000	2,375,000	1,275,000	50,000	50,000
Total Expenditures	**$ -**	**$ 545,726**	**$ 2,412,607**	**$ 2,436,164**	**$ 1,500,000**	**$ 1,860,000**	**$ 2,375,000**	**$ 1,275,000**	**$ 50,000**	**$ 50,000**
Beginning Fund Balance:	**$ 276**	**$ 10,277**	**$ 87,106**	**$ 87,106**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Ending Fund Balance:	**$ 10,277**	**$ 87,106**	**$ 23,557**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

	2014 Annual Actual	2015 Annual Actual	2016 Annual Budget	2016 YND Est	2017 Proposed	2018 Proposed	2019 Projected	2020 Projected	2021 Projected	2022 Projected
FUND 302 TRANSPORATION CAPITAL PROJECT										
REVENUES:										
Motor Vehicle Excise Tax	-	375,289	340,000	340,000	350,000	350,000	350,000	350,000	350,000	350,000
State Transportation Package - Multi-Modal Distribution	-	-	-	70,000	61,740	61,740	61,740	61,740	61,740	61,740
State Transportation Package - Increased Gas Tax	-	-	-	-	54,096	54,096	54,096	54,096	54,096	54,096
Grants	-	6,375,782	17,193,716	19,173,716	4,975,850	15,259,100	8,082,000	2,320,000	2,820,000	1,235,500
Contributions from Utilities/Developers/Partners	-	328,485	1,108,605	1,108,605	20,000	20,000	186,000	-	-	-
LOCAL Financing	-	1,667,849	209,773	209,773	-	-	-	-	-	-
LID Financing	-	-	-	-	-	220,000	422,000	-	-	-
Proceeds from Sale of Asset/Street Vacation	-	154,225	-	-	-	-	-	-	-	-
Interest/Other	-	-	-	-	-	-	-	-	-	-
Transfer In - Fund 001 General	-	689,500	310,500	310,500	500,000	500,000	500,000	500,000	500,000	500,000
Transfer In - Fund 102 REET	-	1,773,634	1,606,071	1,606,071	1,091,000	1,253,465	1,142,500	944,500	1,740,000	1,243,000
Transfer In - Fund 103 TBD	-	481,565	678,500	678,500	682,500	682,500	682,500	682,500	682,500	682,500
Transfer In - Fund 190 CDBG	-	163,114	685,000	800,198	-	250,000	250,000	250,000	43,000	185,000
Transfer In - Fund 401 SWM	-	989,061	1,511,329	1,892,317	493,650	1,372,000	563,000	314,000	-	97,000
Total Revenues	**$ -**	**$ 12,998,504**	**$ 23,643,494**	**$ 26,189,680**	**$ 8,228,836**	**$ 20,022,901**	**$ 12,293,836**	**$ 5,476,836**	**$ 6,251,336**	**$ 4,408,836**
EXPENDITURES:										
Capital Projects	-	11,381,128	24,754,183	27,522,257	8,113,000	19,958,600	12,178,000	5,361,000	6,135,500	4,710,500
Debt Issue Cost	-	12,849	-	-	-	-	-	-	-	-
Total Expenditures	**$ -**	**$ 11,393,977**	**$ 24,754,183**	**$ 27,522,257**	**$ 8,113,000**	**$ 19,958,600**	**$ 12,178,000**	**$ 5,361,000**	**$ 6,135,500**	**$ 4,710,500**
Beginning Fund Balance:	**$ -**	**$ -**	**$ 1,394,204**	**$ 1,604,528**	**$ 271,951**	**$ 387,787**	**$452,088**	**$567,924**	**$683,760**	**$799,596**
Ending Fund Balance:	**$ -**	**$ 1,604,528**	**$ 283,515**	**$ 271,951**	**$ 387,787**	**$ 452,088**	**$567,924**	**$683,760**	**$799,596**	**$497,932**

Unfunded Transportation CIP Projects:				
Project Reference # 44, TIP/Map # 2.75 Street: South Tacoma Way Improvements (88th to North City Limits)	$ 200,000	$ 3,000,000	$ -	$ -
Project Reference # 45, TIP/Map # 2.78 Street: Oakbrook - Onyx Drive West (97th - 89th)	$ -	$ -	$ 1,102,500	$ 757,500
Project Reference # 46, TIP/Map # 2.68 Sidewalk: Hipkins Road (104th to Steilacoom Blvd)	$ -	$ 385,000	$ 2,970,000	$ -
Project Reference # 47, TIP/Map # 2.8 Sidewalk: Mt Tacoma Drive (Interlaaken to Gravelly Lake Drive)	$ -	$ 3,505,000	$ -	$ -
Project Reference # 48, TIP/Map # 2.8 Sidewalk: Mt Tacoma Drive Extension (Interlaaken Sidewalks - Short Lane to Bridge; Bridge to Mt Tacoma)	$ -	$ -	$ 4,760,000	$ -
Project Reference # 39, TIP/Map # 2.76A, 2.76B Safety: Phillips Rd Sidewalks & Bike Lanes Phase III (Steilacoom to Onyx)	$ -	$ 80,000	$ 650,000	$ -
Project Reference # 49, TIP/Map # 5B Non-Motorized Trail: GLD Phase II - Nyanza Blvd	$ 255,000	$ 3,775,000	$ -	$ -
Project Reference # 50, TIP/Map # 5C Non-Motorized Trail: GLD Phase III - Nyanza to Washington Blvd	$ 255,000	$ 3,545,000	$ -	$ -
Total Unfunded Transportation CIP Projects (Including Unfunded Project)	**$ 710,000**	**$ 14,290,000**	**$ 9,482,500**	**$ 757,500**
Adjusted Transportation CIP Ending Fund Balance	**($142,076)**	**($14,316,240)**	**($23,682,904)**	**($24,742,068)**

	2014 Annual Actual	2015 Annual Actual	2016 Annual Budget	2016 YND Est	2017 Proposed	2018 Proposed	2019 Projected	2020 Projected	2021 Projected	2022 Projected
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	-	-	290,000	50,000	50,000	50,000	50,000	50,000
Transfer In From Fund 312 Sanitary Sewer Connection Capital	-	-	-	600,000	-	35,000	889,000	30,000	710,000	-
Total Revenues	**$ 304**	**$ 987,814**	**$ 532,190**	**$ 1,132,190**	**$ 290,000**	**$ 85,000**	**$ 939,000**	**$ 80,000**	**$ 760,000**	**$ 50,000**
EXPENDITURES:										
Capital	20,443	784,081	802,820	1,402,820	290,000	85,000	939,000	80,000	760,000	50,000
Total Expenditures	**$ 20,443**	**$ 784,081**	**$ 802,820**	**$ 1,402,820**	**$ 290,000**	**$ 85,000**	**$ 939,000**	**$ 80,000**	**$ 760,000**	**$ 50,000**
Beginning Fund Balance:	**$ 126,208**	**$ 106,070**	**$ 309,803**	**$ 309,803**	**$ 39,173**	**$ 39,173**	**$39,173**	**$39,173**	**$39,173**	**$39,173**
Ending Fund Balance:	**$ 106,070**	**$ 309,803**	**$ 39,173**	**$ 39,173**	**$ 39,173**	**$ 39,173**	**$39,173**	**$39,173**	**$39,173**	**$39,173**

Unfunded Sewer CIP Projects:				
Project Reference #5 Rose Road & Forest Road Sewer Extension	$ -	$ -	$ -	$ 1,125,000
Project Reference #6 Wadsworth, Silcox & Boat St Sewer Extension	$ -	$ -	$ -	$ 1,470,000
Project Reference #7 Grant Ave & Orchard St Sewer Extension	$ -	$ -	$ -	$ 940,000
Project Reference #8 Washington Ave & West Thorne Lane Sewer Extension	$ -	$ -	$ -	$ 1,520,000
Project Reference #9 Grant Ave & Lake St Sewer Extension	$ -	$ -	$ -	$ 850,000
Project Reference #10 Washington Ave & Lake St Sewer Extension	$ -	$ -	$ -	$ 625,000
Project Reference #11 Boundary St & Military Ave Sewer Extension	$ -	$ -	$ -	$ 465,000
Total Unfunded Sewer CIP Projects	**$ -**	**$ -**	**$ -**	**$ 6,995,000**
Adjusted Transportation CIP Ending Fund Balance (Including Unfunded Projects)	**$39,173**	**$39,173**	**$39,173**	**($6,955,827)**

	2014	2015	2016		2017	2018	2019	2020	2021	2022
	Annual Actual	Annual Actual	Annual Budget	YND Est	Proposed	Proposed	Projected	Projected	Projected	Projected
FUND 312 SANITARY SEWER CONNECTION CAPITAL										
REVENUES:										
Sewer Availability Charge	194,839	246,640	302,000	286,000	316,000	346,000	346,000	352,000	358,000	370,000
Interest Earnings	725	1,849	-	-	-	-	-	-	-	-
Proceeds From Lien	746	1,127	-	-	-	-	-	-	-	-
Total Revenues	**$ 196,310**	**$ 249,616**	**$ 302,000**	**$ 286,000**	**$ 316,000**	**$ 346,000**	**$ 346,000**	**$ 352,000**	**$ 358,000**	**$ 370,000**
EXPENDITURES:										
Capital	32,218	20,036	35,000	35,000	-	-	-	-	-	-
Transfer To Fund 311 Sewer Capital Project	-	-	-	600,000	-	35,000	889,000	30,000	710,000	-
Total Expenditures	**$ 32,218**	**$ 20,036**	**$ 35,000**	**$ 635,000**	**$ -**	**$ 35,000**	**$ 889,000**	**$ 30,000**	**$ 710,000**	**$ -**
Beginning Fund Balance:	**$ 519,811**	**$ 683,903**	**$ 913,482**	**$ 913,482**	**$ 564,482**	**$ 880,482**	**$ 1,191,482**	**$ 648,482**	**$ 970,482**	**$ 618,482**
Ending Fund Balance:	**$ 683,903**	**$ 913,482**	**$ 1,180,482**	**$ 564,482**	**$ 880,482**	**$ 1,191,482**	**$ 648,482**	**$ 970,482**	**$ 618,482**	**$ 988,482**

	2014 Annual Actual	2015 Annual Actual	2016 Annual Budget	2016 YND Est	2017 Proposed	2018 Proposed	2019 Projected	2020 Projected	2021 Projected	2022 Projected
FUND 401 SURFACE WATER MANAGEMENT										
REVENUES:										
Charges for Services & Fees	2,723,885	2,740,257	2,702,500	2,756,000	2,756,000	2,756,000	2,756,000	2,756,000	2,735,000	2,735,000
Interest Earnings	11,807	14,782	-	17,000	4,000	2,000	-	-	-	-
Subtotal Operating Revenues	**$ 2,735,692**	**$ 2,755,038**	**$ 2,702,500**	**$ 2,773,000**	**$ 2,760,000**	**$ 2,758,000**	**$ 2,756,000**	**$ 2,756,000**	**$ 2,735,000**	**$ 2,735,000**
% Revenue Change over Prior Year	**-0.4%**	**0.7%**	**-1.9%**	**2.6%**	**-0.5%**	**-0.1%**	**-0.1%**	**0.0%**	**-0.8%**	**0.0%**
EXPENDITURES:										
Geographical Information Services	23,706	-	-	-	-	-	-	-	-	-
Engineering Services and Operations & Maintenance	1,898,274	1,928,740	2,466,948	2,446,832	-	-	-	-	-	-
Engineering Services	-	-	-	-	1,575,244	1,608,972	1,657,100	1,706,400	1,757,300	1,809,400
Operations & Maintenance	-	-	-	-	904,893	918,055	945,500	973,800	1,002,900	1,033,000
Transfer to Fund 001 General Admin Support	284,700	284,700	284,700	284,700	284,700	284,700	284,700	284,700	284,700	284,700
Contribution to Fleet & Equipment Reserves	17,750	-	-	-	-	-	-	-	-	-
Subtotal Operating Expenditures	**$ 2,224,430**	**$ 2,213,440**	**$ 2,751,648**	**$ 2,731,532**	**$ 2,764,837**	**$ 2,811,727**	**$ 2,887,300**	**$ 2,964,900**	**$ 3,044,900**	**$ 3,127,100**
% Expenditure Change over Prior Year	**6.5%**	**-0.5%**	**24.3%**	**23.4%**	**1.2%**	**1.7%**	**2.7%**	**2.7%**	**2.7%**	**2.7%**
OPERATING INCOME (LOSS)	**$ 511,262**	**$ 541,598**	**$ (49,148)**	**$ 41,468**	**$ (4,837)**	**$ (53,727)**	**$ (131,300)**	**$ (208,900)**	**$ (309,900)**	**$ (392,100)**
As a % of Operating Expenditures	**23.0%**	**24.5%**	**-1.8%**	**1.5%**	**-0.2%**	**-1.9%**	**-4.5%**	**-7.0%**	**-10.2%**	**-12.5%**
OTHER FINANCING SOURCES:										
Grants	276,528	210,814	276,949	276,949	-	-	-	-	-	-
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**	**$ 276,949**	**$ 276,949**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
OTHER FINANCING USES:										
Capital/Other	608,276	1,064,633	1,139,040	1,139,040	87,102	15,811	140,000	250,000	200,000	350,000
Transfer To Fund 102 Street Capital	44,890	-	-	-	-	-	-	-	-	-
Transfer to Fund 301 Parks CIP	-	35,000	56,324	56,324	50,000	200,000	50,000	50,000	-	-
Transfer to Fund 302 Transportation Capital	-	989,061	1,511,329	1,892,317	493,650	1,372,000	563,000	314,000	-	97,000
Subtotal Other Financing Uses	**$ 653,166**	**$ 2,088,694**	**$ 2,706,693**	**$ 3,087,681**	**$ 630,752**	**$ 1,587,811**	**$ 753,000**	**$ 614,000**	**$ 200,000**	**$ 447,000**
Total Revenues and Other Sources	**$ 3,540,869**	**$ 3,235,341**	**$ 2,979,449**	**$ 3,049,949**	**$ 2,760,000**	**$ 2,758,000**	**$ 2,756,000**	**$ 2,756,000**	**$ 2,735,000**	**$ 2,735,000**
Total Expenditures and other Uses	**$ 2,877,596**	**$ 4,302,134**	**$ 5,458,341**	**$ 5,819,213**	**$ 3,395,589**	**$ 4,399,538**	**$ 3,640,300**	**$ 3,578,900**	**$ 3,244,900**	**$ 3,574,100**
Beginning Fund Balance:	**$ 6,204,969**	**$ 6,868,242**	**$ 5,801,449**	**$ 5,801,449**	**$ 3,032,185**	**$ 2,396,596**	**$ 755,058**	**$ (129,242)**	**$ (952,142)**	**$ (1,462,042)**
Ending Fund Balance:	**$ 6,868,242**	**$ 5,801,449**	**$ 3,322,557**	**$ 3,032,185**	**$ 2,396,596**	**$ 755,058**	($129,242)	($952,142)	($1,462,042)	($2,301,142)
Ending Fund Balance as a % of Operating Rev	251.1%	210.6%	122.9%	109.3%	86.8%	27.4%	-4.7%	-34.5%	-53.5%	-84.1%
17% Operating Reserves	$ 465,068	$ 468,356	$ 459,425	$ 471,410	$ 469,200	$ 468,860	$ 468,520	$ 468,520	$ 464,950	$ 464,950
Unreserved / (17% Target Reserves Shortfall):	$6,403,174	$5,333,093	$2,863,132	$2,560,775	$1,927,396	$286,198	($597,762)	($1,420,662)	($1,926,992)	($2,766,092)

	2019	2020	2021	2022
Transportation CIP SWM Needs (2019 - 2022):				
Project Reference # 44, TIP/Map # 2.75 Street: South Tacoma Way Improvements (88th to North City Limits)	$ -	$ 550,000	$ -	$ -
Project Reference # 45, TIP/Map # 2.78 Street: Oakbrook - Onyx Dr W (97th-89th)	$ -	$ -	$ 70,000	$ 50,000
Project Reference # 46, TIP/Map # 2.68 Sidewalk: Hipkins Road (104th to Steilacoom Blvd)	$ -	$ 35,000	$ 250,000	$ -
Project Reference # 47, TIP/Map # 2.68 Sidewalk: Mt. Tacoma Drive (Interlaaken to Gravelly Lake Drive)	$ -	$ 200,000	$ -	$ -
Project Reference # 48, TIP/Map # 2.8 Sidewalk: Mt. Tacoma Drive Extension (Interlaaken Sidewalks - Short Lane to Bridge; Bridge to Mt Tacoma)	$ -	$ -	$ 476,000	$ -
Project Reference # 49, TIP/Map # 5.6B Non-Motorized Trail: GLD Phase II - Nyanza Blvd	$ 45,000	$ 455,000	$ -	$ -
Total Transportation CIP SWM Needs (2019-2022):	**$ 45,000**	**$ 1,240,000**	**$ 796,000**	**$ 50,000**
Adjusted SWM Ending Fund Balance (Including Unfunded Transportation CIP Projects)	**$ (174,242)**	**$ (2,237,142)**	**$ (3,543,042)**	**$ (4,432,142)**
Adjusted SWM Target Reserves Shortfall	**($642,762)**	**($2,705,662)**	**($4,007,992)**	**($4,897,092)**

	2014	2015	2016		2017	2018	2019	2020	2021	2022
	Annual Actual	Annual Actual	Annual Budget	YND Est	Proposed	Proposed	Projected	Projected	Projected	Projected
FUND 501 FLEET & EQUIPMENT										
OPERATING REVENUES:										
M&O Revenue	-	629,755	904,220	650,220	751,720	751,720	774,400	797,700	821,600	846,400
Interest Earnings	8,573	1,530	-	4,000	4,000	4,000	4,000	4,000	4,000	4,000
Insurance Recovery	88,294	-	-	-	-	-	-	-	-	-
Total Revenues	**$ 96,868**	**$ 631,285**	**$ 904,220**	**$ 654,220**	**$ 755,720**	**$ 755,720**	**$ 778,400**	**$ 801,700**	**$ 825,600**	**$ 850,400**
OPERATING EXPENDITURES:										
Gasoline	-	304,709	523,400	323,400	424,150	424,150	436,900	450,000	463,400	477,300
Other Supplies	-	4,629	3,990	3,990	3,990	3,990	4,100	4,200	4,300	4,400
Repairs & Maintenance	-	313,456	376,830	326,830	327,580	327,580	337,400	347,500	357,900	368,700
Other Services & Charges	-	8,492	-	-	-	-	-	-	-	-
Total Expenditures	**$ -**	**$ 631,285**	**$ 904,220**	**$ 654,220**	**$ 755,720**	**$ 755,720**	**$ 778,400**	**$ 801,700**	**$ 825,600**	**$ 850,400**
Operating Revenue Over/(Under) Expenditures	**$ 96,868**	**-**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
OTHER FINANCING SOURCES:										
Replacement Reserves Collections	938,150	883,135	1,071,020	959,935	853,089	917,326	917,300	917,300	917,300	917,300
Capital Contribution	-	-	-	-	80,500	-	-	-	-	-
Proceeds From Sale of Assets	64,135	68,698	46,800	50,000	37,800	16,000	-	-	-	-
Tranfer In From Fund 001 General	-	-	233,239	233,239	-	-	-	-	-	-
Total Other Financing Sources	**$ 1,002,285**	**$ 951,832**	**$ 1,351,059**	**$ 1,243,174**	**$ 971,389**	**$ 933,326**	**$ 917,300**	**$ 917,300**	**$ 917,300**	**$ 917,300**
OTHER FINANCING USES:										
Fleet & Equipment New & Replacement	990,727	1,212,019	424,494	424,494	661,500	294,000	-	-	-	-
Transfer to Fund 001 General	1,074,959	40,802	-	-	96,050	16,000	-	-	-	-
Transfer to Fund 401 Surface Water Management	31,237	-	-	-	-	-	-	-	-	-
Transfer to Fund 502 Information Technology	-	110,050	123,189	123,189	-	-	-	-	-	-
Total Other Financing Uses	**$ 2,096,923**	**$ 1,362,871**	**$ 547,683**	**$ 547,683**	**$ 757,550**	**$ 310,000**	**$ -**	**$ -**	**$ -**	**$ -**
Total Revenues	**$ 1,099,153**	**$ 1,583,118**	**$ 2,255,279**	**$ 1,897,394**	**$ 1,727,109**	**$ 1,689,046**	**$ 1,695,700**	**$ 1,719,000**	**$ 1,742,900**	**$ 1,767,700**
Total Expenditures	**$ 2,096,923**	**$ 1,994,156**	**$ 1,451,903**	**$ 1,201,903**	**$ 1,513,270**	**$ 1,065,720**	**$ 778,400**	**$ 801,700**	**$ 825,600**	**$ 850,400**
Beginning Fund Balance:	**$ 5,093,746**	**$ 4,095,975**	**$ 3,684,937**	**$ 3,684,937**	**$ 4,380,428**	**$ 4,594,267**	**$ 5,217,593**	**$ 6,134,893**	**$ 7,052,193**	**$ 7,969,493**
Ending Fund Balance:	**$ 4,095,975**	**$ 3,684,937**	**$ 4,488,313**	**$ 4,380,428**	**$ 4,594,267**	**$ 5,217,593**	**$ 6,134,893**	**$ 7,052,193**	**$ 7,969,493**	**$ 8,886,793**

	2014	2015	2016		2017	2018	2019	2020	2021	2022
	Annual Actual	Annual Actual	Annual Budget	YND Est	Proposed	Proposed	Projected	Projected	Projected	Projected
FUND 502 PROPERTY MANAGEMENT (City Hall Services Fund prior to 2015)										
OPERATING REVENUES:										
M&O Revenue	-	727,437	749,800	749,800	590,060	591,390	608,900	626,800	645,100	664,200
Interest Earnings	703	2,634	-	-	-	-	-	-	-	-
Total Opeating Revenues	**$ 703**	**$ 730,071**	**$ 749,800**	**$ 749,800**	**$ 590,060**	**$ 591,390**	**$ 608,900**	**$ 626,800**	**$ 645,100**	**$ 664,200**
OPERATING EXPENDITURES:										
City Hall Facility	-	299,931	342,500	342,500	290,260	290,840	299,500	308,300	317,200	326,500
Police Station	-	207,098	228,770	228,770	232,270	232,870	239,900	247,000	254,300	261,800
Parking Facilities/Light Rail	-	154,520	178,530	178,530	67,530	67,680	69,500	71,500	73,600	75,900
Total Operating Expenditures	**$ -**	**$ 661,549**	**$ 749,800**	**$ 749,800**	**$ 590,060**	**$ 591,390**	**$ 608,900**	**$ 626,800**	**$ 645,100**	**$ 664,200**
Operating Revenue Over/(Under) Expenditures	**$ 703**	**$ 68,522**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
OTHER FINANCING SOURCES:										
Replacement Reserve Collections	-	-	-	-	100,000	100,000	100,000	100,000	100,000	100,000
Total Other Financing Sources	**$ -**	**$ -**	**$ -**	**$ -**	**$ 100,000**	**$ 100,000**	**$ 100,000**	**$ 100,000**	**$ 100,000**	**$ 100,000**
OTHER FINANCING USES:										
Capital/1-Time	7,389	67,432	212,479	212,479	109,000	75,000	155,000	90,000	130,500	250,000
Total Other Financing Uses	**$ 7,389**	**$ 67,432**	**$ 212,479**	**$ 212,479**	**$ 109,000**	**$ 75,000**	**$ 155,000**	**$ 90,000**	**$ 130,500**	**$ 250,000**
Total Revenues	**$ 703**	**$ 730,071**	**$ 749,800**	**$ 749,800**	**$ 690,060**	**$ 691,390**	**$ 708,900**	**$ 726,800**	**$ 745,100**	**$ 764,200**
Total Expenditures	**$ 7,389**	**$ 728,981**	**$ 962,279**	**$ 962,279**	**$ 699,060**	**$ 666,390**	**$ 763,900**	**$ 716,800**	**$ 775,600**	**$ 914,200**
Beginning Fund Balance:	**$ 452,842**	**$ 446,156**	**$ 447,246**	**$ 447,246**	**$ 234,767**	**$ 225,767**	**$ 250,767**	**$ 195,767**	**$ 205,767**	**$ 175,267**
Ending Fund Balance:	**$ 446,156**	**$ 447,246**	**$ 234,767**	**$ 234,767**	**$ 225,767**	**$ 250,767**	**$ 195,767**	**$ 205,767**	**$ 175,267**	**$ 25,267**

	2014	2015	2016		2017	2018	2019	2020	2021	2022
	Annual Actual	Annual Actual	Annual Budget	YND Est	Proposed	Proposed	Projected	Projected	Projected	Projected
FUND 503 INFORMATION TECHNOLOGY										
REVENUES:										
M&O Revenue	-	1,007,671	1,147,293	1,147,293	1,293,748	1,351,798	1,669,968	1,643,568	1,634,468	1,684,868
Misc/Interest/Other	-	1,782	-	-	-	-	-	-	-	-
Total Operating Revenues	**$ -**	**$ 1,009,453**	**$ 1,147,293**	**$ 1,147,293**	**$ 1,293,748**	**$ 1,351,798**	**$ 1,669,968**	**$ 1,643,568**	**$ 1,634,468**	**$ 1,684,868**
EXPENDITURES:										
Personnel	-	480,917	495,408	495,408	483,588	494,268	508,898	524,098	539,698	555,998
Supplies	-	106,740	83,450	83,450	108,020	108,020	111,200	114,500	118,000	121,600
Services & Charges	-	421,796	568,435	568,435	702,140	749,510	772,000	795,100	818,900	843,400
6-Year IT Strategic Plan	-	-	-	-	-	-	277,870	209,870	157,870	163,870
Total Operating Expenditures	**$ -**	**$ 1,009,453**	**$ 1,147,293**	**$ 1,147,293**	**$ 1,293,748**	**$ 1,351,798**	**$ 1,669,968**	**$ 1,643,568**	**$ 1,634,468**	**$ 1,684,868**
Operating Revenue Over/(Under) Expenditures	**$ -**	**$ 0**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
OTHER FINANCING SOURCES:										
Replacement Reserve Collection	-	-	22,500	22,500	22,500	22,500	22,500	22,500	22,500	22,500
Proceeds from Capital Lease	-	57,295	-	-	-	-	-	-	-	-
Capital Contribution/1-Time M&O	-	202,102	141,973	139,473	794,750	338,750	168,750	138,750	138,750	138,750
Transfer In From Fund 501 Fleet & Equipment	-	110,050	123,189	123,189	-	-	-	-	-	-
Total Other Financing Sources	**$ -**	**$ 369,447**	**$ 287,662**	**$ 285,162**	**$ 817,250**	**$ 361,250**	**$ 191,250**	**$ 161,250**	**$ 161,250**	**$ 161,250**
OTHER FINANCING USES:										
One-Time/Capital	-	308,499	323,607	323,607	794,750	338,750	168,750	138,750	138,750	138,750
Total Other Financing Uses	**$ -**	**$ 308,499**	**$ 323,607**	**$ 323,607**	**$ 794,750**	**$ 338,750**	**$ 168,750**	**$ 138,750**	**$ 138,750**	**$ 138,750**
Total Revenues	**$ -**	**$ 1,378,901**	**$ 1,434,955**	**$ 1,432,455**	**$ 2,110,998**	**$ 1,713,048**	**$ 1,861,218**	**$ 1,804,818**	**$ 1,795,718**	**$ 1,846,118**
Total Expenditures	**$ -**	**$ 1,317,952**	**$ 1,470,900**	**$ 1,470,900**	**$ 2,088,498**	**$ 1,690,548**	**$ 1,838,718**	**$ 1,782,318**	**$ 1,773,218**	**$ 1,823,618**
Beginning Fund Balance:	**$ -**	**$ -**	**$ 60,948**	**$ 60,948**	**$ 22,500**	**$ 45,000**	**$ 67,500**	**$ 90,000**	**$ 112,500**	**$ 135,000**
Ending Fund Balance:	**$0**	**$60,948**	**$25,000**	**$22,500**	**$45,000**	**$67,500**	**$90,000**	**$112,500**	**$135,000**	**$157,500**

	2014	2015	2016		2017	2018	2019	2020	2021	2022
	Annual Actual	Annual Actual	Annual Budget	YND Est	Proposed	Proposed	Projected	Projected	Projected	Projected
FUND 504 RISK MANAGEMENT										
REVENUES:										
M&O Revenue	-	958,425	1,170,142	1,071,966	1,176,972	1,176,972	1,209,200	1,242,500	1,276,800	1,312,100
AWC Retro Refund	-	23,878	-	24,000	24,000	24,000	24,000	24,000	24,000	24,000
Insurance Recoveries - 3rd Party	-	51,778	-	70,000	50,000	50,000	50,000	50,000	50,000	50,000
Total Revenues	**$ -**	**$ 1,034,081**	**$ 1,170,142**	**$ 1,165,966**	**$ 1,250,972**	**$ 1,250,972**	**$ 1,283,200**	**$ 1,316,500**	**$ 1,350,800**	**$ 1,386,100**
EXPENDITURES:										
Safety Program	-	27	4,980	4,980	5,180	5,180	5,300	5,500	5,700	5,900
AWC Retro Program	-	44,239	24,000	24,000	24,000	24,000	24,000	24,000	24,000	24,000
WCIA Assessment	-	835,200	937,500	944,123	1,071,792	1,071,792	1,103,900	1,137,000	1,171,100	1,206,200
Claims/Judgments & Settlements	-	154,615	203,662	192,863	150,000	150,000	150,000	150,000	150,000	150,000
Total Expenditures	**$ -**	**$ 1,034,081**	**$ 1,170,142**	**$ 1,165,966**	**$ 1,250,972**	**$ 1,250,972**	**$ 1,283,200**	**$ 1,316,500**	**$ 1,350,800**	**$ 1,386,100**
OTHER FINANCING SOURCES:										
Capital Contribution/1-Time M&O	-	291,920	-	4,176	-	-	-	-	-	-
Total Other Financing Sources	**$ -**	**$ 291,920**	**$ -**	**$ 4,176**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
OTHER FINANCING USES:										
One-Time/Capital	-	291,920	-	4,176	-	-	-	-	-	-
Total Other Financing Uses	**$ -**	**$ 291,920**	**$ -**	**$ 4,176**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Total Revenues	**$ -**	**$ 1,326,001**	**$ 1,170,142**	**$ 1,170,142**	**$ 1,250,972**	**$ 1,250,972**	**$ 1,283,200**	**$ 1,316,500**	**$ 1,350,800**	**$ 1,386,100**
Total Expenditures	**$ -**	**$ 1,326,001**	**$ 1,170,142**	**$ 1,170,142**	**$ 1,250,972**	**$ 1,250,972**	**$ 1,283,200**	**$ 1,316,500**	**$ 1,350,800**	**$ 1,386,100**
Beginning Fund Balance:	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Ending Fund Balance:	**$ -**	**$ 0**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

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OPERATIONS BUDGET

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CITIZENS OF LAKEWOOD

CITY COUNCIL

Position #1 - Mary Moss
Position #2 - Mike Brandstetter
Position #3 - Jason Whalen (Deputy Mayor)
Position #4 - Don Anderson (Mayor)
Position #5 - John Simpson
Position #6 - Marie Barth
Position #7 - Paul Bocchi

- Represent the Citizens of Lakewood
- Adopt Ordinances & Resolutions
- Grant Franchises
- Levy Taxes and Appropriate Funds
- Establish Policies
- Employ City Manager to run City consistent with City policies and goals

COMMITTEES, BOARDS & COMMISSIONS

- Arts Commission
- Civil Service Commission
- Community Services Advisory Board
- Lakewood's Promise Advisory Board
- Landmarks & Heritage Advisory Board
- Lodging Tax Advisory Committee
- Parks & Recreation Advisory Board
- Planning Commission
- Public Safety Advisory Board
- Youth Council

CITY COUNCIL
Responsible Manager: ***Don Anderson, Mayor***

2015/2016 ACCOMPLISHMENTS

- Reaffirmed and adopted updated City Council goals.
- Adopted City Vision statement.
- Updated federal and state legislative agenda.
- I-5 JBLM Corridor Transportation Project
- JBLM Army SPEA 2020 Community Listening Session
- Military Appreciation
- 20th Anniversary of Cityhood

2017/2018 ANTICIPATED KEY ACCOMPLISHMENTS

Fiscal Responsibility

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

Public Safety

- The City of Lakewood is safe
- Residents and visitors will experience a sense of safety in all neighborhoods and in all activities in the City of Lakewood
- Ensure adequate resources are available to maintain and ensure health, welfare, and safety of community
- Enhance community safety through expanded public awareness and educational programs

Economic Development

- Lakewood will support a dynamic and robust local economy with balanced and sustainable growth by implementing an economic development strategy that will create jobs and improve the tax base in the community with a particular focus on the community's commercial corridors
- Provide leadership and strategic guidance concerning economic development, including coordination with various stakeholders
- Create collaborative and effective working partnerships with the business community, and other key organizations to effectively manage the City's regulatory environment while accomplishing economic development goals

2017/2018 ANTICIPATED KEY ACCOMPLISHMENTS (continued)

- Update and implement the Comprehensive Plan, Community Vision and key development regulations and other policies such as housing and capital facilities plan (CFP) in partnership with residents, neighborhoods and businesses
- Attract new housing development to accommodate military and all segments of population
- Explore ways the City can effectively stimulate economic development with our economic partners to address community-wide economic development issues (e.g., assistance to existing businesses, business recognition, business retention and expansion strategies, business attraction strategies, community marketing)
- Promote an attractive Lakewood image to include a positive message about doing business in the City and leverage existing competitive advantages such as location, access, military, lakes, parks, golf courses, civic and community involvement, transit options, and wide variety of retail, restaurant and cultural activities.
- Promote better access (e.g., I-5, Bridgeport, Gravelly Lake Dr, 100th, 108th) and increase visibility to Towne Center and other commercial centers to take advantage of proximity to I-5 and six freeway exits
- If feasible, pursue annexation of selected areas within the City's Urban Growth Area (UGA)

Dependable Infrastructure

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

Transparency

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

CITY COUNCIL
Responsible Manager: ***Don Anderson, Mayor***

DEPARTMENT FUNCTIONS BY CRITERIA:

Legally Mandated

- The City of Lakewood is a code city with a Council-Manager form of government. The City Council consists of seven part-time, nonpartisan members elected at-large every two years to staggered, four-year terms. The City Council elects one of its members as Mayor.
- The City Council is responsible for enacting all legislation and making general policy decisions governing the City. The City Council appoints a full-time, professional City Manager to implement the policies and goals of the City Council, manage and coordinate the overall operations of the City and provides leadership, coordination and development of all City departments, while ensuring the delivery of quality service and serving the needs of the public.
- The City Council also appoints members of the City's advisory boards and committees.

CITY COUNCIL

Responsible Manager: ***Don Anderson, Mayor***

DEPARTMENT POSITION INVENTORY

Positions	2014 Actual	2015 Actual	2016 Adopted	2016 Adjusted	2016 Year-end	2017 Proposed	2018 Proposed	Grade
Mayor	1.00	1.00	1.00	1.00	1.00	1.00	1.00	n/a
Deputy Mayor	1.00	1.00	1.00	1.00	1.00	1.00	1.00	n/a
Councilmember	5.00	5.00	5.00	5.00	5.00	5.00	5.00	n/a
Total Regular Staffing	**7.00**	**7.00**	**7.00**	**7.00**	**7.00**	**7.00**	**7.00**	
Change from prior year	n/a	-	-	-	-	-	-	

Position Title	Group	FTE	2017 Salary	2017 Benefits	2017 Total 2017	2018 Salary	2018 Benefits	2018 Total 2018
Mayor	Elected	1.00	$ 16,800	$ 1,369	$ 18,169	$ 16,800	$ 1,370	$ 18,170
Deputy Mayor	Elected	1.00	15,600	1,289	16,889	15,600	1,290	16,890
Councilmember	Elected	1.00	14,400	1,199	15,599	14,400	1,200	15,600
Deputy Mayor	Elected	1.00	14,400	1,179	15,579	14,400	1,180	15,580
Councilmember	Elected	1.00	14,400	1,179	15,579	14,400	1,180	15,580
Councilmember	Elected	1.00	14,400	1,198	15,598	14,400	1,200	15,600
Councilmember	Elected	1.00	14,400	1,198	15,598	14,400	1,200	15,600
Total City Council		**7.00**	**$ 104,400**	**$ 8,610**	**$ 113,010**	**$ 104,400**	**$ 8,620**	**$ 113,020**

PERFORMANCE MEASURES

Measure	Target	2015 Actual	2016 Est	2017 Est	2018 Est
#of City Council retreats	2 times per year	3	2	2	2
# of City Council sponsored/supported events *	20 per year	22	20	20	20

** 2015 Events:*

Martin Luther King Celebration
Lakewood Chamber of Commerce Chili Cook-off
Municipal Court Tour
Stryler Brigade Combat Team Training Day
Mclane NW Tour
Housing forum
International Festival
Military Appreciation Day
Developers Forum
Lakewood Relay for Life
Lakewood Farmers Market
SummerFest
Triathlon
Asian Film Festival
September 11 Ceremony
Truck & Tractor Day
Make a Difference Day
Walk the Waughop
2/2 Stryker Brigade Combat Team Command Dinner
Christmas Tree Lighting Festival
Jingle Bell 5K Run
Volunteer Appreciation Breakfast

** 2016 Events:*

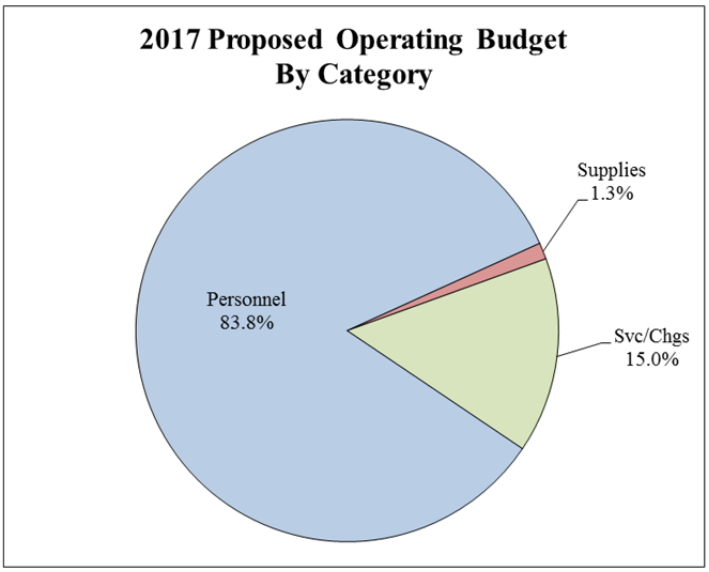
Martin Luther King Celebration
Lakewood Chamber of Commerce Chili Cook-off
Government Contract - Doing Business with JBLM
20th Anniversary Event - February 2016
20th Anniversary Event - June 2016
Preventing Cyber Crime & Business Identity Theft
International Festival
Healthy Start - Studio Fitness 5K
PC Law Enforcement Memorial
Lakewood Relay for Life
Lakewood Farmers Market
SummerFest
Triathlon
Asian Film Festival
September 11 Ceremony
Truck & Tractor Day
Make a Difference Day
Asian Film Festival
National Night Out
Parks Appreciation Day
Christmas Tree Lighting Festival
Jingle Bell 5K Run
APCC Cultural Day

CITY COUNCIL

Responsible Manager: ***Don Anderson, Mayor***

PURPOSE/DESCRIPTION

The City Council is the seven-member legislative branch of city government elected by and representing the people of Lakewood. Council Members elect both the Mayor and Deputy Mayor. The City Council is the policy determining body of the City and exercises all legislative powers authorized under the State Constitution which are not specifically denied by State law, including adoption of ordinances, levying of taxes, appropriation of funds, and establishment of compensation levels for City employees. The City Council is very active on regional boards and committees, serving in a number of leadership roles supporting the City's efforts.



The City Council adopts goals and strategies in accordance with their vision for the community and the goals are implemented by the appointed City Manager who serves as the Chief Executive Officer and oversees the daily operations of the City. The City Council appoints volunteers to serve on the City's advisory boards, commissions, and committees, who in turn make recommendations to the City Council for their review.

The Lakewood City Council regular meetings are held the first and third Monday of each month. City Council study sessions are held on the second and fourth Monday of each month at 7:00 p.m. Public comments are welcome at the beginning of each meeting. The Council has a total of 11 working committees, boards, and commissions:

- Civil Service Commission
- Community Services Advisory Board
- Lakewood Arts Commission
- Lakewood's Promise Advisory Board
- Landmarks and Heritage Advisory Board
- Lodging Tax Advisory Committee
- Parks and Recreation Advisory Board
- Planning Commission
- Public Safety Advisory Committee
- Salary Commission
- Youth Council

GOALS/OBJECTIONS

- Fiscally Responsible - The City of Lakewood maintains a strong fiscal position while providing quality municipal services.
- Public Safety - The City of Lakewood is one of the safest cities in Washington State.
- Economic Development - The City of Lakewood supports a dynamic and robust local economy through implementation of an effective economic development strategy.
- Dependable Infrastructure - The City of Lakewood supports a dynamic and robust local economy through implementation of an effective economic development strategy.
- Transparency -The City of Lakewood engages the community in City government to include providing timely and accurate information about City services as well as information about City actions and decisions.

CITY COUNCIL

Responsible Manager: ***Don Anderson, Mayor***

HIGHLIGHTS / CHANGES

The proposed operating budget totals $135K in 2017 and $134K in 2018. The 2017 proposed budget is a 1.0% or $1K decrease from the 2016 adjusted budget. Highlights of the 2017 proposed budget compared to the 2016 adjusted budget are as follows:

- Salaries & Wages - decreased due to actual increase in 2016 was less than estimated for the adjustments due to Independent Salary Commission (ISC) decision.
- Benefits - decreased due to actual increase in 2016 was less than estimated for the adjustments due to ISC decision.

REVENUE & EXPENDITURE SUMMARY

Code	Item	2014 Actual	2015 Actual	2016 Adopted	2016 Adjusted	2016 Year-end	2017 Proposed	2018 Proposed	17 Proposed - 16 Adj $ Chg	17 Proposed - 16 Adj % Chg
Revenue Summary:										
001	General Government	$ 99,705	$ 103,021	$ 90,090	$ 136,290	$ 136,290	$ 134,910	$ 134,920	$ (1,380)	-1.0%
	Total Revenues:	**$ 99,705**	**$ 103,021**	**$ 90,090**	**$ 136,290**	**$ 136,290**	**$ 134,910**	**$ 134,920**	**$ (1,380)**	**-1.0%**
Expenditure Summary:										
11.xxx	Salaries & Wages	62,400	81,650	62,400	105,882	105,882	104,400	104,400	(1,482)	-1.4%
21.xxx	Benefits	5,654	7,891	5,790	8,508	8,508	8,610	8,620	102	1.2%
31.xxx	Other Operating Supplies	1,460	23	100	100	100	100	100	-	0.0%
31.005	Meeting Meals/Food	912	3,047	1,600	1,600	1,600	1,600	1,600	-	0.0%
35.xxx	Small Tools/Minor Equip	-	-	-	-	-	-	-	-	n/a
41.xxx	Professional Service	3,223	-	1,600	1,600	1,600	1,600	1,600	-	0.0%
42.xxx	Communication	-	-	-	-	-	-	-	-	n/a
43/49.003	Travel & Training	15,033	10,236	14,940	14,940	14,940	14,940	14,940	-	0.0%
49.001	Membership Dues	4,722	-	-	-	-	-	-	-	n/a
49.xxx	Other Charges & Services	1,036	174	3,660	3,660	3,660	3,660	3,660	-	0.0%
	Subtotal Operating Exp:	**$ 94,441**	**$ 103,021**	**$ 90,090**	**$ 136,290**	**$ 136,290**	**$ 134,910**	**$ 134,920**	**$ (1,380)**	**-1.0%**
Capital & One-time Funding:										
	Capital & One-Time	5,264	-	-	-	-	-	-	-	n/a
	Subtotal One-time Exp:	**$ 5,264**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**n/a**
	Total Expenditures:	**$ 99,705**	**$ 103,021**	**$ 90,090**	**$ 136,290**	**$ 136,290**	**$ 134,910**	**$ 134,920**	**$ (1,380)**	**-1.0%**

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2017/2018
Budget Line Item Detail

2017/2018 Budget Detail

CITY COUNCIL

001.0000.01.511.60.31.005	MEETING MEALS EXPENSE	2017	2018
MEETING SUPPLIES		$ 1,200	$ 1,200
	Subtotal:	**$ 1,200**	**$ 1,200**

001.0000.01.511.60.43.001	TRANSPORTATION CHARGES	2017	2018
ASSOC. OF WASINGTON CITIES ANNUAL CONFERENCE		$ 600	$ 600
ASSOC. OF WASHINGTON CITIES FISCAL BUDGETING		$ 180	$ 180
WASHINGTON DC FEDERAL LOBBYING		$ 1,000	$ 1,000
WASHINGTON TO WASHINGTON DC AIRFARE		$ 2,000	$ 2,000
	Subtotal:	**$ 3,780**	**$ 3,780**

001.0000.01.511.60.43.002	LODGING CHARGES	2017	2018
ASSOC. OF WASHINGTON CITIES ANNUAL CONFERENCE		$ 600	$ 600
ASSOC. OF WASHINGTON CITIES FISCAL BUDGETING		$ 250	$ 250
WASHINGTON DC FEDERAL LOBBYING		$ 650	$ 650
	Subtotal:	**$ 1,500**	**$ 1,500**

001.0000.01.511.60.43.003	MILEAGE REIMBURSEMENTS	2017	2018
ASSOC. OF THE UNITED STATES ARMY AWARDS CEREMONY		$ 300	$ 300
	Subtotal:	**$ 300**	**$ 300**

001.0000.01.511.60.43.004	CONFERENCE MEALS	2017	2018
ASSOC. OF WASHINGTON CITIES ANNUAL CONFERENCE		$ 300	$ 300
WASHINGTON DC FEDERAL LOBBYING		$ 300	$ 300
WASHINGTON TO WASHINGTON DC		$ 600	$ 600
	Subtotal:	**$ 1,200**	**$ 1,200**

001.0000.01.511.60.43.005	PARKING REIMBURSEMENTS	2017	2018
PARKING		$ 100	$ 100
	Subtotal:	**$ 100**	**$ 100**

001.0000.01.511.60.49.003	REGISTRATION	2017	2018
ASSOC. OF WASHINGTON CITIES ACTION DAYS		$ 150	$ 150
ASSOC. OF WASHINGTON CITIES ANNUAL CONFERENCE		$ 375	$ 375
ECONOMIC DEVELOPMENT COUNCIL ANNUAL MEETING		$ 100	$ 100
LAKEWOOD CHAMBER OF COMMERCE MEMBERSHIP MEETINGS		$ 360	$ 360
MILITARY AFFAIRS BANQUET E.G. 44TH AIRWING		$ 125	$ 125
WASHINGTON TO WASHINGTON DC CONFERENCE		$ 5,600	$ 5,600
	Subtotal:	**$ 6,710**	**$ 6,710**

001.0000.01.511.60.49.005	PRINTING & BINDING	2017	2018
BUSINESS CARDS		$ 140	$ 140
	Subtotal:	**$ 140**	**$ 140**

001.0000.01.511.60.49.011	SPECIAL EVENTS	2017	2018
COMMUNITY CONNECTOR EVENT		$ 2,770	$ 2,770
	Subtotal:	**$ 2,770**	**$ 2,770**

001.0000.01.511.60.49.014	YOUTH COUNCIL	2017	2018
AWARD CERTIFICATES		$ 15	$ 15
INITIAL KICK OFF MEETING MEAL		$ 50	$ 50
MAKING A DIFFERENCE DAY SUPPLIES		$ 400	$ 400
SHIRTS		$ 285	$ 285
	Subtotal:	**$ 750**	**$ 750**

001.0000.01.573.90.31.001	OFFICE & OPERATING SUPPLIES	2017	2018
OFFICE SUPPLIES		$ 100	$ 100
	Subtotal:	**$ 100**	**$ 100**

2017/2018 Budget Detail

CITY COUNCIL

001.0000.01.573.90.31.005	MEETING MEALS EXPENSE		2017		2018
HOST OFFICIAL MEETING FOR LAKEWOOD SISTER CITIES ASSOC. MEMBERS		$	400	$	400
	Subtotal:	**$**	**400**	**$**	**400**

001.0000.01.573.90.41.001	PROFESSIONAL SERVICES		2017		2018
ANNUAL INTERNATIONAL FESTIVAL AND ASSOCIATION		$	1,600	$	1,600
	Subtotal:	**$**	**1,600**	**$**	**1,600**

001.0000.01.573.90.43.001	TRANSPORTATION CHARGES		2017		2018
CITY OFFICIALS TO VISIT SISTER OR FRIENDSHIP		$	1,350	$	1,350
	Subtotal:	**$**	**1,350**	**$**	**1,350**
	Total Budget:	**$**	**21,900**	**$**	**21,900**

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CITY MANAGER DEPARTMENT

John J. Caulfield
City Manager
1.0 FTE

Total FTE: 3.0

- Implements City Council Goals and Policies
- Lead All City Departments to Provide Efficient Delivery of Services
- Facilitate Communication Among City Council, City Personnel and Community
- Create Strategy for Intergovernmental Relations

EXECUTIVE SUPPORT

Briana Schumacher
Executive Assistant
(Part of Legal Dept)

- Support to the Mayor, City Council, City Manager, and Legal Departments

POLICY SUPPORT

Adam Lincoln
Assistant to the City Manager
1.0 FTE

- Research and Analyze Policy and Legislative Issues
- Department Budget Management
- Develop Work Plans for City Manager and City Council

COMMUNICATIONS

Brent Champaco
Communications Manager
1.0 FTE

- Represent the City to the Media, Citizen Groups, and State & Local Agencies
- Develop & Manage Community Relations Plan
- Organize & Coodinate City & Community Events

CITY MANAGER

Responsible Manager: ***Adam Lincoln, Assistant to the City Manager***

2015/2016 ACCOMPLISHMENTS

- Completed community visioning process
- Developed and implemented state and federal legislative agendas
- Organized and facilitated four City Council retreats
- Updated City Council goals and priorities
- Transportation Funding – I5 JBLM Corridor Improvement Project
- Negotiated franchise agreements with Comcast, LeMay and Puget Sound Energy
- Completion of community satisfaction survey
- Published new Citywide Connections magazine that includes advertising for local businesses
- Completed CIP financing strategy (parks, transportation, facilities)
- Implemented MyLakewood311

2017/2018 ANTICIPATED KEY PROJECTS

- Provide oversight and management of the City's budget with a focus on communication, accuracy, and transparency
- Develop and implement more effective performance measures across all City departments
- Continue economic objectives to establish and support a broad and diversified economy within the City of Lakewood
- Develop and implement state and federal legislative agendas to ensure positive legislative impacts to the Lakewood community and to promote Lakewood's position on a number of legislative issues
- Work with the Pierce County Library System to construct a new Lakewood Library and Tillicum Library
- Continue government transparency and effectiveness through enhancements to the City's website, social media, public outreach, and community satisfaction survey

DEPARTMENT FUNCTIONS BY CRITERIA:

Legally Mandated

The City Manager implements the policies and goals of the City Council, manages and coordinates the overall operations of the City and provides leadership, coordination and development of City departments, while ensuring the delivery of quality service and serving the needs of the public. This is accomplished through the expressed direction of the Lakewood City Council. The City Manager's Department helps resolve issues by promoting communication among the City Council, citizens and employees.

Important

- Ensures achievement of the city's goals and objectives by appropriately placing authority, assigning accountability, and monitoring performance
- Assesses the character of city services and programs and prepared recommendations to City Council to guide decisions on level of effort and resource allocation
- Implements citywide programs and services to build an inclusive city with opportunities for all
- Ensure that citizen concerns are addressed accurately, sensitively, and in a timely manner

Discretionary

- Advocate for the City's adopted State and Federal Legislative Agendas
- Work with City partners to continue the creation and support of strong external relationships
- Ensure achievement of the city's goals and objectives by appropriately placing authority, assigning accountability, and monitoring performance
- Facilitate effective internal/external communications
- Analyze and resolve cross-jurisdictional issues
- Support the City's leadership role in regional issues

CITY MANAGER

Responsible Manager: ***Adam Lincoln, Assistant to the City Manager***

DEPARTMENT FUNCTIONS BY CITY COUNCIL GOALS & OBJECTIVES

Fiscal Responsibility

- Keeps the City Council full advised of the financial condition of the City and its future needs
- Prepares and submits to the City Council a proposed budget

Public Safety

- Provide for public safety through a community-based approach that focuses on prevention of problems and a timely response

Economic Development

- Enhances the vitality and livability of the community by promoting a prosperous economy and quality businesses and neighborhoods
- Develops and implements the citywide economic development strategy, creating the foundation for business retention, expansion, and new development

Dependable Infrastructure

- Develops and implements ambitious capital improvement plans
- Support the City's efforts to obtain grant funding to address capital infrastructure expansion and redevelopment
- Review, prioritize, and implement capital infrastructure projects
- Help identify and prioritize unfunded capital infrastructure needs

Transparency

- Sees that all laws and ordinances are faithfully executed
- Prepares and submits reports to the City Council
- Provide strategic leadership and oversight for the city's annual budget, comprehensive plan, and business and operational plans
- Implement policies and direction of City Council

CITY MANAGER

Responsible Manager: ***Adam Lincoln, Assistant to the City Manager***

POSITION INVENTORY

Positions	2014 Actual	2015 Actual	2016 Adopted	2016 Adjusted	2016 Year-end	2017 Proposed	2019 Proposed	Grade
City Manager	1.00	1.00	1.00	1.00	1.00	1.00	1.00	n/a
Comm/Government Relations Director	1.00	-	-	-	-	-	-	57
Communications Manager	-	1.00	1.00	1.00	1.00	1.00	1.00	38
Assistant to City Manager	1.00	1.00	1.00	1.00	1.00	1.00	1.00	35
Total Regular Staffing	**3.00**	**3.00**	**3.00**	**3.00**	**3.00**	**3.00**	**3.00**	
Change from prior year	n/a	-	-	-	-	-	-	

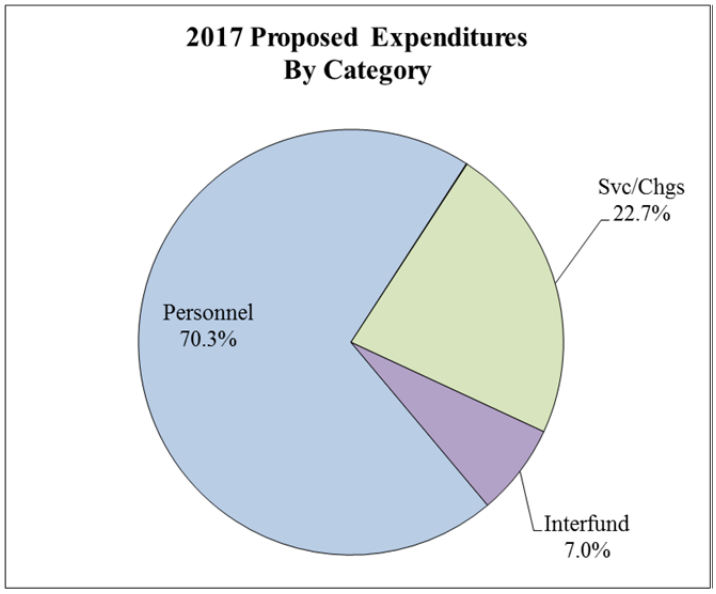
Position Title	Group	FTE	2017 Salary	2017 Benefits	2017 Total 2017	2018 Salary	2018 Benefits	2018 Total 2018
City Manager	Non-Rep	1.00	$ 178,900	$ 50,236	$ 229,136	$ 178,900	$ 51,048	$ 229,948
Communications Manager	Non-Rep	1.00	72,888	35,317	108,205	75,066	37,034	112,100
Assistant to City Manager	Non-Rep	1.00	60,312	32,020	92,332	62,112	33,541	95,653
Total - City Manager		**3.00**	**$ 312,100**	**$ 117,573**	**$ 429,673**	**$ 316,078**	**$ 121,623**	**$ 437,701**

CITY MANAGER

Responsible Manager: ***Adam Lincoln, Assistant to the City Manager***

PURPOSE & DESCRIPTION

The City Manager, who serves as the Chief Executive Officer, is appointed by the City Council to implement the policies and goals of the City Council through professional leadership and management practices. The City Manager leads all city departments to provide efficient delivery of municipal services and programs. Key responsibilities include resolving issues by facilitating communication among the City Council, employees, and the community; ensuring understanding of Council goals, policies, and direction; developing the City Council meeting agendas; and intergovernmental relations. The City Manager Department includes the Assistant to the City Manager and Communications Manager. The Executive Assistant from the Legal Department provides executive support.



GOALS/OBJECTIVES

- Protect and enhance the City's financial health and stability while maintaining essential public services in a cost effective manner
- Generate economic development throughout the community
- Develop and implement effective communication and outreach with the Community

PERFORMANCE MEASURES

Measure	Target	2015 Actual	2016 Est	2017 Est	2018 Est
Average # of items on study session agendas	< 6 items	Average 5 per Study Session	5	5	5
# of new social media followers - Facebook	Average 10 per month	Total 172 / Annual Average 14 / Month	15 per month	15 per month	15 per month
# of new social media followers - Twitter	Average 10 per month	Total 140 / Annual Average 12 / Month	15 per month	15 per month	15 per month
# of multimedia items produced - video	1 per month	Total 8 / Annual Average 0.7 / Month	1 per month	1 per month	1 per month
# of new community partners	5	6	5	5	5
# of presentations of State of the City	10	8	10	10	10

CITY MANAGER

Responsible Manager: ***Adam Lincoln, Assistant to the City Manager***

HIGHLIGHTS / CHANGES

The proposed operating budget totals $612K in 2017 and $620K in 2018. The 2017 proposed budget is a 3.3% or $20K increase from the 2016 adjusted budget. Highlights of the 2017 proposed budget compared to the 2016 adjusted budget are as follows:

- Salaries & Wages – the increase is due to step increases based on performance evaluations.
- Benefits – the increase is for payroll taxes due to step increases and increase in medical related benefits.
- Professional Services – the increase is due to federal and state government relations contracts.
- Travel & Training – the increase is due to basing projections on historical activity.
- Other Services & Charges – the decrease is due to higher advertisement revenue to offset Connections Magazine costs.

REVENUE & EXPENDITURE SUMMARY

		2014	2015	2016			2017	2018	17 Proposed - 16 Adj	
Code	Item	Actual	Actual	Adopted	Adjusted	Year-end	Proposed	Proposed	$ Chg	% Chg
Revenue Summary:										
001	General Government	$ 546,918	$632,894	$552,260	$603,999	$602,765	$641,041	$ 624,173	37,042	6.1%
	Total Revenues:	**$ 546,918**	**$ 632,894**	**$ 552,260**	**$ 603,999**	**$ 602,765**	**$ 641,041**	**$ 624,173**	**$ 37,042**	**6.1%**
Expenditure Summary:										
11.xxx	Salaries & Wages	298,914	301,948	297,720	297,720	297,720	312,100	316,078	14,380	4.8%
21.xxx	Benefits	111,226	115,727	112,020	112,020	112,020	117,573	121,623	5,553	5.0%
31.xxx	Other Operating Supplies	156	20	50	50	50	50	50	-	0.0%
31.005	Meeting Food & Beverage	225	33	390	390	390	250	250	(140)	-35.9%
35.xxx	Small Tools/Minor Equip	2,060	-	-	-	-	-	-	-	n/a
41.xxx	Professional Service	102,196	113,316	109,000	109,000	109,000	113,650	113,650	4,650	4.3%
42.xxx	Communication	3,282	-	-	-	-	-	-	-	n/a
43/49.003	Travel & Training	7,121	6,838	4,610	4,610	4,610	7,680	7,680	3,070	66.6%
49.001	Membership Dues	2,099	2,517	2,200	2,200	2,200	2,315	2,315	115	5.2%
49.xxx	Other Charges & Services	1,639	19,540	25,000	25,000	25,000	15,230	15,230	(9,770)	-39.1%
9x.xxx	IS Charges - M&O	-	41,382	1,270	38,793	38,124	39,590	40,133	797	2.1%
9x.xxx	IS Charges - Reserves	-	-	-	2,283	1,718	3,120	3,120	837	36.7%
	Subtotal Operating Exp:	**$ 528,918**	**$ 601,321**	**$ 552,260**	**$ 592,066**	**$ 590,832**	**$ 611,558**	**$ 620,129**	**$ 19,492**	**3.3%**
Capital & One-time Funding:										
	Capital & One-Time	18,000	31,573	-	11,933	11,933	29,483	4,044	17,550	147.1%
	Subtotal One-time Exp:	**$ 18,000**	**$ 31,573**	**$ -**	**$ 11,933**	**$ 11,933**	**$ 29,483**	**$ 4,044**	**$ 17,550**	**147.1%**
	Total Expenditures:	**$ 546,918**	**$ 632,894**	**$ 552,260**	**$ 603,999**	**$ 602,765**	**$ 641,041**	**$ 624,173**	**$ 37,042**	**6.1%**

2017/2018
Budget Line Item Detail

2017/2018 Budget Detail

CITY MANAGER (ONGOING)

001.0000.03.513.10.41.001	PROFESSIONAL SERVICES		2017		2018
FEDERAL GOVERNMENTAL RELATIONS CONTRACT		$	56,000	$	56,000
STATE GOVERNMENTAL RELATIONS CONTRACT		$	57,650	$	57,650
	Subtotal:	**$**	**113,650**	**$**	**113,650**

001.0000.03.513.10.43.001	TRANSPORTATION CHARGES		2017		2018
INTERNATIONAL CITY MANAGEMENT ASSOC. ANNUAL CONFERENCE AIRFARE - 2 ATTENDEES		$	1,000	$	1,000
WASHINGTON DC FEDERAL LEGISLATIVE DELEGATION MEETINGS - 2 TRIPS PER YEAR		$	1,000	$	1,000
	Subtotal:	**$**	**2,000**	**$**	**2,000**

001.0000.03.513.10.43.002	LODGING CHARGES		2017		2018
ASSOC. OF WASHINGTON CITIES ANNUAL CONFERENCE		$	450	$	450
FEDERAL LEGISLATIVE DELEGATION MEETINGS - 2 TRIPS PER YEAR		$	1,500	$	1,500
INTERNATIONAL CITY MANAGEMENT ASSOC. ANNUAL CONFERENCE - 2 ATTENDEES		$	1,100	$	1,100
	Subtotal:	**$**	**3,050**	**$**	**3,050**

001.0000.03.513.10.43.005	PARKING REIMBURSEMENTS		2017		2018
PARKING REIMBURSEMENTS		$	50	$	50
	Subtotal:	**$**	**50**	**$**	**50**

001.0000.03.513.10.49.001	MEMBERSHIPS & DUES		2017		2018
INTERNATIONAL CITY MANAGEMENT ASSOC.		$	1,575	$	1,575
LAKEWOOD ROTARY DUES		$	175	$	175
WASHINGTON CITY MANAGERS ASSOCIATION - 2 MEMBERS		$	365	$	365
	Subtotal:	**$**	**2,115**	**$**	**2,115**

001.0000.03.513.10.49.003	REGISTRATION		2017		2018
ASSOC. OF WASHINGTON CITIES ANNUAL CONFERENCE		$	375	$	375
INTERNATIONAL CITY MANAGEMENT ASSOC. ANNUAL CONFERENCE		$	1,420	$	1,420
LAKEWOOD CHAMBER MEMBERSHIP MEETING - 12 MEETINGS PER		$	240	$	240
PIERCE COUNTY CHAMBER ANNUAL MEETING		$	95	$	95
	Subtotal:	**$**	**2,130**	**$**	**2,130**

001.0000.03.557.20.31.001	OFFICE & OPERATING SUPPLIES		2017		2018
GENERAL OPERATING SUPPLIES		$	50	$	50
	Subtotal:	**$**	**50**	**$**	**50**

001.0000.03.557.20.31.005	MEETING MEALS EXPENSE		2017		2018
MEETING MEALS EXPENSE		$	250	$	250
	Subtotal:	**$**	**250**	**$**	**250**

001.0000.03.557.20.49.001	MEMBERSHIPS/DUES		2017		2018
NATIONAL ASSOCIATION OF GOVERNMENT COMMUNICATIONS		$	200	$	200
	Subtotal:	**$**	**200**	**$**	**200**

001.0000.03.557.20.49.003	REGISTRATION		2017		2018
3CMA CITY COUNTY COMMUNICATIONS & MARKETING ASSOC. ANNUAL CONFERENCE		$	450	$	450
	Subtotal:	**$**	**450**	**$**	**450**

001.0000.03.557.20.49.005	PRINTING & BINDING		2017		2018
CONNECTIONS MAGAZINE COST - 3 ISSUES PER YEAR		$	51,230	$	51,230
LESS ADVERTISING SALES		$	(36,000)	$	(36,000)
	Subtotal:	**$**	**15,230**	**$**	**15,230**
	Total Budget:	**$**	**139,175**	**$**	**139,175**

2017/2018 Budget Detail

CITY MANAGER (1-TIME)

001.0000.03.513.10.41.001	PROFESSIONAL SERVICES		2017		2018
NATIONAL CITIZEN SURVEY		$	20,000	$	-
	Subtotal:	**$**	**20,000**	**$**	**-**
	Total Budget:	**$**	**20,000**	**$**	**20,000**

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ADMINISTRATIVE SERVICES DEPARTMENT

Tho Kraus
Assistant City Manager/
Administrative Services Director
1.0 FTE
Total FTE: 16.0

- Chief Financial Officer/Finance Director
- Department Leadership
- Interdepartmental Coordination
- Financial Management
- Budget Coordination
- Policy Support
- Debt Management
- Support Lodging Tax Committee

FINANCE

Tho Kraus
Finance Director
7.0 FTE

- Accounts Payable
- Account Receivable
- Payroll
- Cash Receipting
- General Ledger Management
- Capital & Grant Accounting
- Internal Service & Fixed Assets Accounting
- General Accounting
- Cash & Investment Management
- Fleet & Equipment Administration
- Budget Preparation
- Financial Forecast
- Quarterly & Year-End Financial Reporting
- Comprehensive Annual Financial Report (CAFR)
- Financial Analysis & Monitoring
- Annual State Audit Coordination
- Internal Controls

INFORMATION TECHNOLOGY

Kenneth White
Information Technology Manager
4.0 FTE

- Computer Technology
- Systems Support
- Customer Support
- Applications Support
- Institution Network (I-Net)
- Telecommunications
- Website Maintenance Support
- Geographical Information System (GIS)

HUMAN RESOURCES

Mary McDougal
Human Resources Director
4.0 FTE

- Employee Benefits
- Recruitment & Seclection
- Civil Service
- Employee Data/Recordkeeping
- Safety & Risk Management
- Employee/Labor Relations
- Wellness Program
- Training and Development
- Volunteer Program
- Administrative Support
- 3rd Party Claims

ADMINISTRATIVE SERVICES DEPARTMENT OVERVIEW

Responsible Manager: ***Tho Kraus, Assistant City Manager/Administrative Services Director***

2015/2016 ACCOMPLISHMENTS

Finance

- Received the GFOA Distinguished Budget Presentation Award for the 2015/2016 Biennial Budget Document
- Received the GFOA Excellence in Financial Reporting Award for FY 2014 and FY 2015 CAFR
- Issued RFP for banking services and implemented new banking services contract
- Implement new online payment contract for municipal court payments
- Implemented remote merchant services for special events
- Implemented new fuel cards for City fleet & equipment
- Implemented internal audit of citations 5 day filing rule
- Implemented internal audit of fuel usage
- Evaluated options for electronic funds payment for CDBG home payment program, PWTFL and sewer availability (for implementation in 2017)
- Reviewed and updated threshold for small and attractive assets policy
- Updated the 6-year financial forecast as part of the mid-biennial review
- Enhanced the revenue manual and added expenditure trends as part of the 6-year financial forecast
- Updated financial policies to include cost recovery for development services and parks & recreation
- Developed a Municipal Finances 101 Manual as part of the mid-biennial review
- Developed a comprehensive Debt Manual
- Enhanced the cash handling manual and offered/provided comprehensive training to departments
- Successfully implemented GASB Statement 68 Accounting and Financial Reporting for Pensions
- Continued enhancing quarterly financial reports to provide informative financial information
- Completed Fiscal Year 2014 and Fiscal Year 2015 annual state audit with no findings
- Develop a comprehensive Feet User's Manual, incorporating emergency management, safety and risk management
- Developed an emergency operations manual for the finance section of the City's emergency operations program
- Received investment policy certification by Washington Public Municipal Treasurers Association
- Developed draft comprehensive contracts and purchasing policy/manual to replace current policy
- Hired, oriented and trained new Finance employees & continued cross-training for greater efficiency and effectiveness
- Enhanced/updated the Capital Facilities Plan (6-Year Capital Plan) in coordination with departments
- Updated the 6-Year Property Management and Information Technology Plan in coordination with departments
- Developed/updated funding options for transportation and parks capital projects
- Provide finance related support to the Independent Salary Commission
- Provide finance related to collective bargaining negotiations: LPIG, LMPG, Teamsters
- Refinanced the City's 2009 LTGO Bonds resulting in net present value savings of $131K or 8.05% of refunded bonds
- Provide support the City's Lodging Tax Advisory Committee beginning in 2016 lodging tax application (transitioned from Economic Development Division)
- Completed service delivery analysis of vactoring services
- Provided leadership role in the evaluation/implementation of a city-wide document management & paperless system
- Determine feasibility of electricity and gas utility tax audit
- Provided leadership in coordinating the City's 20th Anniversary celebrations

ADMINISTRATIVE SERVICES DEPARTMENT OVERVIEW

Responsible Manager: ***Tho Kraus, Assistant City Manager/Administrative Services Director***

2015/2016 ACCOMPLISHMENTS

Information Technology

- Replaced phone system, including evaluation of City Hall paging system
- Provided technical assistance in selection & implementation of records management system
- Continued to provide technical assistance in web site update/redesign
- Developed an Information Technology Disaster Recovery Plan and Business Continuity Plan
- Evaluated and implement an enterprise contact management application system
- Evaluated and install wireless Wi-Fi access points/cameras in the city parks
- Evaluated data storage options/upgrade data storage capacity
- Evaluated/redesigned the City's permit process/web extensions
- Implemented GPS Tracking for Police using MPS system
- Implemented new copier, printer & accounting software solutions
- Evaluated and implement facilities work order system
- Evaluated and implement new asset management solution for Parks & Rec
- Implemented new city-wide 311 mobile application (MyLakewood311)
- Developed and rolled out new rental inspection housing program
- Migrated existing municipal code system to external vendor for online hosting
- Updated and install new aerial photography data to GIS system
- Installed fiber optic cabling and new wi-fi access points at Ft. Steilacoom Park
- Upgraded email server & software for Microsoft Exchange
- Upgraded existing enterprise vault software for Microsoft Exchange
- Streamed enterprise backup systems to ensure accurate complete backups of city-wide technology supported systems
- Established an IT Governance Team comprised of City personnel
- Updated the 6-Year Information Technology Strategic Plan

Human Resources

- Conducted training focused on areas such as leadership, safety & risk management, and customer service
- Created Workforce EEO Utilization Analysis & Diversity Plan to determine under-represented classifications, develop strategies to recruit a diverse work force, and market positions to specific target groups
- Developed an Accident Review Board with a stronger focus on risk assessment and ways to prevent injuries/accidents
- Created a Joint Health Care Ad-Hoc Committee involving representatives from all employee groups to address the rising costs of health care with the motive of cost containment and the Affordable Care Act (ACA)
- Hired, oriented and trained new HR employees and cross-trained HR employees into new functional areas for greater efficiency and effectiveness
- Negotiated and implemented successor collective bargaining agreements with three labor groups: LPIG, LPMG, Teamsters, and initiated negotiations with AFSCME
- Established 13 Civil Service eligibility lists for Police Department hiring
- Implemented continuous recruitment process for Entry-level Police Officer hiring
- Earned Association of Washington Cities Well City Award, saving the City 2% on medical premiums.
- Updated City Text Messaging and Cell Phone Policy and Procedures
- Assisted City departments with recruitment and selection processes resulting in the hiring and onboarding of 45 employees in 2015 and 52 employees in 2016.
- Implemented new I-9 (proof of employment eligibility) completion and recordkeeping processes to ensure compliance and processing efficiency
- Provided staff support to new Salary Commission established to determine elected official salaries
- Enhanced employee recognition program
- Developed an annual city-wide Training Manual Plan

ADMINISTRATIVE SERVICES DEPARTMENT OVERVIEW

Responsible Manager: ***Tho Kraus, Assistant City Manager/Administrative Services***

2017/2018 ANTICIPATED KEY PROJECTS

Finance

- Produce a Popular Annual Financial Report (PAFR)
- Update the 6-year financial forecast as part of the mid-biennial review
- Update Municipal Finances 101 document as part of the mid-biennial Review
- Submit the 2017/2018 budget document to the GFOA Distinguished Budget Presentation Award Program
- Submit the FY 2016 and FY 2017 CAFR to the GFOA Excellence in Financial Reporting Award Program
- Prepare 2019/2020 Proposed Biennial Budget
- Implement electronic funds payment for CDBG home payment program, PWTFL, and sewer availability
- Continue enhancing in-depth interim financial reports to provide the leadership with informative financials
- Issue and RFP for city-wide fleet maintenance services and implement contact
- Develop a contracts and purchasing policy/manual in coordination with Legal and other departments; include review of travel and training policies, and establishing policy on vehicle/equipment purchase and replacement
- Compare taxes and fees to neighboring cities as it relates to service levels
- Develop comparison of various economic, social, and demographic indicators between the City and surrounding cities and cities of similar size
- Continue leadership role in the evaluation & implementation of a document management & paperless system
- Implement electricity and gas utility tax audit (pending feasibility)

Information Technology

- Update Council Chambers technology
- Provide technical assistance in implementation of records management system
- Continue to provide technical assistance in web site update/redesign
- Develop an Information Technology Disaster Recovery Plan and business continuity plan
- Evaluate and implement an enterprise contact management application system
- Evaluate and install wireless Wi-Fi access points/cameras in the city parks
- Evaluate data storage options/upgrade data storage capacity
- Evaluate/redesign the City's permit process/web extensions
- Update 6-Year Information Technology Strategic Plan
- Develop Cyber Security Policy in coordination with Human Resources

2017/2018 ANTICIPATED KEY PROJECTS (continued)

Human Resources

- Update Workforce EEO Utilization Analysis & Diversity Plan to determine currently under-represented classifications, and develop and implement strategies to increase City workforce diversity
- Enhance the City's Volunteer and Internship Program by determining the scope and need for volunteers and interns, and developing and implementing an online application process
- Develop and implement educational programs and activities to improve employee health and wellness and earn the Association of Washington Cities Well City Award, saving the City 2% on medical premiums
- Implement AFSCME collective bargaining agreement
- Develop and implement competency-based system for classification descriptions, recruitment and selection and performance evaluation processes (new program proposal)
- Identify mandatory employee training and develop annual training plan to meet needs
- Review and update 5 Risk Management policies, procedures or plans annually
- Assist Information Technology with the development of Cyber Security Policy

ADMINISTRATIVE SERVICES DEPARTMENT OVERVIEW

Responsible Manager: ***Tho Kraus, Assistant City Manager/Administrative Services***

DEPARTMENT FUNCTIONS BY CRITERIA:

Legally Mandated

- Annual State Audit
- Adopted Budget Preparation & Mid-Biennium Budget Adjustment
- Quarterly Financial Report (Basic Requirements)
- Payroll
- Accounts Payable
- Year-End Financial Statements
- Maintain Network Infrastructure and Backup Solutions to Ensure Compliance with WA State Public Records Act
- Provide Functional Technology Solutions to Ensure Emergency Responders & City Employees for Emergency Operations
- Employment Law Compliance
- Records Retention and Destruction
- Public Disclosure Requests

Important

- Account Receivable
- Fleet and Equipment Administration
- 6-Year Financial Forecast
- 6-Year Information Technology Strategic Plan
- CAFR Preparation and Submittal to GFOA for Excellence in Financial Reporting Award
- Budget Document Preparation for Submittal to GFOA for Distinguished Budget Award
- Cash and Investment Management
- General Ledger Management
- Financial Analysis and Monitoring
- Capital and Fixed Assets Accounting
- Grant Accounting
- Employee and Labor Relations
- Classification and Compensation
- Benefits Administration
- Risk Management
- Wellness Program
- Volunteer Program
- Recruitment and Selection
- Training and Development
- Human Resources Information System/Recordkeeping

Discretionary

- Quarterly Financial Report (Level of Reporting Detail)
- Budget Document (Level of Reporting Detail)
- Organizational Development
- Information Technology Governance

ADMINISTRATIVE SERVICES DEPARTMENT OVERVIEW

Responsible Manager: ***Tho Kraus, Assistant City Manager/Administrative Services***

DEPARTMENT FUNCTIONS BY CITY COUNCIL GOALS & OBJECTIVES:

Fiscal Responsibility

- Comprehensive Annual Financial Report
- Quarterly Financial Report
- Revenue Monitoring
- Budget Preparation – including comprehensive detailed budget document
- 6-Year Financial Forecast
- 6-Year Information Technology Strategic Plan
- Purchasing & Contract Negotiations for technology related systems
- Develop, Document, Review and Maintain Internal Controls
- Customer Service
- Enhance Productivity and Access to Information Technology and Services
- Consolidate and Implement Solutions for Cost Containment, Savings, Productivity and Efficiency
- Employee and Labor Relations
- Volunteer Program
- Classification and Compensation
- Benefits Administration
- Risk Management
- Wellness Program

Public Safety

- Mobile Vehicle Solutions to Include Computer Systems, GPS, Camera and Security
- Wireless Infrastructure Solutions to Include City Managed Cameras and Guest Network Services
- Support and Promote Upkeep of City's Fiber Backbone Providing Data, Voice and Network Services
- Support Handheld and Mobile Radio Communication Devices

Economic Development

- Improve, Maintain and Enhance Public Access to City Services Utilizing Technology
- Implement Enhanced Robust Solutions for Citizens and Businesses and Automate Internal Processes

Dependable Infrastructure

- Provide Dependable Information and Communications Technology Infrastructure to Employees for Performance of Duties to the Community
- Maintain and Expand Virtual Cloud Infrastructure Solutions to Provide Remote Access and Reducing Hardware Replacements
- Ensure department has reliable redundant power solutions and battery backup systems in critical key locations
- Application Systems Management & Citizen Portals (Web, MyLakewood311, Applications) providing real time solutions and access to key data throughout the city

Transparency

- Recruitment and Selection
- Training and Development
- Human Resources Information System/Recordkeeping
- Quarterly Financial Reports
- Maintain & Enhance Department Webpage

ADMINISTRATIVE SERVICES DEPARTMENT OVERVIEW

Responsible Manager: ***Tho Kraus, Assistant City Manager/Administrative Services***

PROPOSED SERVICE/ PROGRAM CHANGES

Service/ Program	Description & Justification, and Operational Impact	Change		2017		2018	
		FTE	Fleet	1-Time	Ongoing	1-Time	Ongoing
Fleet & Equipment:							
Replacement Vehicles - Police	Replace vehicles that have high mileage and/or have had/anticipated high repairs and maintenance costs. Mileage on the vehicles range from 93,000 to 130,000. Funding source is accumulated replacement reserves. 6 vehicles requested to be replaced in 2017: Total Cost Funded by Reserves = $265,000 2009 Ford Crown Vic (Veh 15-22-098) $46,000 2010 Ford Crown Vic (Veh 15-22-431) $46,000 2008 Ford F150 (Veh 15-21-031) $35,000 2010 Ford Crown Vic (Veh 15-22-428)$46,000 2010 Ford Crown Vic (Veh 15-30-423) $46,000 2010 Ford Crown Vic (Veh 15-70-432) $46,000 5 vehicles requested to be replaced in 2018: Total Cost Funded by Reserves = $208,000 2008 Ford Escape (Veh 15-10-014) $35,000 2008 Chevy Trailblazer (Veh 15-21-030) $35,000 2010 Ford Crown Vic (Veh 15-22-429) $46,000 2008 Ford Crown Vic (Veh 15-70-022) $46,000 2010 Ford Crown Vic (Veh 15-22-430) $46,000 Estimated proceeds from sale is based on $2,000 per vehicle is (range of $1700 - $2200): 2017 = $12,000 2018 = $10,000	-	-	$ (12,000)	$ -	$ (10,000)	$ -
PRCS - Replace 2006 John Deere Mower #42800	Replace 2006 John Deere 1600 WAM - 3300 hours. This mower is 10 years old and has had high hours and has hydraulic motor issues causing it to be out of service frequenly during the busy mowing season. Cost to replace is $60,000 of which $53,678 is available in replacement reserves, leaving a balance of $6,322 to be funded by excess reserves from surplusing 2008 Chevy Express 15 Passenger Van #42350.	-	-	$ 6,322	$ -	$ -	$ -

PROPOSED SERVICE/ PROGRAM CHANGES (continued)

Service/ Program	Description & Justification, and Operational Impact	Change		2017		2018	
		FTE	Fleet	1-Time	Ongoing	1-Time	Ongoing
Fleet & Equipment:							
PRCS - Replace 2008 Ford F150 #42270	This vehicle is 8 years old, has 110,000 miles and costs approximately $2,000 in maintenance and repairs each of the last two years and has had the transmission replaced within the past 4 years. This vehicle is driven 7 days a week by several different employees and needs to be a reliable vehicle for the department's needs. Cost to replace is $28,000 of which $24,000 is available in replacement reserves, leaving a balance of $4,000 to be funded by excess reserves from surplusing 2008 Chevy Express 15 Passenger Van #42350.	-	-	$ 4,000	$ -	$ -	$ -
PRCS - Replace 1991 Pothole Patching Truck V#21-21-603	Unknown mileage as the odometer had to be replaced a couple of years ago. This vehicle is 25 years old and the transmission has gone out on it so it is no longer in service. The department is looking to replace it with a dump truck that has the capabilities of patching as well as use for ermergency response and winter operations. Cost to replace is in the range of $170,000 to $200,000. There is $181,322 available in replacement reserves on this asset leaving a remaining balance of $18,678 to be funded by excess reserves from surplusing 2008 Cevy Express 15 Passenger Van #42350.	-	-	$ 18,678	$ -	$ -	$ -
PRCS - Replace 2008 Ford Ranger V#21-21-012	This vehicle is over 8 years old and has 92,000 miles. O&M picked it up when the police surplused the truck 3-4 years ago. It is too small to fit the needs of our department and would replace it with a F150. Cost to replace is $28,000 of which $22,000 is available in replacement reserves, leaving a balance of $6,000 to be funded by excess reserves from surplusing 2008 Chevy Express 15 Passenger Van #42350.	-	-	$ 6,000	$ -	$ -	$ -

ADMINISTRATIVE SERVICES DEPARTMENT OVERVIEW

Responsible Manager: ***Tho Kraus, Assistant City Manager/Administrative Services***

PROPOSED SERVICE/ PROGRAM CHANGES (continued)

Service/ Program	Description & Justification, and Operational Impact	Change		2017		2018	
		FTE	Fleet	1-Time	Ongoing	1-Time	Ongoing
Fleet & Equipment:							
PRCS - Use of Reserves from Surplus 2008 Chevy Express 15 Passenger Van V#42340	Due to changes in the law, the City is no longer able to transport people in the 15 passenger vans. There is $35,000 in accumulated replacement reserves that could be used to fund the above shortfalls.	-	-	$ (30,000)	$ -	$ -	$ -
PRCS - Replace 2007 Ford F150 V#42260	This vehicle is 11 years old and has 77,000 miles. Cost to replace is $28,000 of which $24,000 is available in replacement reserves leaving a balance of $4,000 to be funded from surplus of vehicles.	-	-	$ 4,000	$ -	$ -	$ -
PRCS - Portable Stage	The stage is very old. It was purchased in 2004 from state surplus and needs to be replaced for the department's growing special events programs that are offered to the community. Cost to replace is $9,000 and is funded by replacement reserves.	-	-	$ -	$ -	$ -	$ -
PRCS - Replace 1999 Ford E350 Step Van #42210	This vehicle is 18 years old and has 52,000 miles. There are some electrical problems so the dash does not work. There are no safety lights on the vehicle and the usage has changed to include using it out on streets for irrigation repairs. Cost to replace is $40,000 and can be fully funded by replacement reserves.	-	-	$ -	$ -	$ -	$ -
PRCS - Replace 2003 John Deere 1200A Bunker/Ball Field Rake	This equipment is 14 years old and has 2300 hundred hours which is considered high. After that many years of use, the engine, braking, and body components are pretty worn and should be replaced to have a reliable drag to support ballfield rentals. Cost to replace is $9,000 and can be fully funded by replacement reserves.	-	-	$ -	$ -	$ -	$ -

PROPOSED SERVICE/ PROGRAM CHANGES (continued)

Service/ Program	Description & Justification, and Operational Impact	Change		2017		2018	
		FTE	Fleet	1-Time	Ongoing	1-Time	Ongoing
Fleet & Equipment:							
Surplus City Hall Pool Vehicles	Surplus 3 pool vehicles in 2017: V#42110-2011 Prius, Reserves $18,125 V#42120-2011 Prius, Reserves $18,125 V#42100-2005 Dodge Van, Reserves $22,000 Replace with the following vehicles transferred from Police pool vehicles, thus reducing the total police pool from 7 to 4 (1 marked, 3 unmarked): V# 40940, V# 40161 and V# 40031. Anticipated proceeds from surplus of vehicles total $14,000.	-	(3)	$ (14,500)	$ (3,625)	$ -	$ (3,625)
PRCS - Street Paint Striper	A paint striper is a machine that is operated manually to apply paint to paved surfaces. Its primary use would be to maintain painted lines in parking areas around the City. The City owns and maintains 12 parking lots (parks and facilities). To stipe them costs a significant amount of money and because of that, many of the lots have been deferred for years. Having our own striper would enable us to perform the work in-house and help to lower the cost per lot and maintain more frequently. $9,000 is the quote received for the cost of the striper and accessories. $4,500 in ongoing expense to purchase paint.	-	-	$ 9,000	$ 4,500	$ -	$ 4,500
PRCS - Propane Infrared Burner	This propane infrared burner is used to efficiently apply the torch down crosswalk material. Currently the crew uses a weed burner which is an open flame to torch down the material. Because it is a torch, a narrow field of heat is applied. With the infrared burner it will have a larger working surface that is heated evenly making the application better and last longer.	-	-	$ 8,500	$ 700	$ -	$ 700

PROPOSED SERVICE/ PROGRAM CHANGES (continued)

Service/ Program	Description & Justification, and Operational Impact	Change		2017		2018	
		FTE	Fleet	1-Time	Ongoing	1-Time	Ongoing
Fleet & Equipment:							
PRCS - Crack Sealer	This equipment dispenses liquid tar to seal cracks in the road surface which prolongs the life of the pavement. The City spends approximately $6,500 each year to rent this equipment for a 6 week period. We have to coordinate our work program around this short rental period. Weather, staffing and other issues which require immediate response impact our ability implement and expand this work program. If the City assesses a useful life of 10 years to this equipment and there was little maintence on the equipment, it would be cheaper to purchase it then to rent it each year. Annual reserves based on 10 years is $6,500 and would be funded by equipment rental savings. $15,000 – the city purchases tar each year from our annual budget to support this operation.	-	-	$ 63,000	$ 20,000	$ -	$ 20,000
	Total - Fleet & Equipment Replacement	**-**	**(3)**	**$ 63,000**	**$ 21,575**	**$ (10,000)**	**$ 21,575**

PROPOSED SERVICE/ PROGRAM CHANGES (continued)

Service/Program	Change		2017		2018	
	FTE	Fleet	1-Time	Ongoing	1-Time	Ongoing
Information Technology						
Primary & Secondary Data Center:						
Network - Switches & Routers	-	-	$ 160,000	$ -	$ -	$ -
Server/Hardware Upgrades	-	-	30,000	-	-	-
Disaster Recovery Co-Location Implementation (Police Station)	-	-	30,000	18,000	-	17,300
Firewall & Intrusion Detection Systems	-	-	-	-	50,000	-
City Council Chambers Technology	-	-	126,000	-	-	15,000
Document Management, Workflow & Paperless System:	-	-	138,750	-	138,750	-
Municipal Court Workflow System	-	-	50,000	-	-	9,700
Legal Workflow System	-	-	50,000	-	-	4,870
Document Management System - Electronic Records	-	-	150,000	-	150,000	-
Website Enhancement	-	-	15,000	-	-	-
Vulnerability & Penetration Testing	-	-	35,000	-	-	18,500
Wireless Access Points (Wi-Fi)	-	-	10,000	-	-	-
	-	**-**	**$ 794,750**	**$ 18,000**	**$ 338,750**	**$ 65,370**

Project details provided in the 6-Year Information Technology Strategic Plan.

ADMINISTRATIVE SERVICES DEPARTMENT OVERVIEW

Responsible Manager: ***Tho Kraus, Assistant City Manager/Administrative Services***

DEPARTMENT POSITION INVENTORY

Positions	2014 Actual	2015 Actual	2016 Adopted	2016 Adjusted	2016 Year-end	2017 Proposed	2018 Proposed	Grade
Assistant City Manager/Finance Director	1.00	1.00	1.00	1.00	1.00	1.00	1.00	72
Human Resources Director	1.00	1.00	1.00	1.00	1.00	1.00	1.00	62
Information Technology Manager	-	1.00	1.00	1.00	1.00	1.00	1.00	54
Finance Manager	1.00	-	-	-	-	-	-	56
Finance Supervisor	-	1.00	1.00	1.00	2.00	2.00	2.00	45
Accounting Supervisor	-	1.00	1.00	1.00	-	-	-	45
Information Technology Administrator	1.00	1.00	1.00	1.00	1.00	1.00	1.00	45
Information Technology Senior Engineer	1.00	-	-	-	-	-	-	43
Senior Accountant	1.00	-	-	-	-	-	-	42
Information Technology Engineer	2.00	-	-	-	-	-	-	40
Finance Analyst	3.00	2.00	2.00	2.00	2.00	2.00	2.00	38
Human Resources Analyst	2.00	2.00	2.00	2.00	2.00	2.00	2.00	38
Geographical Information System Specialist II	-	1.00	1.00	1.00	-	-	-	38
Geographical Information System Analyst	-	-	-	-	1.00	1.00	1.00	38
Information Technology Specialist I	0.85	1.00	1.00	1.00	-	-	-	32
Information Technology Specialist	-	-	-	-	1.00	1.00	1.00	32
Accounting Technician III	1.00	1.00	1.00	1.00	1.00	1.00	1.00	25
Administrative Assistant	2.00	1.00	1.00	-	-	-	-	25
Human Resources Technician	-	-	-	1.00	1.00	1.00	1.00	25
Accounting Technician II	2.00	2.00	2.00	2.00	2.00	2.00	2.00	23
Senior Office Assistant	1.00	-	-	-	-	-	-	18
Accounting Technician I	1.00	-	-	-	-	-	-	16
Total Regular Staffing	**20.85**	**16.00**	**16.00**	**16.00**	**16.00**	**16.00**	**16.00**	
Change from prior year	n/a	(4.85)	-	-	-	-	-	

Position Title	Group	FTE	2017 Salary	2017 Benefits	2017 Total 2017	2018 Salary	2018 Benefits	2018 Total 2018
Assistant City Manager/Finance Director	Non-Rep	1.00	$ 145,629	$ 47,252	$ 192,881	$ 150,005	$ 49,071	$ 199,076
Finance Supervisor	Non-Rep	1.00	$ 70,680	$ 35,034	105,714	$ 72,800	$ 36,845	109,645
Finance Supervisor	Non-Rep	1.00	73,200	20,672	93,872	75,396	21,653	97,049
Finance Analyst	AFSCME	1.00	64,617	19,384	84,001	67,377	20,338	87,715
Finance Analyst	AFSCME	1.00	79,992	30,894	110,886	79,992	31,832	111,824
Accounting Technician III	AFSCME	1.00	61,848	30,494	92,342	61,848	31,689	93,537
Accounting Technician II	AFSCME	1.00	58,480	19,792	78,272	59,424	20,473	79,897
Accounting Technician II	AFSCME	1.00	59,424	27,178	86,602	59,424	28,113	87,537
Total Finance		**8.00**	**$ 613,870**	**$ 230,700**	**$ 844,570**	**$ 626,266**	**$ 240,013**	**$ 866,279**
Information Technology Manager	Non-Rep	1.00	$ 101,252	$ 42,422	$ 143,674	$ 104,303	$ 44,199	$ 148,502
Information Technology Administrator	AFSCME	1.00	91,872	34,969	126,841	91,872	36,323	128,195
Geographical Information Systems Analyst	AFSCME	1.00	79,992	36,890	116,882	79,992	38,898	118,890
Information Technology Specialist	AFSCME	1.00	69,312	26,880	96,192	70,661	28,020	98,681
Total Information Technology		**4.00**	**$ 342,428**	**$ 141,160**	**$ 483,588**	**$ 346,828**	**$ 147,440**	**$ 494,268**
Human Resources Director	Non-Rep	1.00	$ 126,735	$ 40,199	$ 166,934	$ 130,537	$ 42,280	$ 172,817
Human Resources Analyst	Non-Rep	1.00	75,384	23,226	98,610	77,640	24,174	101,814
Human Resources Analyst	Non-Rep	1.00	75,000	29,991	104,991	77,256	31,334	108,590
Human Resources Technician	Non-Rep	1.00	52,728	22,835	75,563	54,310	23,893	78,203
Total Human Resources		**4.00**	**$ 329,847**	**$ 116,251**	**$ 446,098**	**$ 339,743**	**$ 121,682**	**$ 461,425**
Total - Administrative Services		**16.00**	**$ 1,286,145**	**$ 488,111**	**$ 1,774,256**	**$ 1,312,837**	**$ 509,135**	**$ 1,821,972**

ADMINISTRATIVE SERVICES DEPARTMENT OVERVIEW

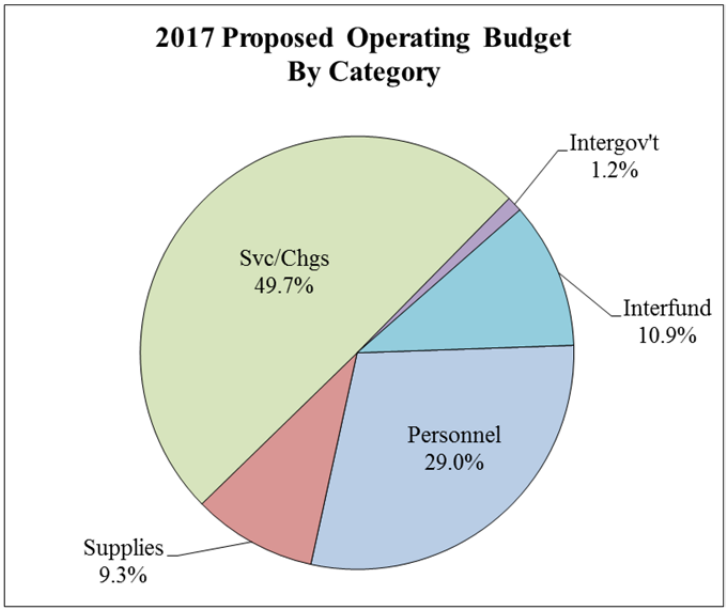
Responsible Manager: ***Tho Kraus, Assistant City Manager/Administrative Services Director***

PURPOSE & DESCRIPTION

The Administrative Services Department provides city-wide administrative services including financial reporting, budget, audit coordination, accounting, cash management, human resources, risk management, information technology and fleet & equipment administration. The department is comprised of three divisions – Finance, Information Technology and Human Resources.

The department supports the following committee:

- Lodging Tax Advisory Committee



GOALS/OBJECTIVES

- Provide transparent and accountable financial services to the City by exercising sound financial leadership, planning and guidance, recommending, establishing and maintaining sound fiscal policies and practices
- Enhance the efficiency and effectiveness of City operations by providing varied professional expertise and guidance
- Deliver consistent, high quality service and support to internal and external customers
- Create an environment of mutual respect and partnership with City departments

ADMINISTRATIVE SERVICES DEPARTMENT OVERVIEW

Responsible Manager: ***Tho Kraus, Assistant City Manager/Administrative Services Director***

DEPARTMENT SUMMARY – GENERAL FUND

Code	Item	2014 Actual	2015 Actual	2016 Adopted	2016 Adjusted	2016 Year-end	2017 Proposed	2018 Proposed	17 Proposed - 16 Adj $ Chg	17 Proposed - 16 Adj % Chg
General Fund										
Revenue Summary:										
001	General Government	5,023,255	1,626,862	3,715,380	1,769,233	1,764,079	1,794,397	1,805,098	25,164	1.4%
	Total Revenue	**$ 5,023,255**	**$ 1,626,862**	**$3,715,380**	**$ 1,769,233**	**$1,764,079**	**$1,794,397**	**$1,805,098**	**$ 25,164**	**1.4%**
Operating Expenditure Summary:									-	n/a
001	Finance	$ 2,018,636	$ 979,952	$ 1,009,730	$ 1,120,126	$ 1,116,309	$ 1,073,178	$ 1,096,315	$ (46,948)	-4.2%
001	Human Resources	1,422,643	510,516	455,720	508,032	506,695	543,223	559,469	35,191	6.9%
001	Non-Departmental	1,116,284	132,402	2,249,930	131,290	131,290	131,720	131,720	430	0.3%
	Total Operating Expenditure	**$ 4,557,563**	**$ 1,622,870**	**$3,715,380**	**$ 1,759,448**	**$1,754,294**	**$1,748,121**	**$1,787,504**	**$ (11,327)**	**-0.6%**
Capital & 1-Time Expenditure Summary:										
001	Finance	$ 461,173	$ 3,992	$ -	$ 9,785	$ 9,785	$ 25,007	$ 10,659	$ 15,222	155.6%
001	Human Resources	4,519	-	-	-	-	21,269	6,935	21,269	n/a
	Total Capital & 1-Time Expenditure	**$ 465,692**	**$ 3,992**	**$ -**	**$ 9,785**	**$ 9,785**	**$ 46,276**	**$ 17,594**	**$ 36,491**	**372.9%**
	Total Expenditure	**$ 5,023,255**	**$ 1,626,862**	**$3,715,380**	**$ 1,769,233**	**$1,764,079**	**$1,794,397**	**$1,805,098**	**$ 25,164**	**1.4%**

DEPARTMENT SUMMARY – SPECIAL REVENUE FUND

Code	Item	2014 Actual	2015 Actual	2016 Adopted	2016 Adjusted	2016 Year-end	2017 Proposed	2018 Proposed	17 Proposed - 16 Adj $ Chg	17 Proposed - 16 Adj % Chg
Hotel/Motel Lodging Tax										
Revenue Summary:										
104	Hotel/Motel Lodging Tax	$ 561,121	$ 694,717	$ 500,000	$ 600,000	$ 600,000	$ 600,000	$ 600,000	$ -	0.0%
	Total Revenue	**$ 561,121**	**$ 694,717**	**$ 500,000**	**$ 600,000**	**$ 600,000**	**$ 600,000**	**$ 600,000**	**$ -**	**0.0%**
Expenditure Summary:									-	n/a
104	Hotel/Motel Lodging Tax	$ 467,938	$ 450,135	$ 500,000	$ 903,850	$ 903,850	$ 1,100,000	$ 650,000	$ 196,150	21.7%
	Total Expenditure	**$ 467,938**	**$ 450,135**	**$ 500,000**	**$ 903,850**	**$ 903,850**	**$1,100,000**	**$ 650,000**	**$ 196,150**	**21.7%**

DEPARTMENT SUMMARY – INTERNAL SERVICE FUNDS

Code	Item	2014 Actual	2015 Actual	2016 Adopted	2016 Adjusted	2016 Year-end	2017 Proposed	2018 Proposed	17 Proposed - 16 Adj $ Chg	17 Proposed - 16 Adj % Chg
Fleet & Equipment										
Revenue Summary:										
501	M&O Revenue	$ -	$ 629,756	$ 904,220	$ 904,220	$ 650,220	$ 751,720	$ 751,720	$ (152,500)	-16.9%
501	Replacement Reserves	938,150	883,141	1,069,020	1,071,020	959,934	853,089	917,326	$ (217,931)	-20.3%
501	Interest Earnings	8,573	1,530	-	-	4,000	4,000	4,000	$ 4,000	n/a
501	Insurance Recovery	88,294	-	-	-	-	-	-	$ -	n/a
501	Capital Contribution	-	-	-	-	-	80,500	-	$ 80,500	n/a
501	Proceeds Sale of Assets	64,135	68,698	14,000	46,800	50,000	37,800	16,000	$ (9,000)	-19.2%
501	Transfer In-General Fund	-	-	-	233,239	233,239	-	-	$ (233,239)	-100.0%
	Total Revenue	**$ 1,099,152**	**$ 1,583,125**	**$1,987,240**	**$ 2,255,279**	**$1,897,393**	**$1,727,109**	**$1,689,046**	**$ (528,170)**	**-23.4%**
Expenditure Summary:									-	n/a
501	Operations	-	631,285	904,220	904,220	654,220	755,720	755,720	(148,500)	-16.4%
501	Capital & 1-Time	2,096,923	1,362,871	525,000	547,683	547,683	757,550	310,000	209,867	38.3%
	Total Expenditure	**$ 2,096,923**	**$ 1,994,156**	**$1,429,220**	**$ 1,451,903**	**$1,201,903**	**$1,513,270**	**$1,065,720**	**$ 61,367**	**4.2%**

Code	Item	2014 Actual	2015 Actual	2016 Adopted	2016 Adjusted	2016 Year-end	2017 Proposed	2018 Proposed	17 Proposed - 16 Adj $ Chg	17 Proposed - 16 Adj % Chg
Information Technology										
Revenue Summary:										
503	M&O Revenue	$ -	$ 1,007,671	$ 1,069,950	$ 1,147,293	$ 1,147,293	$ 1,293,748	$ 1,351,798	$ 146,455	12.8%
503	Interest/Other	-	1,782	-	-	-	-	-	-	n/a
503	IT Reserves	-	-	-	22,500	22,500	22,500	22,500	652,777	2901.2%
503	Contributed Capital	-	202,102	-	141,973	139,473	794,750	338,750	-	0.0%
503	Proceeds from Capital Lease	-	57,295	-	-	-	-	-	(123,189)	n/a
503	Transfer In - Fleet & Equip	-	110,050	-	123,189	123,189	-	-	676,043	548.8%
	Total Revenue	**$ -**	**$ 1,378,900**	**$1,069,950**	**$ 1,434,955**	**$1,432,455**	**$2,110,998**	**$1,713,048**	**$ 676,043**	**47.1%**
Expenditure Summary:										
503	Operations	$ -	$ 1,009,454	$ 1,069,950	$ 1,147,293	$ 1,147,293	$ 1,293,748	$ 1,351,798	$ 146,455	12.8%
503	Capital & 1-Time	-	308,499	-	323,607	323,607	794,750	338,750	471,143	145.6%
	Total Expenditure	**$ -**	**$ 1,317,953**	**$1,069,950**	**$ 1,470,900**	**$1,470,900**	**$2,088,498**	**$1,690,548**	**$ 617,598**	**42.0%**

Code	Item	2014 Actual	2015 Actual	2016 Adopted	2016 Adjusted	2016 Year-end	2017 Proposed	2018 Proposed	17 Proposed - 16 Adj $ Chg	17 Proposed - 16 Adj % Chg
Risk Management										
Revenue Summary:										
504	M&O Revenue	$ -	$ 1,250,348	$ 778,980	$ 1,096,142	$ 1,076,142	$ 1,176,972	$ 1,176,972	$ 80,830	7.4%
504	AWC Retro Refund	-	23,878	-	24,000	24,000	24,000	24,000	-	0.0%
504	Insurance Recovery	-	51,778	-	50,000	70,000	50,000	50,000	-	0.0%
	Total Revenue	**$ -**	**$ 1,326,004**	**$ 778,980**	**$ 1,170,142**	**$1,170,142**	**$1,250,972**	**$1,250,972**	**$ 80,830**	**6.9%**
Expenditure Summary:										
504	Operations	$ -	$ 1,034,081	$ 778,980	$ 1,170,142	$ 1,170,142	$ 1,250,972	$ 1,250,972	$ 80,830	6.9%
504	Capital & 1-Time	-	291,920	-	-	-	-	-	-	n/a
	Total Expenditure	**$ -**	**$ 1,326,001**	**$ 778,980**	**$ 1,170,142**	**$1,170,142**	**$1,250,972**	**$1,250,972**	**$ 80,830**	**6.9%**

ADMINISTRATIVE SERVICES DEPARTMENT OVERVIEW

Responsible Manager: ***Tho Kraus, Assistant City Manager/Administrative Services Director***

HIGHLIGHTS / CHANGES

The proposed operating budget totals $6.15M in 2017 and $5.80 in 2018. This is an increase of 4.5% or $264K from the 2016 adjusted budget. Highlights of the 2017 proposed budget compared to the 2016 adjusted budget are as follows:

- Salaries & Wages - the decrease is due primarily to turnover and new employee compensation starting at the lower end of the pay scale.
- Benefits – the change is due to an anticipated increase in medical costs and medical benefit selection changes
- Other Supplies – the increase is due to the addition of tape media for backup to meet retention policy.
- Printer & Copier Supplies – the decrease is due to reallocating funds to operating rental/lease to cover the cost per page that is accounted for as part of the operating rental/lease.
- Fuel - the decrease is due to basing projections on historical usage and estimated increase cost.
- Small Tools/Minor Equipment – the increase is due primarily to the addition of enterprise web filtering system.
- Professional Services – the decrease is due primarily to: reclassification of information technology line items from professional services to repairs & maintenance; increase in human resources for labor relations and addition of the volunteer recognition program not previously budgeted; and increase in finance for credit card merchant fees.
- Communications – the decrease is due to basing projections on historical usage.
- Travel & Training – the increase is due to allocating funds to Information Technology (previous budgets $0).
- Operating Rental/Lease – the increase is due primarily due to reallocating funds from printer & copier supplies for cost per page, which includes increases for high volume of public disclosure requests.
- Risk Assessment (WCIA) – increase due to increases in insurance premiums, due primarily to claims from previous years.
- Repairs & Maintenance – the increase is due primarily to computer hardware and software maintenance for ongoing costs related to implementation of various strategic plan items such as systems storage, system monitoring programs, remote access and virtualization, disaster recovery and co-location, law enforcement digital media, video surveillance and in-camera. Also, some reclassification of information technology line items from professional service to repairs and maintenance.
- Other Charges & Services – the increase is due to primarily to addition of ongoing costs for approved strategic plan items such as asset management system annual subscription.
- Interfund Transfers – the increase is due to Hotel/Motel Lodging Tax.

ADMINISTRATIVE SERVICES DEPARTMENT OVERVIEW

Responsible Manager: ***Tho Kraus, Assistant City Manager/Administrative Services Director***

REVENUE & EXPENDITURE SUMMARY

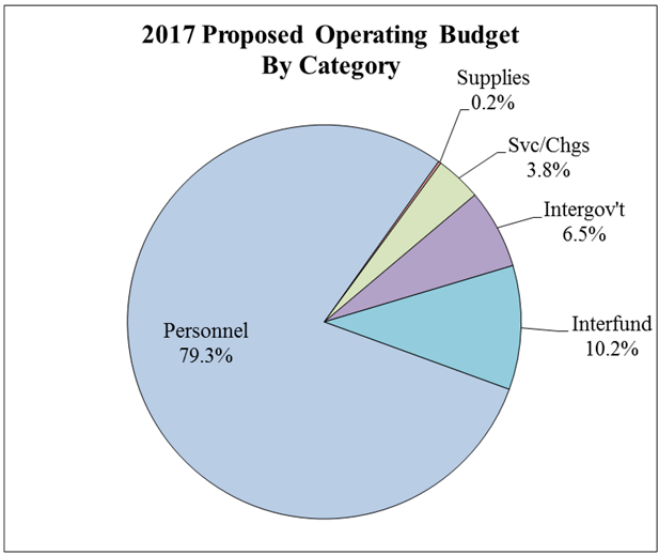
Code	Item	2014 Actual	2015 Actual	2016 Adopted	2016 Adjusted	2016 Year-end	2017 Proposed	2018 Proposed	17 Proposed - 16 Adj $ Chg	17 Proposed - 16 Adj % Chg
Revenue Summary:										
501	Fleet & Equipment	$ 1,099,152	$ 1,583,125	$1,987,240	$ 2,255,279	$ 1,897,393	$ 1,727,109	$ 1,689,046	$ (528,170)	-23.4%
503	Information Technology	-	1,378,901	1,069,950	1,434,955	1,432,455	2,110,998	1,713,048	676,043	47.1%
504	Risk Mangement	-	1,326,004	778,980	1,170,142	1,170,142	1,250,972	1,250,972	80,830	6.9%
104	Hotel/Motel Lodging Tax	561,121	694,717	500,000	600,000	600,000	600,000	600,000	-	0.0%
001	General Governmental	5,023,255	1,626,862	3,715,380	1,769,233	1,764,079	1,794,397	1,805,098	25,164	1.4%
	Total Revenues:	**$ 6,683,528**	**$ 6,609,609**	**$ 8,051,550**	**$ 7,229,609**	**$ 6,864,069**	**$ 7,483,476**	**$ 7,058,164**	**$ 253,867**	**3.5%**
Expenditure Summary:										
11.xxx	Salaries & Wages	1,519,435	1,223,912	1,339,710	1,339,708	1,334,708	1,286,145	1,312,837	(53,563)	-4.0%
11.002/4	Overtime	299	2,938	1,000	1,000	1,000	1,000	1,000	-	0.0%
11.011	Temporary Help	1,884	-	6,500	6,500	6,500	6,500	6,500	-	0.0%
21.xxx	Benefits	526,099	456,201	481,220	481,220	481,220	488,112	509,135	6,892	1.4%
31.xxx	Other Operating Supplies	92,443	46,371	39,870	48,370	48,370	63,515	63,515	15,145	31.3%
31.002	Printer & Copier Supplies	28,931	15,050	34,000	34,000	34,000	20,000	20,000	(14,000)	-41.2%
31.003/004	Office Publications/Forms	1,193	721	1,490	1,490	1,490	1,490	1,490	-	0.0%
31.005	Meeting Food & Beverage	1,597	860	1,000	1,000	1,000	1,200	1,200	200	20.0%
32.xxx	Fuel	791	304,709	523,400	523,400	323,400	424,150	424,150	(99,250)	-19.0%
35.xxx	Small Tools/Minor Equip	19,565	75,322	39,850	36,950	36,950	60,500	60,500	23,550	63.7%
41.xxx	Professional Service	547,206	534,009	566,650	584,135	593,311	678,535	678,535	94,400	16.2%
42.xxx	Communication	50,856	256,859	296,470	309,670	309,670	260,620	260,620	(49,050)	-15.8%
43/49.003	Travel & Training	7,521	4,298	10,020	10,020	10,020	16,020	16,020	6,000	59.9%
44.xxx	Advertising	1,194	174	300	300	300	300	300	-	0.0%
45.xxx	Operating Rental/Lease	44,522	55,126	52,500	52,500	52,500	74,730	74,730	22,230	42.3%
46.xxx	Risk Assessment (WCIA)	925,475	835,200	750,000	987,500	994,123	1,072,992	1,072,992	85,492	8.7%
48.xxx	Repairs & Maintenance	122,680	605,742	564,850	763,422	702,623	807,780	855,150	44,358	5.8%
49.001	Membership Dues	103,657	60,509	62,040	62,040	62,040	62,570	62,570	530	0.9%
49.xxx	Other Charges & Services	7,321	2,970	7,250	7,250	7,250	79,810	79,810	72,560	1000.8%
597	Interfund Transfers	-	35,000	-	400,000	400,000	500,000	50,000	100,000	25.0%
5x.xxx	Intergovernmental	102,532	68,140	64,770	68,770	68,770	71,050	71,050	2,280	3.3%
9x.xxx	IS Charges - M&O	-	163,715	2,111,540	159,028	156,485	161,882	164,230	2,854	1.8%
9x.xxx	IS Charges - Reserves	920,300	-	14,100	6,680	4,069	9,660	9,660	2,980	44.6%
	Subtotal Operating Exp:	**$ 5,025,501**	**$ 4,747,826**	**$ 6,968,530**	**$ 5,884,953**	**$ 5,629,799**	**$ 6,148,561**	**$ 5,795,994**	**$ 263,608**	**4.5%**
Capital & One-time Funding:										
	Finance	461,173	3,992	-	9,785	9,785	25,007	10,659	15,222	155.6%
	Information Technology	-	308,499	-	323,607	323,607	794,750	338,750	471,143	145.6%
	Fleet & Equip Replacement	2,096,923	1,362,871	525,000	547,683	547,683	757,550	310,000	209,867	38.3%
	Human Resources	4,519	-	-	-	-	21,269	6,935	21,269	n/a
	Risk Management	-	291,920	-	-	-	-	-	-	n/a
	Subtotal One-time Exp:	**$ 2,562,615**	**$ 1,967,282**	**$ 525,000**	**$ 881,075**	**$ 881,075**	**$ 1,598,576**	**$ 666,344**	**$ 717,501**	**81.4%**
	Total Expenditures:	**$ 7,588,116**	**$ 6,715,108**	**$ 7,493,530**	**$ 6,766,028**	**$ 6,510,874**	**$ 7,747,137**	**$ 6,462,338**	**$ 981,109**	**14.5%**

ADMINISTRATIVE SERVICES FINANCE

Responsible Manager: ***Tho Kraus, Assistant City Manager/Finance Director***

PURPOSE/DESCRIPTION

The purpose of the Finance Division is to provide accurate financial information from which educated judgments can be made on the financial health of the City and decisions can be made by management regarding City operations. The division's responsibilities include: accounts payable; accounts receivable; payroll; cash and investment management; financial forecasting; budget preparation; internal control monitoring; audit coordination; financial reporting which includes quarterly, year-end and Comprehensive Annual Financial Report; non-departmental/centralized services; fleet and equipment administration; and general accounting services including capital projects, capital assets and grants.



GOAL/OBJECTIVE

- Provide timely, accurate, user-friendly and transparent financial information and services
- Ensure compliance with purchasing laws and regulations
- Ensure proper internal control in city operations to safeguard city resources
- Maintain reliability and integrity of City's financial data and processes
- Stay abreast of new developments in accounting and finance

PERFORMANCE MEASURES

Measure	Target	2015 Actual	2016 Est	2017 Est	2018 Est
# of invoices paid annually	n/a	8139	8139	8130	8130
% of vendors paid within 30 days of invoice date (1)	95%	84%	90%	95%	95%
% of accounts receivable aged balances over 60 days versus annual billing	5%	2%	2%	2%	2%
GFOA Award Received for Current Year CAFR	Yes	Yes	Yes	Yes	Yes
GFOA Award Received for Biennium's Budget Document	Yes	Yes	n/a	Yes	n/a
Clean Audit (for prior Fiscal Year)	Yes	Yes	Yes	Yes	Yes
Bond Rating Per Standard & Poor's (2)	AA	AA-	AA-	AA-	AA-
# of months cash reconciled within 15 days of month-end	12	6	12	12	12
# of months cash reconciled to the penny	12	12	12	12	12
Average working days to compile quarterly financial report	5	4	4	4	4

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

(2) Effective April 2016, the City no longer has LTGO rated debt, therefore, rating is based on last rated bond.

POSITION INVENTORY

Positions	2014 Actual	2015 Actual	2016 Adopted	2016 Adjusted	2016 Year-end	2017 Proposed	2018 Proposed	Grade
Assistant City Manager/Finance Director	1.00	1.00	1.00	1.00	1.00	1.00	1.00	72
Finance Manager	1.00	-	-	-	-	-	-	56
Finance Supervisor	-	1.00	1.00	1.00	2.00	2.00	2.00	45
Accounting Supervisor	-	1.00	1.00	1.00	-	-	-	45
Senior Accountant	1.00	-	-	-	-	-	-	42
Finance Analyst	3.00	2.00	2.00	2.00	2.00	2.00	2.00	38
Administrative Assistant	1.00	-	-	-	-	-	-	25
Accounting Technician III	1.00	1.00	1.00	1.00	1.00	1.00	1.00	25
Accounting Technician II	2.00	2.00	2.00	2.00	2.00	2.00	2.00	23
Accounting Technician I	1.00	-	-	-	-	-	-	16
Total Regular Staffing	**11.00**	**8.00**	**8.00**	**8.00**	**8.00**	**8.00**	**8.00**	
Change from prior year	n/a	(3.00)	-	-	-	-	-	

Responsible Manager: ***Tho Kraus, Assistant City Manager/Finance Director***

HIGHLIGHTS/CHANGES

The proposed operating budget totals $1.07M in 2017 and $1.10M in 2018. This is a decrease of $47K or 4.2% from the 2016 adjusted budget. Highlights of the 2017 proposed budget compared to the 2016 adjusted budget are as follows:

- Salary & Wages – the decrease is due to turnover and new employee compensation starting at the lower end of the pay scale.
- Benefits – the decrease is due primarily to employee medical benefit selection changes.
- Professional Services – the increase is due primarily to banking fees for merchant services.
- Intergovernmental – the increase is due to annual state audit costs.

REVENUE AND EXPENDITURE SUMMARY

		2014	2015	2016			2017	2018	17 Proposed - 16 Adj	
Code	Item	Actual	Actual	Adopted	Adjusted	Year-end	Proposed	Proposed	$ Chg	% Chg
Revenue Summary:										
001	General Government	$ 2,479,809	$ 983,944	$1,009,730	$1,129,911	$1,126,094	$1,098,185	$1,106,974	(31,726)	-2.8%
	Total Revenues:	**$ 2,479,809**	**$ 983,944**	**$ 1,009,730**	**$ 1,129,911**	**$ 1,126,094**	**$ 1,098,185**	**$ 1,106,974**	**$ (31,726)**	**-2.8%**
Expenditure Summary:										
11.xxx	Salaries & Wages	1,144,521	559,578	655,720	655,720	650,720	613,870	626,266	(41,850)	-6.4%
11.002/4	Overtime	-	2,938	-	-	-	-	-	-	n/a
11.011	Temporary Help	1,884	-	6,500	6,500	6,500	6,500	6,500	-	0.0%
21.xxx	Benefits	409,065	202,312	246,280	246,280	246,280	230,700	240,013	(15,580)	-6.3%
31.xxx	Other Operating Supplies	58,235	2,424	880	880	880	880	880	-	0.0%
31.002	Printer & Copier Supplies	28,931	-	-	-	-	-	-	-	n/a
31.003/004	Office Publications/Forms	1,149	721	1,490	1,490	1,490	1,490	1,490	-	0.0%
31.005	Meeting Food & Beverage	161	-	-	-	-	-	-	-	n/a
35.xxx	Small Tools/Minor Equip	19,565	-	-	-	-	-	-	-	n/a
41.xxx	Professional Service	66,216	35,673	28,300	28,300	33,300	33,300	33,300	5,000	17.7%
42.xxx	Communication	50,856	-	-	-	-	-	-	-	n/a
43/49.003	Travel & Training	4,483	1,880	4,970	4,970	4,970	4,970	4,970	-	0.0%
44.xxx	Advertising	-	174	-	-	-	-	-	-	n/a
45.xxx	Operating Rental/Lease	44,522	-	-	-	-	-	-	-	n/a
48.xxx	Repairs & Maintenance	121,627	-	-	-	-	-	-	-	n/a
49.001	Membership Dues	3,059	1,085	1,370	1,370	1,370	1,370	1,370	-	0.0%
49.xxx	Other Charges & Services	524	1,175				900	900	900	n/a
5x.xxx	Intergovernmental	63,838	68,140	63,720	67,720	67,720	70,000	70,000	2,280	3.4%
9x.xxx	IS Charges - M&O	-	103,852	500	102,594	100,921	103,313	104,741	719	0.7%
9x.xxx	IS Charges - Reserves	-	-	-	4,302	2,158	5,885	5,885	1,583	36.8%
	Subtotal Operating Exp:	**$ 2,018,636**	**$ 979,952**	**$ 1,009,730**	**$ 1,120,126**	**$ 1,116,309**	**$ 1,073,178**	**$ 1,096,315**	**$ (46,948)**	**-4.2%**
Capital & One-time Funding:										
	Capital & One-Time	461,173	3,992	-	9,785	9,785	25,007	10,659	15,222	155.6%
	Subtotal One-time Exp:	**$ 461,173**	**$ 3,992**	**$ -**	**$ 9,785**	**$ 9,785**	**$ 25,007**	**$ 10,659**	**$ 15,222**	**155.6%**
	Total Expenditures:	**$ 2,479,809**	**$ 983,944**	**$ 1,009,730**	**$ 1,129,911**	**$ 1,126,094**	**$ 1,098,185**	**$ 1,106,974**	**$ (31,726)**	**-2.8%**

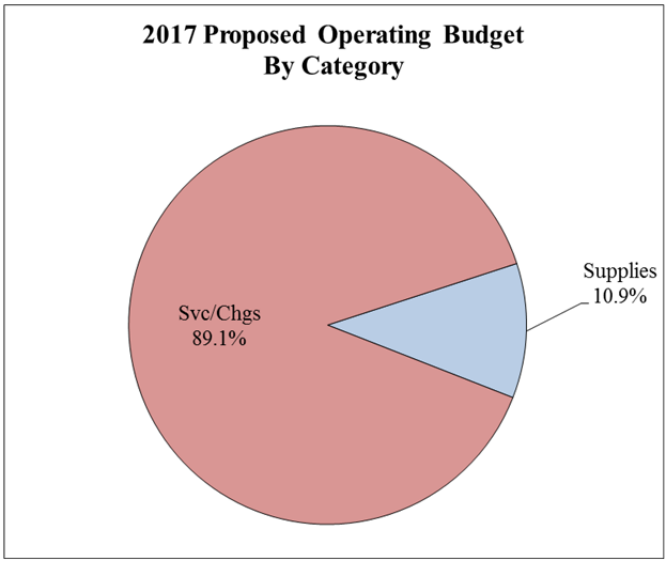
Note: 2014 includes the Information Technology Division which was accounted for in the General Fund. As of 2015, the information function is accounted for as an internal service fund.

ADMINISTRATIVE SERVICES NON-DEPARTMENTAL

Responsible Manager: ***Tho Kraus, Assistant City Manager/Finance Director***

PURPOSE/DESCRIPTION

The purpose of the Non-Department section is to account for expenditures that are not specifically related to one department such as city-wide postage and bulk mail, paper and coffee and water supplies, and membership dues.



HIGHLIGHTS/CHANGES

The proposed operating budget totals $132K in 2017 and $132K in 2018. This is an increase of less than $1K or 0.3% from the 2016 adjusted budget. Highlights of the 2017 proposed budget compared to the 2016 adjusted budget are as follows:

- Membership Dues – the increase is due to increase is due primarily to Association of Washington Cities membership fees.

REVENUE AND EXPENDITURE SUMMARY

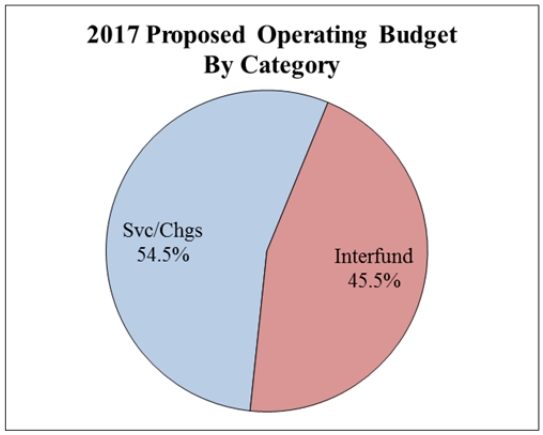
Code	Item	2014 Actual	2015 Actual	2016 Adopted	2016 Adjusted	2016 Year-end	2017 Proposed	2018 Proposed	17 Proposed - 16 Adj $ Chg	17 Proposed - 16 Adj % Chg
Revenue Summary:										
001	General Government	$ 1,116,284	$ 132,402	$ 2,249,930	$ 131,290	$ 131,290	$ 131,720	$ 131,720	430	0.3%
	Total Revenues:	**$ 1,116,284**	**$ 132,402**	**$ 2,249,930**	**$ 131,290**	**$ 131,290**	**$ 131,720**	**$ 131,720**	**$ 430**	**0.3%**
Expenditure Summary:										
11.xxx	Salaries & Wages	3,937	-	-	-	-	-	-	-	n/a
21.xxx	Benefits	673	-	-	-	-	-	-	-	n/a
31.xxx	Other Operating Supplies	21,505	14,420	14,400	14,400	14,400	14,400	14,400	-	0.0%
32.xxx	Fuel	791	-	-	-	-	-	-	-	n/a
41.xxx	Professional Service	23,353	-	-	-	-	-	-	-	n/a
42.xxx	Communication	-	56,186	57,020	57,020	57,020	57,020	57,020	-	0.0%
43/49.003	Travel & Training	(198)	-	-	-	-	-	-	-	n/a
45.xxx	Operating Rental/Lease	-	3,037	-	-	-	-	-	-	n/a
48.xxx	Repairs & Maintenance	1,053	-	-	-	-	-	-	-	n/a
49.001	Membership Dues	99,577	58,759	59,870	59,870	59,870	60,300	60,300	430	0.7%
49.xxx	Other Charges & Services	6,797	-						-	n/a
5x.xxx	Intergovernmental	38,496	-	-	-	-	-	-	-	n/a
9x.xxx	IS Charges - M&O	-	-	2,104,540	-	-	-	-	-	n/a
9x.xxx	IS Charges - Reserves	920,300	-	14,100	-	-	-	-	-	n/a
	Subtotal Operating Exp:	**$ 1,116,284**	**$ 132,402**	**$ 2,249,930**	**$ 131,290**	**$ 131,290**	**$ 131,720**	**$ 131,720**	**$ 430**	**0.3%**
Capital & One-time Funding:										
	Capital & 1-Time	-	-	-	-	-	-	-	-	n/a
	Subtotal One-time Exp:	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**n/a**
	Total Expenditures:	**$ 1,116,284**	**$ 132,402**	**$ 2,249,930**	**$ 131,290**	**$ 131,290**	**$ 131,720**	**$ 131,720**	**$ 430**	**0.3%**

ADMINISTRATIVE SERVICES HOTEL/MOTEL LODGING TAX

Responsible Manager: ***Tho Kraus, Assistant City Manager/Finance Director***

PURPOSE/DESCRIPTION

The loding tax, also referred to as the hotel-motel tax is a consumer tax on lodging charges for periods of less than 30 consecutive days for hotels, motels, rooming houses, private campgrounds, RV parks and similar facilities. The guiding principle fo rthe use of loding taxes is that they must be used for activities, operations and expenditures designed to increase tourism. Specifically, lodging taxes can be used for: tourism marketing; marketing and operations of special events and tourism-related facilities owned or operated by a municipality or a public facilities district; or operations of tourism-related facilities owned or operated by nonprofit organizations (RCW 67.28.1816). As of July 1, 2013, capital expenditures for tourism-related facilities owned by nonprofit organizations are no longer permitted expenditures of lodging tax funds.



The Lodging Tax Advisory Committee (LTAC) receives all all applications for lodging tax revenue and recommends a list of candidates and funding levels to the City Council for final determination. The committee must have at least five members, appointed by the City Council. The committee membership must include at least two representatives of businesses that are required to collect the lodging tax, at least two people who are involved in activities that are authorized to be funded by this tax, and one elected city official who serves as chairperson of the committee. The number of committee members from organizations representing hotels and motels and the number of organizations involved in activities that can be funded must equal. In addition to reviewing applications for the use of lodging tax, the committee reviews and comments on any proposals to impose a new loding tax, raise the rate of an existing tax, repeal an exemption from the lodging tax, or change the use of the tax proceeds.

All entities receiving lodging tax funds must provide information to their respective local government on the use of the funds. This includes local governments that directly use lodging tax funds for municipal purposes. Local governments are then, in turn, report this information annually to the Joint Legislative Audit and Review Committee (JLARC).

PERFORMANCE MEASURES

Measure	Target	2015 Actual	2016 Est	2017 Est	2018 Est
# of lodging contracts managed	16	17	17	16	16

REVENUE AND EXPENDITURE SUMMARY

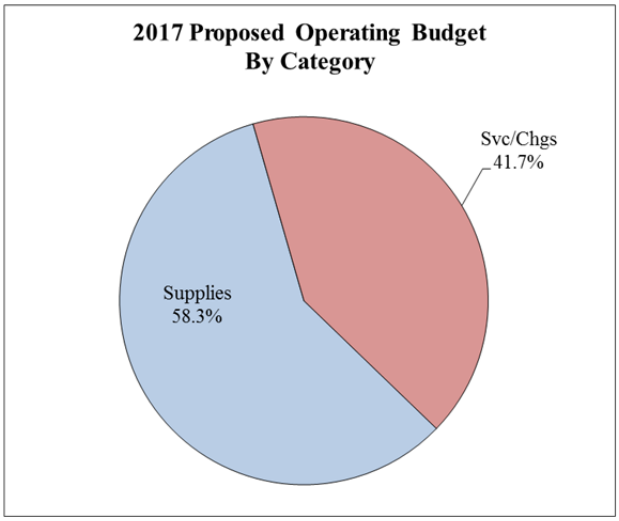
Code	Item	2014 Actual	2015 Actual	2016 Adopted	2016 Adjusted	2016 Year-end	2017 Proposed	2018 Proposed	17 Proposed - 16 Adj $ Chg	17 Proposed - 16 Adj % Chg
Revenue Summary:										
104	Special Hotel/Motel Lodging Tax	$ 399,904	$ 494,141	$ 357,000	$ 428,571	$ 428,571	$ 428,571	$ 428,571	$ -	0.0%
104	Transient Rental Income Tax	159,962	197,656	143,000	171,429	171,429	171,429	171,429	-	0.0%
104	Interest Earnings	1,255	2,920	-	-	-	-	-	-	n/a
	Total Revenues:	**$ 561,121**	**$ 694,717**	**$ 500,000**	**$ 600,000**	**$ 600,000**	**$ 600,000**	**$ 600,000**	**$ -**	**0.0%**
Expenditure Summary:										
11.xxx	Salaries & Wages	14,429	2,292	-	-	-	-	-	-	n/a
21.xxx	Benefits	5,162	366	-	-	-	-	-	-	n/a
31.xxx	Other Operating Supplies	1,636	-	-	-	-	-	-	-	n/a
31.005	Meeting Food & Beverage	121	-	-	-	-	-	-	-	n/a
35.xxx	Small Tools/Minor Equip	-	3,730	-	-	-	-	-	-	n/a
41.xxx	Professional Service	446,449	408,747	500,000	503,850	503,850	600,000	600,000	96,150	19.1%
43/49.003	Travel & Training	141	-	-	-	-	-	-	-	n/a
597	Interfund Transfers	-	35,000	-	400,000	400,000	500,000	50,000	100,000	25.0%
	Subtotal Operating Exp:	**$ 467,938**	**$ 450,135**	**$ 500,000**	**$ 903,850**	**$ 903,850**	**$ 1,100,000**	**$ 650,000**	**$ 196,150**	**21.7%**
	Total Expenditures:	**$ 467,938**	**$ 450,135**	**$ 500,000**	**$ 903,850**	**$ 903,850**	**$ 1,100,000**	**$ 650,000**	**$ 196,150**	**21.7%**

ADMINISTRATIVE SERVICES FLEET & EQUIPMENT

Responsible Manager: ***Tho Kraus, Assistant City Manager/Finance Director***

PURPOSE/DESCRIPTION

The purpose of the Fleet & Equipment Fund is to account for all costs associated with operating, maintaining the City's vehicles and motorized equipment. Fleet and equipment user charges are allocated to the operating funds based on usage.



GOAL/OBJECTIVE

- Ensure safe, available, and reliable vehicles and equipment

CAPITAL/1-TIME:

Dept	Description	Capital Purchase 2017 Proposed	Capital Purchase 2018 Proposed	Transfer to Gen Fund Proceeds from Sale 2017 Proposed	Transfer to Gen Fund Proceeds from Sale 2018 Proposed	Transfer to Gen Fund Excess Reserves 2017 Proposed	Transfer to Gen Fund Excess Reserves 2018 Proposed
Police	Replace 2009 Ford Crown Victoria (Veh 15-22-098)	$ 46,000	$ -	$ 2,000	$ -	$ -	$ -
Police	Replace 2010 Ford Crown Victoria (Veh 15-22-431)	46,000	-	2,000	-	-	-
Police	Replace 2008 Ford F150 (Veh 15-21-031)	35,000	-	2,000	-	-	-
Police	Replace 2010 Ford Crown Victoria (Veh 15-22-428)	46,000	-	2,000	-	-	-
Police	Replace 2010 Ford Crown Victoria (Veh 15-30-423)	46,000	-	2,000	-	-	-
Police	Replace 2010 Ford Crown Victoria (Veh 15-70-432)	46,000	-	2,000	-	-	-
Police	Replace 2008 Ford Escape (Veh 15-10-014)	-	35,000	-	2,000	-	-
Police	Replace 2008 Chevy Trailblazer (Veh 15-21-030)	-	35,000	-	2,000	-	-
Police	Replace 2010 Ford Crown Victoria (Veh 15-22-429)	-	46,000	-	2,000	-	-
Police	Replace 2008 Ford Crown Victoria (Veh 15-70-022)	-	46,000	-	2,000	-	-
Police	Replace 2010 Ford Crown Victoria (Veh 15-22-430)	-	46,000	-	2,000	-	-
Parks	Replace 2006 John Deere Mower (Veh 42800)	60,000	-	2,000	-	-	-
Parks	Replace 2008 Ford F150 (Veh 42270)	28,000	-	2,500	-	-	-
Parks	Replace 2008 Ford Ranger (Veh 21-21-012)	28,000	-	2,500	-	-	-
Parks	Replace 1991 Pothole Patching Truck (Veh 21-21-603)	200,000	-	3,000	-	-	-
Parks	Surplus 2008 Chevy Express 15 Passenger Van Veh 42350	-	-	1,000	-	-	-
Parks	Surplus Trailer with Tar Pot	-	-	800		-	-
Parks	Replace Portable Stage (Purchased used in 2004	-	9,000	-	200	-	-
Parks	Replace 2007 Ford F150 (Veh 42260)	-	28,000	-	3,000	-	-
Parks	replace 1999 Ford E350 Step Van (Veh 42210)	-	40,000	-	2,000	-	-
Parks	Replace 2003 John Deere 1200A Bunker/Ball Field Rake	-	9,000	-	800	-	-
Parks	Surplus Pool Vehicle 2005 Dodge Caravan Veh 42100	-	-	2,000	-	22,000	-
Parks	Surplus Pool Vehicle 2011 Toyota Prius Veh 42110	-	-	6,000	-	18,125	-
Parks	Surplus Pool Vehicle 2011 Toyota Prius Veh 42120	-	-	6,000	-	18,125	-
City-wide	Transfer From Police to City Hall Pool 2013 Ford Focus Veh 40940	-	-	-	-	-	-
City-wide	Transfer From Police to City Hall Pool 2015 Ford Fusion Veh 40161	-	-	-	-	-	-
City-wide	Transfer From Police to City Hall Pool 2015 Ford Fusion Veh 40031	-	-	-	-	-	-
Parks	Purchase New Street Paint Striper	9,000	-	-	-	-	-
Parks	Purchase New Propane Infrared Burner	8,500	-	-	-	-	-
Parks	Purchase New Crack Sealer	63,000	-	-	-	-	-
	Total	**$ 661,500**	**$ 294,000**	**$ 37,800**	**$ 16,000**	**$ 58,250**	**$ -**

ADMINISTRATIVE SERVICES FLEET & EQUIPMENT

Responsible Manager: ***Tho Kraus, Assistant City Manager/Finance Director***

HIGHLIGHTS/CHANGES

The proposed operating budget totals $756K in 2017 and $756K in 2018. This is a decrease of 16.4% or $149K from the 2016 adjusted budget. Highlights of the 2017 proposed budget compared to the 2016 adjusted budget are as follows:

- Fuel – the decrease is due to basing projections on historical usage and estimated increase cost.
- Repairs & Maintenance – the decrease is due to basing projections on historical usage and decreased need for major repairs & maintenance due to replacement of older and inefficient vehicles and equipment.

REVENUE AND EXPENDITURE SUMMARY

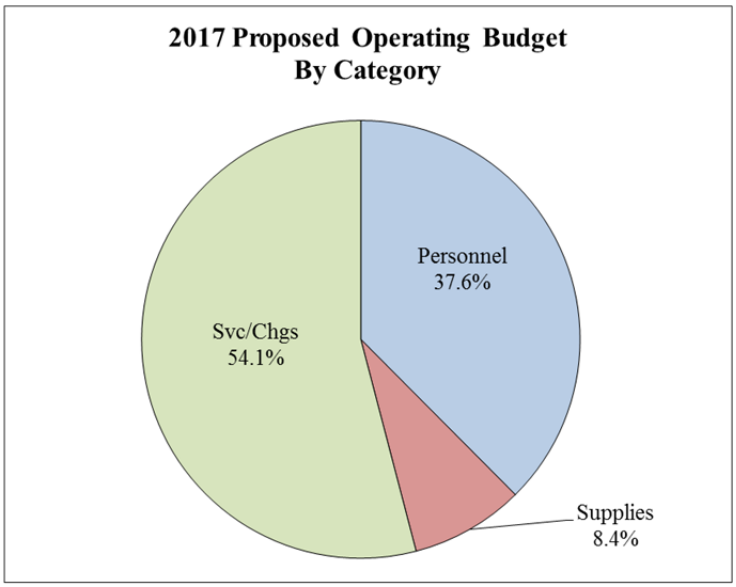
Code	Item	2014 Actual	2015 Actual	2016 Adopted	2016 Adjusted	2016 Year-end	2017 Proposed	2018 Proposed	17 Proposed - 16 Adj $ Chg	17 Proposed - 16 Adj % Chg
Revenue Summary:										
501	M&O Revenue	$ -	$ 629,756	$ 904,220	$ 904,220	$ 650,220	$ 751,720	$ 751,720	$ (152,500)	n/a
501	Replacement Reserves	938,150	883,141	1,069,020	1,071,020	959,934	853,089	917,326	(217,931)	n/a
501	Interest Earnings	8,573	1,530	-	-	4,000	4,000	4,000	4,000	n/a
501	Insurance Recovery	88,294	-	-	-	-	-	-	-	n/a
501	Capital Contribution	-	-	-	-	-	80,500	-	80,500	n/a
501	Proceeds Sale of Assets	64,135	68,698	14,000	46,800	50,000	37,800	16,000	(9,000)	-19.2%
501	Transfer In-General Fund	-	-	-	233,239	233,239	-	-	(233,239)	-100.0%
	Total Revenues	**$ 1,099,152**	**$ 1,583,125**	**$ 1,987,240**	**$ 2,255,279**	**$ 1,897,393**	**$ 1,727,109**	**$ 1,689,046**	**$ (528,170)**	**-23.4%**
Expenditure Summary:										
31.xxx	Other Operating Supplies	-	4,629	3,990	3,990	3,990	3,990	3,990	-	0.0%
32.xxx	Fuel	-	304,709	523,400	523,400	323,400	424,150	424,150	(99,250)	-19.0%
41.xxx	Professional Service	-	8,492	-	-	-	-	-	-	n/a
48.xxx	Repairs & Maintenance	-	313,456	376,830	376,830	326,830	327,580	327,580	(49,250)	-13.1%
	Subtotal Operating Expenditures	**$ -**	**$ 631,285**	**$ 904,220**	**$ 904,220**	**$ 654,220**	**$ 755,720**	**$ 755,720**	**$ (148,500)**	**-16.4%**
Capital & One-Time										
	Capital - Vehicle & Equip	990,727	1,212,019	525,000	424,494	424,494	661,500	294,000	237,006	55.8%
	Transfer Out-General Fund	1,074,959	40,802	-	-	-	96,050	16,000	96,050	n/a
	Transfer Out-SWM Fund	31,237	-	-	-	-	-	-	-	n/a
	Transfer Out-Info Technology	-	110,050	-	123,189	123,189	-	-	(123,189)	-100.0%
	Subtotal Capital & One-Time	**$ 2,096,923**	**$ 1,362,871**	**$ 525,000**	**$ 547,683**	**$ 547,683**	**$ 757,550**	**$ 310,000**	**$ 209,867**	**38.3%**
	Total Expenditures	**$ 2,096,923**	**$ 1,994,156**	**$ 1,429,220**	**$ 1,451,903**	**$ 1,201,903**	**$ 1,513,270**	**$ 1,065,720**	**$ 61,367**	**4.2%**

ADMINISTRATIVE SERVICES INFORMATION TECHNOLOGY

Responsible Manager: ***Kenneth White, Information Technology Manager***

PURPOSE/DESCRIPTION

The Information Technology Division provides: information systems services; technical services that support and enhance the city's information systems and covers all data, hardware, and software which includes applications, operating systems, special systems, networks, employee training, equipment acquisition, database administration, programming and all other items related to the City's computing needs; communications services including technical services, support, maintenance and enhancements for the City's telephone system, cellular and other mobile devices, and building wire cable, wireless and other communications-related needs; and internet and intranet web services including developing and maintaining the City's web, FTP (File Transfer Protocol) and VPN (Virtual Private Network) services, providing training for employees, monitoring system security, and developing interfaces. The division also provides geographical information services which include developing and maintaining the city's spatial database, producing maps, analyzing data, generating reports, providing employee training, and developing user-friendly interfaces for employee and public to the city's GIS (Geographical Information System).



GOALS/OBJECTIVES

- Support City goals and department objectives through automation
- Provide excellent customer service, employee support, and training
- Understand departments' business processes and needs
- Streamline City operations through integration and systems automation
- Keep informed of technology trends, enhancements, and capabilities
- Seek new technology and apply where it is cost effective
- Provide stable and reliable information technology infrastructure
- Provide up-to-date hardware and software tools for employees
- Improve access to City services and information through the web and other online systems

PERFORMANCE MEASURES

Measure	Target	2015 Actual	2016 Est	2017 Est	2018 Est
# of new systems implemented	n/a	14	7	10	5
# of users served	n/a	223	246	250	250
# of personal computers maintained	n/a	440	434	440	440
# of support calls received annually	n/a	3468	2756	3032	3335
# of applications maintained	n/a	76	135	144	150
# of servers maintained (LAN/WAN)	n/a	67	87	91	99
# of phones operated and maintained	550	544	515	515	515
% of IT system up-time during normal business hours	100%	100%	98%	99%	100%
% of communications up-time during normal business hours	100%	100%	100%	100%	100%

ADMINISTRATIVE SERVICES INFORMATION TECHNOLOGY

Responsible Manager: ***Kenneth White, Information Technology Manager***

POSITION INVENTORY

Positions	2014 Actual	2015 Actual	2016 Adopted	2016 Adjusted	2016 Year-end	2017 Proposed	2018 Proposed	Grade
Information Technology Manager	-	1.00	1.00	1.00	1.00	1.00	1.00	54
Information Technology Administrator	1.00	1.00	1.00	1.00	1.00	1.00	1.00	45
Information Technology Senior Engineer	1.00	-	-	-	-	-	-	43
Information Technology Engineer	2.00	-	-	-	-	-	-	40
Geographical Information System Specialist II	-	1.00	1.00	1.00	-	-	-	38
Geographical Information System Analyst	-	-	-	-	1.00	1.00	1.00	38
Information Technology Specialist I	0.85	1.00	1.00	1.00	-	-	-	32
Information Technology Specialist	-	-	-	-	1.00	1.00	1.00	32
Total Regular Staffing	**4.85**	**4.00**	**4.00**	**4.00**	**4.00**	**4.00**	**4.00**	
Change from prior year	n/a	(0.85)	-	-	-	-	-	

CAPITAL/1-TIME

Item	2017 Proposed	2018 Proposed
Primary & Secondary Data Center:		
Network - Switches & Routers	$ 160,000	$ -
Server/Harward Upgrades	30,000	-
Disaster Recovery/Co-Location Implementation (Police Station)	30,000	-
Firewall & Intrusion Detection Systems	-	50,000
City Council Chambers Technology	126,000	-
Computer Replacement	138,750	138,750
Document Management, Work Flow & Paperless System:		
Municipal Court Workflow System	50,000	-
Legal Workflow System	50,000	-
Document Mangement System - Electronic Records	150,000	150,000
Website Enhancement	15,000	-
Vulnerability & Penetration Testing	35,000	-
Wireless Access Points (Wi-Fi)	10,000	-
Total	**$ 794,750**	**$ 338,750**

ADMINISTRATIVE SERVICES INFORMATION TECHNOLOGY

Responsible Manager: ***Kenneth White, Information Technology Manager***

HIGHLIGHTS/CHANGES

The proposed operating budget totals $1.29M in 2017 and $1.35M in 2018. This is an increase of 12.8% or $146K from the 2016 adjusted operating budget. Highlights of the 2017 proposed operating budget compared to the 2016 adjusted operating budget are as follows:

- Salary & Wages – the decrease is due to higher projections in 2016 than actual compensation.
- Benefits – the increase is due to a combination of anticipated medical rate increases employee medical benefit selection changes.
- Other Supplies – the increase is due to the addition of tape media for backup to meet retention policy.
- Printer & Copier Supplies – the decrease is due to reallocating funds to operating rental/lease to cover the cost per page that is accounted for as part of the operating rental/lease.
- Small Tools/Minor Equipment – the increase is due primarily to the addition of enterprise web filtering system.
- Professional Services – the decrease is due to reclassification from professional services to repairs & maintenance.
- Communications – the decrease is based on historical usage.
- Travel & Training – the increase is due to allocating funds for training to keep up with technology changes.
- Operating Rental/Lease – the increase is due primarily due to reallocating funds from printer & copier supplies for cost per page, which includes increases for high volume of public disclosure requests.
- Repairs & Maintenance – the increase is due primarily to computer hardware and software maintenance for ongoing costs related to implementation of various strategic plan items such as systems storage, system monitoring programs, remote access and virtualization, disaster recovery and co-location, law enforcement digital media, video surveillance and in-car camera. Also, reclassification from professional services to repairs and maintenance.
- Other Charges & Services – the increase is due to primarily to addition of ongoing costs for approved strategic plan items, such as asset management system annual subscription.

ADMINISTRATIVE SERVICES INFORMATION TECHNOLOGY

Responsible Manager: ***Kenneth White, Information Technology Manager***

REVENUE AND EXPENDITURE SUMMARY

Code	Item	2014 Actual	2015 Actual	2016 Adopted	2016 Adjusted	2016 Year-end	2017 Proposed	2018 Proposed	17 Proposed - 16 Adj $ Chg	17 Proposed - 16 Adj % Chg
Revenue Summary:										
503	M&O Revenue	$ -	$1,007,671	$1,069,950	$1,147,293	$1,147,293	$1,293,748	$1,351,798	146,455	12.8%
503	Interest/Other	-	1,782	-	-	-	-	-	-	n/a
503	IT Reserves	-	-	-	22,500	22,500	22,500	22,500	-	0.0%
503	Contributed Capital	-	202,102	-	141,973	139,473	794,750	338,750	652,777	459.8%
503	Proceeds from Capital Lease	-	57,295	-	-	-	-	-	-	n/a
503	Transfer In - Fleet & Equip	-	110,050	-	123,189	123,189	-	-	(123,189)	-100.0%
	Total Revenues:	**$ -**	**$ 1,378,901**	**$ 1,069,950**	**$ 1,434,955**	**$ 1,432,455**	**$ 2,110,998**	**$ 1,713,048**	**$ 676,043**	**47.1%**
Expenditure Summary:										
11.xxx	Salaries & Wages	-	328,134	355,940	355,938	355,938	342,428	346,828	(13,510)	-3.8%
21.xxx	Benefits	-	152,785	139,470	139,470	139,470	141,160	147,440	1,690	1.2%
31.xxx	Other Supplies	-	20,098	4,000	12,500	12,500	27,520	27,520	15,020	120.2%
31.002	Printer & Copier Supplies	-	15,050	34,000	34,000	34,000	20,000	20,000	(14,000)	-41.2%
35.xxx	Small Tools/Minor Equip	-	71,592	39,850	36,950	36,950	60,500	60,500	23,550	63.7%
41.xxx	Professional Service	-	29,727	10,000	23,635	23,635	9,410	9,410	(14,225)	-60.2%
42.xxx	Communication	-	200,673	239,450	252,650	252,650	203,600	203,600	(49,050)	-19.4%
43/49.003	Travel & Training	-	-	-	-	-	6,000	6,000	6,000	n/a
45.xxx	Operating Rental/Lease	-	52,089	52,500	52,500	52,500	74,730	74,730	22,230	42.3%
48.xxx	Repairs & Maintenance	-	138,030	187,490	232,400	232,400	329,670	377,040	97,270	41.9%
49.001	Membership Dues	-	-	-	-	-	100	100	100	n/a
49.xxx	Other Charges & Services	-	1,276	7,250	7,250	7,250	78,630	78,630	71,380	984.6%
	Subtotal Operating Exp:	**$ -**	**$ 1,009,454**	**$ 1,069,950**	**$ 1,147,293**	**$ 1,147,293**	**$ 1,293,748**	**$ 1,351,798**	**$ 146,455**	**12.8%**
Capital & One-time Funding:										
	Capital & One-Time	-	308,499	-	323,607	323,607	794,750	338,750	471,143	145.6%
	Subtotal One-time Exp:	**$ -**	**$ 308,499**	**$ -**	**$ 323,607**	**$ 323,607**	**$ 794,750**	**$ 338,750**	**$ 471,143**	**145.6%**
	Total Expenditures:	**$ -**	**$ 1,317,953**	**$ 1,069,950**	**$ 1,470,900**	**$ 1,470,900**	**$ 2,088,498**	**$ 1,690,548**	**$ 617,598**	**42.0%**

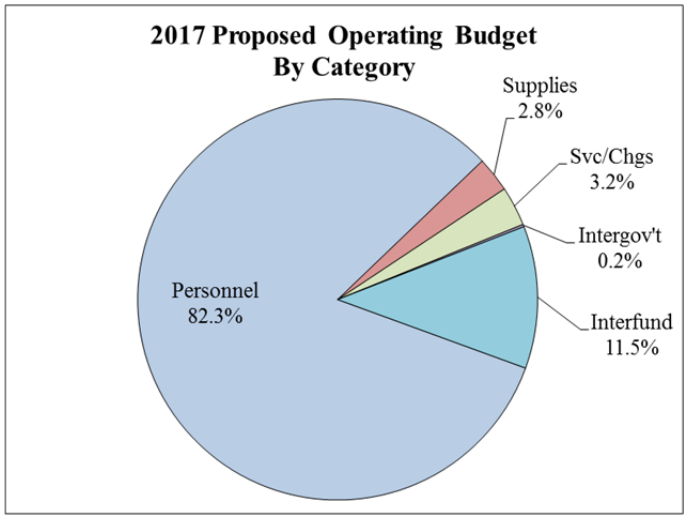
Note: 2014 includes the Information Technology Division which was accounted for in the General Fund. As of 2015, the information function is accounted for as an internal service fund.

ADMINISTRATIVE SERVICES HUMAN RESOURCES

Responsible Manager: ***Mary McDougal, Human Resources Director***

PURPOSE/DESCRIPTION

The Human Resources Division provides human resources functional expertise, support, and risk management coordination support to management and employees so City departments can successfully deliver efficient and cost-effective government services to citizens. The purpose is to develop and administer fair and equitable human resources and risk management systems, which are in alignment with City goals, and objectives, balance the needs of employees and the City, and ensure compliance with applicable rules and regulations.



GOALS/OBJECTIVES

- Attract and retain a highly qualified, diverse workforce.
- Foster amicable employee/labor relations.
- Promote employee safety, wellness and high productivity and performance.
- Ensure compliance with laws and regulations.
- Maintain consistency and fairness when implementing and administering policy decisions and direction.

PERFORMANCE MEASURES

Measure	Target	2015 Actual	2016 Est	2017 Est	2018 Est
Percentage of bargaining units (n=4) with current (unexpired) collective bargaining agreements (averaged over 4 quarters)	100%	100%	94%	94%	100%
Voluntary employee turnover rate	<15%	11%	15%	15%	15%
Number of recuitments per HR Analyst	n/a	17	44	35	35
Average number of applications received per position recruitment	n/a	65	65	75	75
Average number of days to create civil service eligibility list	<60	52	50	60	60
Average number of days to complete external non-civil service recruitment	<45	40	44	45	45
Average percentage of employees hired in same period in prior year	100%	81%	85%	90%	90%
Percentage of City-wide budgeted FTEs filled (for 2017/18 n=??)	100%	97%	98%	98%	98%
Percentage of EEO job and gender/race categories (n =112) where workforce underutilization rate is less than 3% (averaged over 4	100%	83%	85%	90%	90%
Completion percentage of performance evaluations due	100%	n/a	75%	90%	90%

POSITION INVENTORY

Positions	2014 Actual	2015 Actual	2016 Adopted	2016 Adjusted	2016 Year-end	2017 Proposed	2018 Proposed	Grade
Human Resources Director	1.00	1.00	1.00	1.00	1.00	1.00	1.00	62
Human Resources Analyst	2.00	2.00	2.00	2.00	2.00	2.00	2.00	38
Human Resources Technician	-	-	-	1.00	1.00	1.00	1.00	25
Administrative Assistant	1.00	1.00	1.00	-	-	-	-	25
Senior Office Assistant	1.00	-	-	-	-	-	-	18
Total Regular Staffing	**5.00**	**4.00**	**4.00**	**4.00**	**4.00**	**4.00**	**4.00**	
Change from prior year	n/a	(1.00)	-	-	-	-	-	

ADMINISTRATIVE SERVICES HUMAN RESOURCES

Responsible Manager: ***Mary McDougal, Human Resources Director***

HIGHLIGHTS/CHANGES

The proposed operating budget totals $543K in 2017 and $559K in 2018. This is an increase of 6.9% or $35K from the 2016 adjusted operating budget. Highlights of the 2017 proposed budget compared to the 2016 adjusted operating budget are as follows:

- Benefits – the increase is due to a combination of anticipated medical rate increase and employee selection of medical benefits.
- Professional Services – the increase is due primarily to professional services for labor relations and addition of the volunteer recognition program not previously budgeted.

REVENUE AND EXPENDITURE SUMMARY

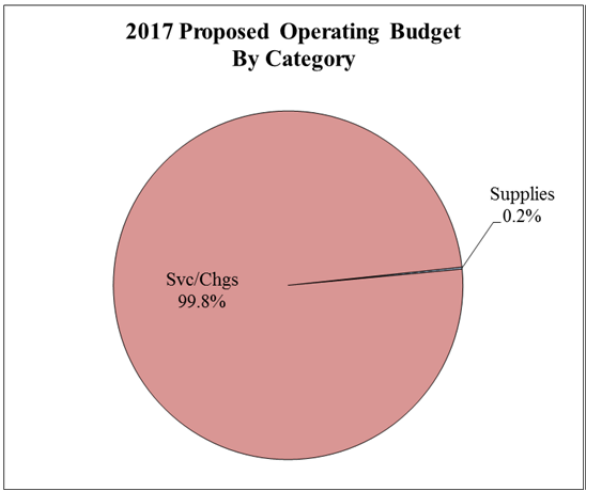
Code	Item	2014 Actual	2015 Actual	2016 Adopted	2016 Adjusted	2016 Year-end	2017 Proposed	2018 Proposed	17 Proposed - 16 Adj $ Chg	17 Proposed - 16 Adj % Chg
Revenue Summary:										
001	General Government	$1,427,162	$ 510,516	$455,720	$ 508,032	$ 506,695	$ 564,492	$566,404	56,460	11.1%
	Total Revenues:	**$ 1,427,162**	**$ 510,516**	**$ 455,720**	**$ 508,032**	**$ 506,695**	**$ 564,492**	**$ 566,404**	**$ 56,460**	**11.1%**
Expenditure Summary:										
11.xxx	Salaries & Wages	356,548	333,908	328,050	328,050	328,050	329,847	339,743	1,797	0.5%
11.002/4	Overtime	299		1,000	1,000	1,000	1,000	1,000	-	0.0%
21.xxx	Benefits	111,199	100,738	95,470	95,470	95,470	116,252	121,682	20,782	21.8%
31.xxx	Other Supplies	11,067	3,823	14,100	14,100	14,100	14,225	14,225	125	0.9%
31.003/004	Forms & Publications	44	-	-	-	-	-	-	-	n/a
31.005	Meeting Food & Beverage	1,315	860	1,000	1,000	1,000	1,200	1,200	200	20.0%
41.xxx	Professional Service	11,188	8,081	2,700	2,700	2,700	11,175	11,175	8,475	313.9%
43/49.003	Travel & Training	3,095	2,418	4,750	4,750	4,750	4,750	4,750	-	0.0%
44.xxx	Advertising	1,194	-	300	300	300	300	300	-	0.0%
46.xxx	Risk Assessment (WCIA)	925,475	-	-	-	-	-	-	-	n/a
49.001	Membership Dues	1,021	665	800	800	800	800	800	-	0.0%
49.xxx	Other Charges & Services	-	160	-	-	-	280	280	280	n/a
5x.xxx	Intergovernmental	198	-	1,050	1,050	1,050	1,050	1,050	-	0.0%
9x.xxx	IS Charges - M&O	-	59,863	6,500	56,434	55,564	58,569	59,489	2,135	3.8%
9x.xxx	IS Charges - Reserves	-	-	-	2,378	1,911	3,775	3,775	1,397	58.7%
	Subtotal Operating Exp:	**$ 1,422,643**	**$ 510,516**	**$ 455,720**	**$ 508,032**	**$ 506,695**	**$ 543,223**	**$ 559,469**	**$ 35,191**	**6.9%**
Capital & One-time Funding:										
	Capital & One-Time	4,519	-	-	-	-	21,269	6,935	21,269	n/a
	Subtotal One-time Exp:	**$ 4,519**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 21,269**	**$ 6,935**	**$ 21,269**	**n/a**
	Total Expenditures:	**$ 1,427,162**	**$ 510,516**	**$ 455,720**	**$ 508,032**	**$ 506,695**	**$ 564,492**	**$ 566,404**	**$ 56,460**	**11.1%**

ADMINISTRATIVE SERVICES RISK MANAGEMENT

Responsible Manager: ***Mary McDougal, Human Resources Director***

PURPOSE/DESCRIPTION

The City of Lakewood is a member of the Washington Cities Insurance Authority (WCIA). WCIA was created for the purpose of providing a pooling mechanism for jointly purchasing insurance, jointly self-insuring and/or jointly contracting for risk management services.



Liability coverage is written on an occurrence basis, without deductibles. Coverage includes general, automobile, police, public officials' errors or omissions, stop gap, and employee benefits liability. Limits are $4 million per occurrence self-insured layer, and $16 million per occurrence in the re-insured excess layer. The excess layer is insured by the purchase of reinsurance and insurance and is subject to aggregate limits. Total limits are $20 million per occurrence subject to aggregate sub-limits in the excess layers. The Board of Directors determines the limits and terms of coverage annually.

Insurance coverage for property, automobile physical damage, fidelity, inland marine, and boiler and machinery are purchased on a group basis. Various deductibles apply by type of coverage. Property insurance and auto physical damage are self-funded from the members' deductible to $750,000, for all perils other than flood and earthquake, and insured above that amount by the purchase of insurance.

In-house services include risk management consultation, loss control field services, claims, pre-defense and litigation administration, and loss analyses. WCIA contracts for the claims investigation consultants for personnel issues and land use problems, insurance brokerage, and lobbyist services.

WCIA is fully funded by its members, who make annual assessments on a prospectively rated basis, as determined by an outside, independent actuary. The assessment covers loss, loss adjustment, and administrative expenses. As outlined in the inter-local agreement, WCIA retains the right to additionally assess the membership for any funding shortfall.

WCIA extends generous services to its members such as risk management education and comprehensive risk field services. These services combined with aggressive claims and litigation, allows the WCIA team to respond effectively to member needs. WCIA intentionally assumes the "working layer of losses: with limited reliance upon reinsurance for catastrophic loses. All of this makes for a complete pre- and post-loss management program.

GOALS/OBJECTIVES

- Provide risk management coordination support to timely identify and address risks through WCIA services.
- Increase employee awareness of risk management best practices, policies, procedures and resources

PERFORMANCE MEASURES

Measure	Target	2015 Actual	2016 Est	2017 Est	2018 Est
Number of safety and risk management-related plans, policies & procedures reviewed and updated	5	1	4	5	5
Percentage of City facilities (n=5) inspected for safety (average of 4 quarters)	100%	0%	50%	100%	100%
Number of new workers compensation claims city-wide	n/a	29	25	20	20
Number of new workers compensation claims - fully commissioned officers	n/a	26	20	15	15
Number of new workers compensation claims per 100 FTEs	<12	13.5	11	9	9
Workers compensation experience factor	<.9500	0.8585	1.0046	1.0000	1.0000
Work days missed due to job-related injuries or illness	0	185	156	100	100

HIGHLIGHTS/CHANGES

The proposed operating budget totals $1.25M in 2017 and $1.25M in 2018. This is an increase of 6.9% or $81K from the 2016 adjusted operating budget. These expenditures are offset by M&O charges to the individual departments to which the expenditures relate. Highlights of the 2017 proposed operating budget compared to the 2016 adjusted operating budget are as follows:

- Risk Assessment (WCIA) – increase due to increases in insurance premiums, due primarily to claims from previous years.
- Repairs & Maintenance –the decrease is due to third party claims expense.

REVENUE & EXPENDITURE SUMMARY

Code	Item	2014 Actual	2015 Actual	2016 Adopted	2016 Adjusted	2016 Year-end	2017 Proposed	2018 Proposed	17 Proposed - 16 Adj $ Chg	17 Proposed - 16 Adj % Chg
Revenue Summary:										
	M&O Revenue	$ -	$1,250,348	$ 778,980	$1,096,142	$1,076,142	$ 1,176,972	$ 1,176,972	80,830	7.4%
	AWC Retro Refund	-	23,878	-	24,000	24,000	24,000	24,000	-	0.0%
	Insurance Recovery	-	51,778	-	50,000	70,000	50,000	50,000	-	0.0%
	Total Revenues:	**$ -**	**$ 1,326,004**	**$ 778,980**	**$ 1,170,142**	**$ 1,170,142**	**$ 1,250,972**	**$ 1,250,972**	**$ 80,830**	**6.9%**
Expenditure Summary:										
31.xxx	Other Operating Supplies	-	977	2,500	2,500	2,500	2,500	2,500	-	0.0%
41.xxx	Professional Service	-	43,289	25,650	25,650	29,826	24,650	24,650	(1,000)	-3.9%
43/49.003	Travel & Training	-	-	300	300	300	300	300	-	0.0%
46.xxx	Risk Assessment (WCIA)	-	835,200	750,000	987,500	994,123	1,072,992	1,072,992	85,492	8.7%
48.xxx	Repairs & Maintenance	-	154,256	530	154,192	143,393	150,530	150,530	(3,662)	-2.4%
49.xxx	Other Charges & Services	-	359	-	-	-	-	-	-	n/a
	Subtotal Operating Exp:	**$ -**	**$ 1,034,081**	**$ 778,980**	**$ 1,170,142**	**$ 1,170,142**	**$ 1,250,972**	**$ 1,250,972**	**$ 80,830**	**6.9%**
Capital & One-time Funding:										
	Capital & One-Time	-	291,920	-	-	-	-	-	-	n/a
	Subtotal One-time Exp:	**$ -**	**$ 291,920**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**n/a**
	Total Expenditures:	**$ -**	**$ 1,326,001**	**$ 778,980**	**$ 1,170,142**	**$ 1,170,142**	**$ 1,250,972**	**$ 1,250,972**	**$ 80,830**	**6.9%**

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2017/2018
Budget Line Item Detail

2017/2018 Budget Detail

ADMINISTRATIVE SERVICES - FINANCE

001.0000.04.514.20.11.011	TEMPORARY WORKER WAGES		2017		2018
CAFR ASSISTANCE		$	6,500	$	6,500
	Subtotal:	**$**	**6,500**	**$**	**6,500**

001.0000.04.514.20.31.001	OFFICE & OPERATING SUPPLIES		2017		2018
ACCOUNTS PAYABLE CHECK STOCK		$	200	$	200
ACCOUNTS PAYABLE ENVELOPES		$	225	$	225
ACCOUNTS RECEIVABLE ENVELOPES		$	75	$	75
GENERAL OFFICE SUPPLIES		$	300	$	300
PAYROLL ENVELOPES		$	80	$	80
	Subtotal:	**$**	**880**	**$**	**880**

001.0000.04.514.20.31.003	OFFICE FORMS		2017		2018
1099 FORMS		$	50	$	50
PET LICENSE TAGS QTY 5300		$	800	$	800
W2 FORMS		$	20	$	20
	Subtotal:	**$**	**870**	**$**	**870**

001.0000.04.514.20.31.004	OFFICE PUBLICATIONS		2017		2018
GOVERNMENTAL ACCOUNTING, AUDITING & FINANCIAL REPORTING BOOKS		$	315	$	315
GOVERNMENTAL ACCOUNTING, AUDITING & FINANCIAL NEWSLETTER		$	55	$	55
FINANCE MANUALS		$	250	$	250
	Subtotal:	**$**	**620**	**$**	**620**

001.0000.04.514.20.41.001	PROFESSIONAL SERVICES		2017		2018
MICRO-FLEX TAX AUDIT PROGRAM , OFFSET BY TAX		$	1,800	$	1,800
PUBLIC FINANCE LID ADMINISTRATION		$	1,000	$	1,000
	Subtotal:	**$**	**2,800**	**$**	**2,800**

001.0000.04.514.20.41.064	BANKING CHARGES		2017		2018
BANKING SERVICE FEES /NET OF EARNINGS CREDIT		$	30,000	$	30,000
SAFEKEEPING / CUSTODY FEES		$	500	$	500
	Subtotal:	**$**	**30,500**	**$**	**30,500**

001.0000.04.514.20.43.001	TRANSPORTATION CHARGES		2017		2018
GOVERNMENT FINANCE OFFICERS ASSOC. ANNUAL CONFERENCE		$	500	$	500
	Subtotal:	**$**	**500**	**$**	**500**

001.0000.04.514.20.43.002	LODGING CHARGES		2017		2018
GOVERNMENT FINANCE OFFICERS ASSOC. ANNUAL CONFERENCE		$	560	$	560
WASHINGTON FINANCE OFFICERS ASSOC. ANNUAL CONFERENCE		$	400	$	400
WASHINGTON PUBLIC TREASURERS ASSOC. ANNUAL CONFERENCE		$	400	$	400
	Subtotal:	**$**	**1,360**	**$**	**1,360**

001.0000.04.514.20.43.003	MILEAGE REIMBURSEMENTS		2017		2018
WA FINANCE OFFICERS & WA PUBLIC TREASURERS ANNUAL CONFERENCE		$	400	$	400
	Subtotal:	**$**	**400**	**$**	**400**

001.0000.04.514.20.43.004	CONFERENCE MEALS		2017		2018
WASHINGTON FINANCE OFFICERS ASSOC. ANNUAL CONFERENCE		$	150	$	150
WASHINGTON PUBLIC TREASURERS ASSOC. ANNUAL CONFERENCE		$	150	$	150
	Subtotal:	**$**	**300**	**$**	**300**

001.0000.04.514.20.49.001	MEMBERSHIPS & DUES		2017		2018
GOVERNMENT FINANCE OFFICERS ASSOC.		$	600	$	600
PUGET SOUND FINANCE OFFICERS ASSOC.		$	100	$	100
WASHINGTON CITY/COUNTY MANAGEMENT ASSOC.		$	170	$	170
WASHINGTON FINANCE OFFICERS ASSOC.		$	400	$	400
WASHINGTON PUBLIC TREASURERS ASSOC.		$	100	$	100
	Subtotal:	**$**	**1,370**	**$**	**1,370**

2017/2018 Budget Detail

ADMINISTRATIVE SERVICES - FINANCE

001.0000.04.514.20.49.003	REGISTRATION		2017		2018
GENERALLY ACCEPTED ACCOUNTING PRINCIPLES UPDATE		$	180	$	180
GOVERNMENT FINANCE OFFICERS ANNUAL CONFERENCE		$	380	$	380
NON-CONFERENCE TRAINING		$	900	$	900
PUGET SOUND FINANCE OFFICERS ASSOC. MONTHLY MEETING		$	300	$	300
WASHINGTON FINANCE OFFICERS ASSOC. ANNUAL CONFERENCE		$	325	$	325
WASHINGTON PUBLIC TREASURERS ASSOC. ANNUAL CONFERENCE		$	325	$	325
	Subtotal:	**$**	**2,410**	**$**	**2,410**

001.0000.04.514.20.49.017	MISCELLANEOUS		2017		2018
GFOA AWARD PROGRAM SUBMITTAL - CAFR		$	450	$	450
GFOA AWARD PROGRAM - BUDGET SUBMITTAL		$	450	$	-
OTHER POTENTIAL AWARD PROGRAM SUBMITTALS		$	-	$	450
	Subtotal:	**$**	**900**	**$**	**900**

001.0000.04.514.20.51.048	AUDITING CHARGES		2017		2018
ANNUAL WASHINGTON STATE AUDITOR'S OFFICE AUDIT		$	70,000	$	70,000
	Subtotal:	**$**	**70,000**	**$**	**70,000**
	Total Budget:	**$**	**119,410**	**$**	**119,410**

2017/2018 Budget Detail

ADMINISTRATIVE SERVICES - NON-DEPARTMENTAL

001.0000.99.513.10.49.001	MEMBERSHIPS/DUES		2017		2018
AIR FORCE ASSOCIATION COMMUNITY PARTNER DUES		$	180	$	180
ASSOC OF US ARMY DUES		$	150	$	150
LAKEWOOD CHAMBER OF COMMERCE DUES		$	700	$	700
PIERCE COUNTY CITIES & TOWNS ASSOC. DUES		$	50	$	50
PIERCE COUNTY REGIONAL COUNCIL DUES		$	1,500	$	1,500
SISTER CITIES INTL DUES		$	75	$	75
	Subtotal:	**$**	**2,655**	**$**	**2,655**

001.0000.99.518.40.31.001	OFFICE & OPERATING SUPPLIES		2017		2018
PAPER/LETTERHEAD		$	10,000	$	10,000
WATER/MEETING COFFEE SUPPLIES		$	4,400	$	4,400
	Subtotal:	**$**	**14,400**	**$**	**14,400**

001.0000.99.518.40.42.002	POSTAGE		2017		2018
POSTAGE		$	57,020	$	57,020
	Subtotal:	**$**	**57,020**	**$**	**57,020**

001.0000.99.518.40.49.001	MEMBERSHIPS/DUES		2017		2018
ASSOCIATION OF WASHINGTON CITIES		$	41,030	$	41,030
COSTCO MEMBERSHIP		$	110	$	110
PUGET SOUND REGIONAL COUNCIL		$	16,505	$	16,505
	Subtotal:	**$**	**57,645**	**$**	**57,645**
	Total Budget:	**$**	**131,720**	**$**	**131,720**

2017/2018 Budget Detail

ADMINISTRATIVE SERVICES - FLEET & EQUIPMENT (ONGOING)

501.0000.51.521.10.32.001	FLEET VEHICLE GASOLINE	2017	2018
POLICE FUEL - 117,000 GALLONS @ $3 PER GALLON		$ 350,000	$ 350,000
	Subtotal:	**$ 350,000**	**$ 350,000**

501.0000.51.521.10.48.005	REPAIRS & MAINTENANCE	2017	2018
REPAIRS & MAINTENANCE FOR POLICE VEHICLES & EQUIPMENT		$ 276,080	$ 276,080
	Subtotal:	**$ 276,080**	**$ 276,080**

501.0000.51.548.79.31.006	FLEET VEHICLE OPERATING SUPPLIES	2017	2018
OPERATING SUPPLIES FOR CITY HALL FLEET & EQUIPMENT		$ 3,990	$ 3,990
	Subtotal:	**$ 3,990**	**$ 3,990**

501.0000.51.548.79.32.001	FLEET VEHICLE GASOLINE	2017	2018
FUEL FOR CITY HALL FLEET & EQUIPMENT		$ 66,200	$ 66,200
CRACK SEALER		$ 750	$ 750
	Subtotal:	**$ 66,950**	**$ 66,950**

501.0000.51.548.79.32.002	FLEET VEHICLE DIESEL	2017	2018
PARKS FT. STEILACOOM		$ 3,700	$ 3,700
PARKS GENERAL		$ 3,500	$ 3,500
	Subtotal:	**$ 7,200**	**$ 7,200**

501.0000.51.548.79.48.005	REPAIRS & MAINTENANCE	2017	2018
REPAIRS & MAINTENANCE FOR CITY HALL VEHICLES & EQUIPMENT		$ 50,750	$ 50,750
CRACK SEALER		$ 750	$ 750
	Subtotal:	**$ 51,500**	**$ 51,500**
	Total Budget:	**$ 755,720**	**$ 755,720**

2017/2018 Budget Detail

ADMINISTRATIVE SERVICES - FLEET & EQUIPMENT (1-TIME)

501.9999.51.594.21.64.005	VEHICLE	2017	2018
REPLACE 2009 FORD CROWN VICTORIA (VEH 15-22-098)	$ 46,000	$ -
REPLACE 2010 FORD CROWN VICTORIA (VEH 15-22-431)	$ 46,000	$ -
REPLACE 2008 FORD F150 (VEH 15-21-031)	$ 35,000	$ -
REPLACE 2010 FORD CROWN VICTORIA (VEH 15-22-428)	$ 46,000	$ -
REPLACE 2010 FORD CROWN VICTORIA (VEH 15-30-423)	$ 46,000	$ -
REPLACE 2010 FORD CROWN VICTORIA (VEH 15-70-432)	$ 46,000	$ -
REPLACE 2008 FORD ESCAPE (VEH 15-10-014)	-	$ 35,000
REPLACE 2008 CHEVY TRAILBLAZER (VEH 15-21-030)	-	$ 35,000
REPLACE 2010 FORD CROWN VICTORIA (VEH 15-22-429)	-	$ 46,000
REPLACE 2008 FORD CROWN VICTORIA (VEH 15-70-022)	-	$ 46,000
REPLACE 2010 FORD CROWN VICTORIA (VEH 15-22-430)	-	$ 46,000
Subtotal:	**$ 265,000**	**$ 208,000**

501.9999.51.594.48.64.005	VEHICLE	2017	2018
REPLACE 2008 FORD F150 (VEH 42270)	$ 28,000	$ -
REPLACE 2008 FORD RANGER (VEH 21-21-012)	$ 28,000	$ -
REPLACE 1991 POTHOLE PATCHING TRUCK (VEH 21-21-603)	$ 200,000	$ -
REPLACE 2007 FORD F150 (VEH 42260)	$ -	$ 28,000
REPLACE 1999 FORD E350 STEP VAN (VEH 42210)	-	$ 40,000
Subtotal:	**$ 256,000**	**$ 68,000**

501.9999.51.594.48.64.006	HEAVY EQUIPMENT	2017	2018
REPLACE 2006 JOHN DEERE MOWER (VEH 42800)	$ 60,000	$ -
REPLACE PORTABLE STAGE (PURCHASED USED IN 2004	$ -	$ 9,000
REPLACE 2003 JOHN DEERE 1200A BUNKER/BALL FIELD RAKE	-	$ 9,000
PURCHASE NEW STREET PAINT STRIPER	$ 9,000	$ -
PURCHASE NEW PROPANE INFRARED BURNER	$ 8,500	$ -
PURCHASE NEW CRACK SEALER	$ 63,000	$ -
Subtotal:	**$ 140,500**	**$ 18,000**

501.9999.51.597.02.00.001	TRANSFER TO GENERAL FUND	2017	2018
TRANSFER TO GENERAL FUND - EXCESS RESERVES FROM SURPLUS	$ 58,250	$ -
TRANSFER TO GENERAL FUND - PROCEEDS FROM SALE OF ASSETS	$ 37,800	$ 16,000
	Subtotal:	**$ 96,050**	**$ 16,000**
	Total Budget:	**$ 757,550**	**$ 310,000**

2017/2018 Budget Detail

ADMINISTRATIVE SERVICES - INFORMATION TECHNOLOGY (ONGOING)

503.0000.04.518.80.31.001	OFFICE & OPERATING SUPPLIES	2017	2018
CW-OFFICE & OPERATING SUPPLIES		$ 25,000	$ 25,000
PD-CELLULAR ACCESSORIES & REPLACEMENT ITEMS		$ 2,520	$ 2,520
	Subtotal:	**$ 27,520**	**$ 27,520**

503.0000.04.518.80.31.002	PRINTER AND COPIER SUPPLIES	2017	2018
CW-PRINTER TONER - MACHINES NOT UNDER CONTRACT		$ 20,000	$ 20,000
	Subtotal:	**$ 20,000**	**$ 20,000**

503.0000.04.518.80.35.001	SMALL TOOLS & MINOR EQUIPMENT	2017	2018
CW-REPLACEMENT HARDWARE OVER $500		$ 11,500	$ 11,500
	Subtotal:	**$ 11,500**	**$ 11,500**

503.0000.04.518.80.35.003	COMPUTER SOFTWARE	2017	2018
CW-DNS SERVERS TO MANAGE NETWORK RESOURCES		$ 500	$ 500
CW-MICROSOFT ENTERPRISE AGREEMENT RENEWAL		$ 15,000	$ 15,000
	Subtotal:	**$ 15,500**	**$ 15,500**

503.0000.04.518.80.35.030	COMPUTER HARDWARE REPLACEMENT	2017	2018
CW-COMPUTER HARDWARE REPLACEMENT		$ 25,000	$ 25,000
CW-ENTERPRISE WEB FILTERING SYSTEM (IBOSS)		$ 8,500	$ 8,500
	Subtotal:	**$ 33,500**	**$ 33,500**

503.0000.04.518.80.41.001	PROFESSIONAL SERVICE	2017	2018
CW-GENERAL SERVICES NOT UNDER WARRANTY		$ 7,500	$ 7,500
PD-AMERICAN MESSAGING COURIER SERVICES		$ 1,910	$ 1,910
	Subtotal:	**$ 9,410**	**$ 9,410**

503.0000.04.518.80.42.001	TELECOMMUNICATIONS	2017	2018
CC-VERIZON DATA CHARGES FOR TABLETS 7 IPADS		$ 1,500	$ 1,500
CED-VERIZON CELLULAR CHARGES 6 PHONES, 2 MIFI		$ 4,000	$ 4,000
CED-VERIZON CELLULAR CHARGES 9 IPADS-COMMISSION		$ 4,400	$ 4,400
CM-VERIZON CELL CHARGES 2 PHONES, 1 IPAD, 1 AIRCARD		$ 2,300	$ 2,300
COMM-VERIZON CELLULAR CHARGES 1 PHONE, 1 AIRCARD		$ 1,200	$ 1,200
CW-PRIMARY INTERNET GATEWAY VIA OPTICFUSION		$ 20,500	$ 20,500
CW-SECONDARY INTERNET GATEWAY & GUEST NETWORK		$ 11,000	$ 11,000
CW-VERIZON CELL CHARGES IT 3 PHONE, 2 IPAD, 6 AIRCARD		$ 2,500	$ 2,500
FI-VERIZON CELLULAR CHARGES 1 PHONE		$ 700	$ 700
LG-VERIZON CELL CHARGES 1 IPAD, 4 PHONES, 1 AIRCARD		$ 3,300	$ 3,300
MC-VERIZON CELLULAR CHARGES 2 PHONES		$ 1,100	$ 1,100
PD-BACK UP SATELLITE PHONE FOR EMERGENCIES		$ 600	$ 600
PD-PHONE-CENTURYLINK COLD CASE/DOMESTIC VIOLENCE		$ 6,200	$ 6,200
PD-PHONE-SPECIAL OPERATIONS 3 SECURE DSL CIRCUITS		$ 1,600	$ 1,600
PD-VERIZON CELLULAR CHARGES 130 PHONES		$ 95,000	$ 95,000
PR-PHONE FOR SECURITY SYSTEMS, ALARMS, ELEVATORS		$ 7,500	$ 7,500
PR-VERIZON CELLULAR CHARGES 20 PHONES		$ 11,800	$ 11,800
PR-VERIZON CELLULAR CHARGES O&M STAFF 27 PHONES		$ 15,800	$ 15,800
PRCS-CENTURYLINK DSL INTERNET SERVICE		$ 700	$ 700
PW-CENTURYLINK PHONE SERVICE (VMS BUILDING)		$ 1,100	$ 1,100
PW-VERIZON CELLULAR CHARGES 17 PHONES		$ 9,500	$ 9,500
SSMCP-VERIZON CELLULAR CHARGES 2 PHONES		$ 1,300	$ 1,300
	Subtotal:	**$ 203,600**	**$ 203,600**

503.0000.04.518.80.43.001	TRANSPORTATION CHARGES	2017	2018
INTEROP CONFERENCE AIRFARE		$ 500	$ 500
	Subtotal:	**$ 500**	**$ 500**

2017/2018 Budget Detail

ADMINISTRATIVE SERVICES - INFORMATION TECHNOLOGY (ONGOING)

503.0000.04.518.80.45.002	LODGING CHARGES	2017	2018
INTEROP CONFERENCE		$ 500	$ 500
ASSOCIATION OF COUNTY & CITY SPRING CONFERENCE		$ 375	$ 375
ASSOCIATION OF COUNTY & CITY FALL CONFERENCE		$ 375	$ 375
	Subtotal:	**$ 1,250**	**$ 1,250**

503.0000.04.518.80.45.002	CONFERENCE MEALS	2017	2018
INTEROP CONFERENCE		$ 150	$ 150
ASSOCIATION OF COUNTY & CITY SPRING CONFERENCE		$ 75	$ 75
ASSOCIATION OF COUNTY & CITY FALL CONFERENCE		$ 75	$ 75
	Subtotal:	**$ 300**	**$ 300**

503.0000.04.518.80.45.002	COPIER RENTALS	2017	2018
CED-PRINTER ANNUAL LEASE		$ 550	$ 550
CW-COPIER LEASE 1@$224, 1@$438, 1@$240		$ 10,850	$ 10,850
CW-COPIER USE PER PAGE $.0039 COLOR, $.0043 B&W		$ 35,000	$ 35,000
CW-PRINTER ANNUAL LEASE		$ 550	$ 550
FI-PRINTER ANNUAL LEASE		$ 550	$ 550
HR-PRINTER ANNUAL LEASE		$ 680	$ 680
LG-PRINTER ANNUAL LEASE		$ 1,100	$ 1,100
MC-COPIER ANNUAL LEASE		$ 2,700	$ 2,700
MC-PRINTER ANNUAL LEASE		$ 650	$ 650
PD-LEASE- 1@$206, 2@$224, 1@$196, 1@$157, 1@$179		$ 14,250	$ 14,250
PD-PRINTER LEASE- 5@$46, 2@$45, 1 @$56		$ 4,500	$ 4,500
PRCS-SENIOR CENTER COPIER ANNUAL LEASE		$ 2,700	$ 2,700
PW-PRINTER ANNUAL LEASE		$ 650	$ 650
	Subtotal:	**$ 74,730**	**$ 74,730**

503.0000.04.518.80.48.002	COMPUTER HARDWARE MAINTENANCE	2017	2018
CW-ARCHIVAL & BACKUP STORAGE DEVICE (TAPE DRIVE)		$ 3,300	$ 3,300
CW-CITY HALL PRIMARY DATA CENTER BATTERY BACKUP		$ 4,200	$ 4,200
CW-FIREWALL ANNUAL MAINTENANCE AGREEMENT (JUNIPER)		$ 250	$ 250
CW-FIREWALL ANNUAL MAINTENANCE AGREEMENTS		$ 19,000	$ 19,000
CW-NETWORK INFRASTRUCTURE HARDWARE (CXTECH)		$ 1,430	$ 1,430
CW-NETWORK SWITCHING & WIRELESS INFRASTRUCTURE		$ 34,200	$ 34,200
CW-PRIMARY STORAGE SYSTEM (SAN) (EMC)		$ 20,000	$ 20,000
CW-SECONDARY STORAGE SYSTEM (SAN) (NETAPP)		$ 10,650	$ 10,650
MC-ONE PART CONTINUOUS FORM PAPER SEPARATOR		$ 2,500	$ 2,500
MC-VIDEO ARRAIGNMENT SYSTEM (LIFESIZE)		$ 1,500	$ 1,500
PW-PRINTER/PLOTTER ANNUAL MAINTENANCE (KIP)		$ 1,750	$ 1,750
	Subtotal:	**$ 98,780**	**$ 98,780**

2017/2018 Budget Detail

ADMINISTRATIVE SERVICES - INFORMATION TECHNOLOGY (ONGOING)

503.0000.04.518.80.48.003	COMPUTER SOFTWARE MAINTENANCE	2017	2018
CED-ONLINE WEB PERMITTING SOLUTION & HOSTING		$ 3,750	$ 3,750
CITY COUNCIL CHAMBERS TECHNOLOGY M&O		$ -	$ 15,000
COURT PAPERLESS SYSTEM M&O		$ -	$ 9,700
CW-DIGITAL RECORDING SYSTEM (FTR GOLD)		$ 500	$ 500
CW-EDEN FINANCIAL SYSTEMS ANNUAL MAINTENANCE		$ 59,800	$ 59,800
CW-EMAIL ARCHIVAL & RETENTION SOLUTION		$ 7,200	$ 7,200
CW-ENTERPRISE ANTIVIRUS ENDPOINT PROTECTION		$ 6,930	$ 6,930
CW-ENTERPRISE BACKUP & ARCHIVAL SOLUTION (VEEAM)		$ 4,000	$ 4,000
CW-IT MANAGEMENT SOFTWARE FOR MONITORING		$ 4,500	$ 4,500
CW-MICROSOFT LICENSES		$ 10,000	$ 10,000
CW-MOBILE VPN (VIRTUAL PRIVATE NETWORK)		$ 9,000	$ 9,000
CW-PHONE SYSTEM ENHANCED REPORTING SOLUTION		$ 1,300	$ 1,300
CW-REMOTE ACCESS & WORKSTATION VIRTUALIZATION		$ 4,200	$ 4,200
CW-SERVER VIRTUALIZATION INFRASTRUCTURE		$ 8,000	$ 8,000
CW-TECHNOLOGY REMOTE ADMINISTRATION TOOLS		$ 400	$ 400
DISASTER RECOVERY COLOCATION M&O		$ 18,000	$ 17,300
FI-TAX & LICENSE COMPLIANCE SOFTWARE		$ 1,600	$ 1,600
GIS-GEOGRAPHIC INFORMATION SYSTEMS SOFTWARE (ESRI)		$ 7,800	$ 7,800
HR-ONLINE HUMAN RESOURCE SOFTWARE & SOLUTIONS		$ 7,800	$ 7,800
LEGAL PAPERLESS SYSTEM M&O		$ -	$ 4,870
MC-DIGITAL RECORDING SYSTEM (FTR GOLD)		$ 500	$ 500
MC-DIGITAL SIGN COURT DOCKET SYSTEM		$ 900	$ 900
PD-BIOMETRIC IDENTITY VERIFICATION & ENROLLMENT		$ 1,200	$ 1,200
PD-COLLECTING, MANAGING & REPORTING OF RECORDS		$ 1,000	$ 1,000
PD-CRIMEREPORTS COMMUNITY ENGAGEMENT SOFTWARE		$ 5,000	$ 5,000
PD-FLEET & EQUIPMENT MAINTENANCE SOFTWARE		$ 1,100	$ 1,100
PD-INTERNAL AFFAIRS PROFESSIONAL STANDARDS		$ 2,500	$ 2,500
PD-INVESTIGATIVE INTERVIEW RECORDING SYSTEM		$ 9,900	$ 9,900
PD-LAW ENFORCEMENT COMPUTER FORENSIC TOOL KIT		$ 1,200	$ 1,200
PD-LAW ENFORCEMENT EVIDENCE SYSTEM WEB/MOBILE		$ 6,000	$ 6,000
PD-LAW ENFORCEMENT EVIDENCE SYSTEM-DIGITAL MEDIA		$ 5,000	$ 5,000
PD-LAW ENFORCEMENT EVIDENCE TRACKING SYSTEM		$ 8,850	$ 8,850
PD-ONLINE INVESTIGATION SYSTEM (LEADSONLINE)		$ 7,500	$ 7,500
PD-OXYGEN FORENSIC CELL PHONE DATA EXTRACTION		$ 1,000	$ 1,000
PD-PROBATION CASE MANAGEMENT SYSTEM (CASELOAD PRO)		$ 1,600	$ 1,600
PD-PROPERTY & OWNERSHIP SEARCH ENGINE (REALQUEST)		$ 200	$ 200
PD-SOFTWARE FOR BACKGROUND CHECKS		$ 960	$ 960
PD-IN CAR CAMERA ANNUAL SERVICE AGREEMENT		$ 5,000	$ 5,000
PW-PAVEMENT MANAGEMENT SOFTWARE		$ 3,000	$ 3,000
PW-TRAFFIC PLANNING, MANAGEMENT & ANALYSIS SYSTEM		$ 3,700	$ 3,700
VIDEO SURVEILLANCE M&O		$ 10,000	$ 10,000
VULNERABILITY & PENETRATION SYSTEM M&O		$ -	$ 18,500
	Subtotal:	**$ 230,890**	**$ 278,260**

503.0000.04.518.80.49.001	MEMBERSHIPS/DUES	2017	2018
CW-ASSOCIATION OF COUNTY AND CITY INFO SYSTEMS		$ 100	$ 100
	Subtotal:	**$ 100**	**$ 100**

503.0000.04.518.80.49.003	REGISTRATION	2017	2018
INTEROP CONFERENCE		$ 2,200	$ 2,200
ASSOCIATION OF COUNTY & CITY INFO SYSTEMS SPRING CONFERENCE		$ 125	$ 125
ASSOCIATION OF COUNTY & CITY INFO FALL CONFERENCE		$ 125	$ 125
MICROSOFT/SECURITY TRAINING CLASS		$ 1,500	$ 1,500
Subtotal:		**$ 3,950**	**$ 3,950**

2017/2018 Budget Detail

ADMINISTRATIVE SERVICES - INFORMATION TECHNOLOGY (ONGOING)

503.0000.04.518.80.49.004 SUBSCRIPTION		2017		2018
CED-AVAILABLE COMMERCIAL PROPERTY WEBSITE LISTINGS	$	1,200	$	1,200
COMM-DIGITAL IMAGING & EDITING SOFTWARE	$	250	$	250
CW-ALL CITY OF LAKEWOOD INTERNET DOMAIN NAMES	$	500	$	500
CW-CELL PHONE TEXT MESSAGING ARCHIVAL SOLUTION	$	12,000	$	12,000
CW-MICROSOFT ONLINE TECHNICAL LIBRARY (TECHNET)	$	2,800	$	2,800
CW-MYLAKEWOOD311 MOBILE APPLICATION	$	15,000	$	15,000
CW-ONLINE SUPPORT FOR MICROSOFT EXCHANGE	$	250	$	250
CW-ONLINE VIDEO STREAMING (VIMEO)	$	60	$	60
CW-SECURE WEB CERTIFICATES FOR CITY HOSTED WEBSITES	$	1,000	$	1,000
CW-TARGET EMAIL CAMPAIGN MANAGEMENT SOFTWARE	$	720	$	720
LEGAL-RESEARCH & CASE LAW (LEXIS NEXIS)	$	7,900	$	7,900
PR-ASSET MANAGEMENT SYSTEM ANNUAL SUBSCRIPTION	$	35,000	$	35,000
PR-BOAT LAUNCH CREDIT CARD SYSTEM & TOOLS	$	700	$	700
PR-VENTEK HOSTING	$	1,250	$	1,250
Subtotal:	**$**	**78,630**	**$**	**78,630**
Total Budget:	**$**	**810,160**	**$**	**857,530**

2017/2018 Budget Detail

ADMINISTRATIVE SERVICES - INFORMATION TECHNOLOGY (1-TIME)

503.0003.04.594.14.64.002	COMPUTER HARDWARE	2017	2018
WIRELESS ACCESS POINTS (WI-FI)		$ 10,000	$ -
		$ 10,000	**$ -**

503.0005.04.518.80.41.001	PROFESSIONAL SERVICE	2017	2018
WEB SITE ENHANCEMENT		$ 15,000	$ -
		$ 15,000	**$ -**

503.0010.04.518.80.35.030	COMPUTER HARDWARE REPLACEMENT	2017	2018
NETWORK - SWITCHES & ROUTERS		$ 160,000	$ -
		$ 160,000	**$ -**

503.0011.04.518.80.35.030	COMPUTER HARDWARE REPLACEMENT	2017	2018
SERVER/HARDWARE UPGRADES		$ 30,000	$ -
		$ 30,000	**$ -**

503.0012.04.594.14.64.002	COMPUTER HARDWARE	2017	2018
DISASTER RECOVERY/CO-LOCATION IMPLEMENTATION		$ 30,000	$ -
		$ 30,000	**$ -**

503.0013.04.518.80.35.030	COMPUTER HARDWARE REPLACEMENT	2017	2018
FIREWALL & INTRUSION DETECTION SYSTEMS		$ -	$ 50,000
		$ -	**$ 50,000**

503.0014.04.518.80.35.030	COMPUTER HARDWARE REPLACEMENT	2017	2018
CITY COUNCIL CHAMBERS TECHNOLOGY		$ 126,000	$ -
		$ 126,000	**$ -**

503.0015.04.518.80.35.030	COMPUTER HARDWARE REPLACEMENT	2017	2018
COMPUTER REPLACEMENT		$ 138,750	$ 138,750
		$ 138,750	**$ 138,750**

503.0016.04.594.14.64.003	COMPUTER SOFTWARE	2017	2018
MUNICIPAL COURT WORKFLOW SYSTEM		$ 50,000	$ -
		$ 50,000	**$ -**

503.0017.04.594.14.64.003	COMPUTER SOFTWARE	2017	2018
LEGAL WORKFLOW SYSTEM		$ 50,000	$ -
		$ 50,000	**$ -**

503.0018.04.594.14.64.003	COMPUTER SOFTWARE	2017	2018
DOCUMENT MANAGEMENT SYSTEM - ELECTRONIC RECORDS		$ 150,000	$ 150,000
		$ 150,000	**$ 150,000**

503.0019.04.594.14.64.003	COMPUTER SOFTWARE	2017	2018
VULNERABILITY & PENETRATION TESTING		$ 35,000	$ -
	Subtotal:	**$ 35,000**	**$ -**
	Total Budget:	**$ 794,750**	**$ 338,750**

2017/2018 Budget Detail

ADMINISTRATIVE SERVICES - HUMAN RESOURCES (ONGOING)

001.0000.09.518.10.11.002	OVERTIME	2017	2018
OVERTIME		$ 1,000	$ 1,000
	Subtotal:	**$ 1,000**	**$ 1,000**

001.0000.09.518.10.31.001	OFFICE & OPERATING SUPPLIES	2017	2018
BASIC OPERATING SUPPLIES		$ 1,000	$ 1,000
VOLUNTEER RECOGNITION EVENT - VOLUNTEER OF THE YEAR PLAQUE		$ 75	$ 75
VOLUNTEER RECOGNITION EVENT - EVENT SUPPLIES		$ 50	$ 50
	Subtotal:	**$ 1,125**	**$ 1,125**

001.0000.09.518.10.31.005	MEETING MEALS EXPENSE	2017	2018
LUNCHES AND REFRESHMENTS FOR ORAL BOARD PANEL		$ 1,000	$ 1,000
VOLUNTEER RECOGNITION EVENT - EVENT SUPPLIES		$ 200	$ 200
	Subtotal:	**$ 1,200**	**$ 1,200**

001.0000.09.518.10.31.009	WELLNESS PROGRAM SUPPLIES	2017	2018
PROMOTION OF HEALTHY DIET AND EXERCISE		$ 3,500	$ 3,500
	Subtotal:	**$ 3,500**	**$ 3,500**

001.0000.09.518.10.31.029	WELLNESS STORE	2017	2018
SUPPLIES FOR WELLNESS STORE STOCKED TWICE MONTHLY		$ 9,600	$ 9,600
	Subtotal:	**$ 9,600**	**$ 9,600**

001.0000.09.518.10.41.001	PROFESSIONAL SERVICES	2017	2018
BENEFIT ADMINISTRATION		$ 1,300	$ 1,300
NAVIA BENEFIT FSA BENEFITS ADMINISTRATION		$ 700	$ 700
OUTSIDE LEGAL COUNSEL		$ 2,000	$ 2,000
WELLNESS		$ 500	$ 500
VOLUNTEER RECOGNITION EVENT - EVENT CATERING		$ 1,675	$ 1,675
LEADERSHIP ACADEMY		$ 3,000	$ 3,000
	Subtotal:	**$ 9,175**	**$ 9,175**

001.0000.09.518.10.41.010	EMPLOYEE TRAINING	2017	2018
LEADERSHIP AND CUSTOMER SERVICE TRAINING		$ 2,000	$ 2,000
	Subtotal:	**$ 2,000**	**$ 2,000**

001.0000.09.518.10.43.001	TRANSPORTATION CHARGES	2017	2018
WESTERN INTERNATIONAL PUBLIC MANAGEMENT ASSOC. AIRFARE		$ 350	$ 350
	Subtotal:	**$ 350**	**$ 350**

001.0000.09.518.10.43.002	LODGING CHARGES	2017	2018
ASSOC. OF WASHINGTON CITIES LABOR RELATIONS INSTITUTE 2		$ 400	$ 400
CIVIL SERVCE CONFERENCE FOR 1 EMPLOYEE		$ 300	$ 300
WESTERN INTERNATIONAL PUBLIC MANAGEMENT ASSOC.		$ 400	$ 400
WASHINGTON PUBLIC EMPLOYEES LABOR RELATIONS CHELAN 1 EMPLOYEE		$ 300	$ 300
WELLNESS FOR 2 EMPLOYEES		$ 200	$ 200
	Subtotal:	**$ 1,600**	**$ 1,600**

001.0000.09.518.10.43.003	MILEAGE REIMBURSEMENTS	2017	2018
PERSONAL VEHICLE MILEAGE REIMBURSEMENTS		$ 100	$ 100
	Subtotal:	**$ 100**	**$ 100**

001.0000.09.518.10.43.004	CONFERENCE MEALS	2017	2018
MEALS FOR CONFERENCES NOTED ABOVE		$ 1,000	$ 1,000
	Subtotal:	**$ 1,000**	**$ 1,000**

001.0000.09.518.10.44.001	ADVERTISING	2017	2018
SPECIALTY ADS FOR SPECIFIC JOBS		$ 300	$ 300
	Subtotal:	**$ 300**	**$ 300**

2017/2018 Budget Detail

ADMINISTRATIVE SERVICES - HUMAN RESOURCES (ONGOING)

001.0000.09.518.10.49.001	MEMBERSHIPS & DUES	2017	2018
INTERNATIONAL PUBLIC MANAGEMENT ASSOC. HR LOCAL CHAPTER		$ 100	$ 100
INTERNATIONAL PUBLIC MANAGEMENT ASSOC. HR NATIONAL CHAPTER		$ 400	$ 400
NATIONAL PUBLIC EMPLOYER PUBLIC EMPLOYER RELATIONS ASSOC.		$ 150	$ 150
WASHINGTON PUBLIC EMPLOYEES LABOR RELATIONS ASSOC.		$ 150	$ 150
	Subtotal:	**$ 800**	**$ 800**

001.0000.09.518.10.49.003	REGISTRATION	2017	2018
ASSOC. OF WASHINGTON CITIES LABOR RELATIONS FOR 2 EMPLOYEES		$ 400	$ 400
CIVIL SERVICE FOR 3 EMPLOYEES		$ 600	$ 600
INTERNATIONAL PUBLIC MANAGEMENT ASSOC. HR		$ 300	$ 300
WASHINGTON PUBLIC EMPLOYEES LABOR RELATIONS FOR 1 EMPLOYEE		$ 200	$ 200
WELLNESS FOR 2 EMPLOYEES		$ 200	$ 200
	Subtotal:	**$ 1,700**	**$ 1,700**

001.0000.09.518.10.49.004	SUBSCRIPTION	2017	2018
SUMMIT LAW SUBSCRIPTION		$ 280	$ 280
	Subtotal:	**$ 280**	**$ 280**

001.0000.09.518.10.51.069	BACKGROUND CHECKS	2017	2018
BACKGROUND CHECKS ON ALL NEW HIRES AND VOLUNTEERS		$ 1,050	$ 1,050
	Subtotal:	**$ 1,050**	**$ 1,050**
	Total Budget:	**$ 34,780**	**$ 34,780**

2017/2018 Budget Detail

ADMINISTRATIVE SERVICES - HUMAN RESOURCES (1-TIME)

001.9999.09.518.10.41.001	PROFESSIONAL SERVICES		2017		2018
EMPLOYEE/LABOR RELATIONS SUPPORT		$	5,000	$	-
	Subtotal:	**$**	**5,000**	**$**	**-**
	Total Budget:	**$**	**5,000**	**$**	**-**

2017/2018 Budget Detail

ADMINISTRATIVE SERVICES - RISK MANAGEMENT

504.0000.09.518.11.31.010	SAFETY SUPPLIES	2017	2018
SAFETY SUPPLIES TO STOCK SAFETY CABINETS		$ 2,500	$ 2,500
	Subtotal:	**$ 2,500**	**$ 2,500**

504.0000.09.518.11.41.001	PROFESSIONAL SERVICE	2017	2018
AWC DRUG & ALCOHOL TESTING CONSORTIUM		$ 650	$ 650
BUSINESS & LEGAL RESOURCES (BLR) SUBSCRIPTION		$ 1,200	$ 1,200
	Subtotal:	**$ 1,850**	**$ 1,850**

504.0000.09.518.11.48.001	REPAIR & MAINT.	2017	2018
MAINT. OF AED UNITS TO INCLUDE BATTERIES AND PADS		$ 530	$ 530
	Subtotal:	**$ 530**	**$ 530**

504.0000.09.518.11.49.003	REGISTRATION	2017	2018
SAFETY/RISK MGMT SPECIALIZED WORKSHOP		$ 300	$ 300
	Subtotal:	**$ 300**	**$ 300**

504.0000.09.518.12.41.001	PROFESSIONAL SERVICE	2017	2018
ASSOC. WASHINGTON CITIES WORKERS COMP RETRO PROGRAM		$ 24,000	$ 24,000
	Subtotal:	**$ 24,000**	**$ 24,000**

504.0000.09.518.31.46.001	INSURANCE PREMIUMS	2017	2018
AUTO PHYSICAL DAMAGE		$ 39,610	$ 39,610
BOILER & MACHINERY		$ 3,460	$ 3,460
CRIME & FIDELITY		$ 1,600	$ 1,600
LIABILITY		$ 910,532	$ 910,532
PROPERTY		$ 115,010	$ 115,010
STORAGE TANK		$ 1,580	$ 1,580
	Subtotal:	**$ 1,071,792**	**$ 1,071,792**

504.0000.09.518.35.48.001	REPAIR & MAINT.	2017	2018
REPAIR CLAIMS CLAIM POLICE DEPARTMENT		$ 75,000	$ 75,000
	Subtotal:	**$ 75,000**	**$ 75,000**

504.0000.09.518.39.48.001	REPAIR & MAINT.	2017	2018
REPAIR OF CITY VEHICLES - PW		$ 75,000	$ 75,000
	Subtotal:	**$ 75,000**	**$ 75,000**
	Total Budget:	**$ 1,250,972**	**$ 1,250,972**

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COMMUNITY & ECONOMIC DEVELOPMENT DEPARTMENT

David Bugher
Assistant City Manager/Director
1.0 FTE
Total FTE: 17.50

- Department Leadership
- Interdepartmental Coordination

ADMINISTRATIVE SUPPORT

Karen Devereaux
Administrative Assistant
0.50 FTE

- Monitors Department Budget
- Support the Planning Commission and Landmarks & Historic Preservation Board (LHAB)

BUILDING

Nancy Craig
Building Official
7.0 FTE

- Perform plan review
- Perform inspections
- Coordinate permitting with other agencies

CURRENT PLANNING

Frank Fiori
Planning Manager
3.0 FTE

- Respond to Public Inquiries
- Review/Issue Planning & Bulding Permits
- Support Landmarks & Heritage Board Advisory
- Perform SEPA review

LONG RANGE PLANNING

Courtney Casady
Asst to the City Manager
1.0 FTE

- Comprehensive Plan
- Joint Land Use Study
- PCRC/PSRC Coordination
- Support SSMCP

ECONOMIC DEVELOPMENT

Becky Newton
Economic Development Manager
1.0 FTE

- Identify Underutilized Redevelopment
- Act as Ombudsman for Major Redevelopment Projects
- Track Leads/Inquiries
- Conduct Forums
- Publish Newsletters

COMMUNITY SERVICES

Jeff Gumm
Project Manager
2.0 FTE

- Administer CDBG
- Monitor CDBG
- Manage/Monitor the Abatement Revolving Services Advisory Board
- Rental Housing Safety Inspection Program

SSMCP

Bill Adamson
Program Manager
2.0 FTE

- Adminsters SSMCP program
- Conducts Community Surveys
- JLUS Implementation

COMMUNITY & ECONOMIC DEVELOPMENT DEPARTMENT OVERVIEW

Responsible Manager: ***Dave Bugher, Assistant City Manager/Community & Economic Development***

2015/2016 ACCOMPLISHMENTS

Dangerous Building Abatements/Business License Closures

- Performed 17 dangerous building abatements in 2015, & 20 dangerous building abatements in 2016.

Business Licensing

- Updated Title 5, business licensing regulations.
- Issued 3,511 and 3600 (estimated) business licenses in 2015 & 2016, respectively.
- Issued 149 and 558 (estimated) temporary business licenses in 2015 & 2016, respectively.
- Initiated one summary business license closure.
- Revoked four business licenses where the proprietors were engaged in illegal activity.

Economic Development

- Business Retention and Expansion:
  - Completed 98 business retention and expansion visits with follow up assistance.
  - Conducted two government contracting forums for 140 businesses and one cyber security forum for 100 businesses.
  - Completed bi-annual outreach to new businesses via email and postal mail.
  - Produced 12 Business Showcase stories.
  - Over 100 living wage jobs created (160 in manufacturing alone).

- Business Recruitment & Attraction
  - 150 new businesses have sited in Lakewood.
  - 26 businesses assisted in site selection and/or permit assistance through to certificate of occupancy, including several national tenants.
  - Completed new economic development website, online property search, editable marketing recruitment online brochure, newsletter, economic indicators, and online projects listing.
  - Completed first two phases on the Pacific Highway redevelopment, fiscal benefits analysis and retail market analysis and presented to City Council.

- Housing
  - Rental housing outreach and assistance with presentations to City Council.
  - One new middle market project with 41 lots with an average new home price of $410,000.
  - Conducted developers forum with 120 attendees, and outreach to individual real estate groups.

Long Range Planning

- Updated the City's Comprehensive Plan/obtained approval from Department of Commerce & PSRC.
- Adopted revised floodplain regulations.
- Completed the Motor Avenue urban design project.
- Promulgated a new cottage housing ordinance.
- Promulgated planned unit development regulations.
- Updated Title 18A, land use & development regulations, with revised low-impact development regulations.
- Revised Title 17, the City's Subdivision Code
- Initiated work to restructure/reorganize Title 18A.

Current Planning

- Approved one preliminary plat subdivision.
- Approved one final plat subdivision.
- Established a cost recovery system for the current planning division.
- Issued 181 & 92 (May 27) planning permits in 2015 & 2016, respectively.

2015/2016 ACCOMPLISHMENTS (continued)

Building Division

- Established a cost recovery system for the building division.
- Issued 1,070 & 1,200 (estimated) building permits in 2015 & 2016, respectively.
- Initiated electronic plan review.
- Initiated online permitting for some plumbing, mechanical, & right-of-way permits.
- Updated the International Building Codes.

Community Development Block Grant (CDBG) and Home Program

- Facilitate the development and implementation of the Five Year (FY 2015–2019) Consolidated Plan and associated Annual Action Plan
- Manage/monitor the City's HOME multifamily & homeownership opportunities housing affordability fund (Habitat for Humanity and the Tacoma Housing Authority)
- Manage/monitor the City's Section 108 program (Curbside Loan and the Tacoma Housing Authority)

South Sound Military & Communities Partnership

- Completed the JBLM Joint Land Use Study on time & below budget.
- Promulgated a new OEA grant for JLUS implementation.
- 2015 SSMCP Business & Community Survey.
- 2016 JBLM-Camp Murray Region Survey.
- Developed a business plan for the SSMCP.
- Stood up the education, healthcare, & social services working groups.
- Obtained new SSMCP memberships.
- Increased outreach to Thurston County & its municipalities.
- Designed & established the MyJBLM website.
- Submitted application to the American Defense Communities (ADC) wherein the South Puget Sound was selected as one of the top 10 communities that provide support to service members and military families.
- Promulgated a new OEA grant ($310,000) for JLUS implementation.

COMMUNITY & ECONOMIC DEVELOPMENT DEPARTMENT OVERVIEW

Responsible Manager: ***Dave Bugher, Assistant City Manager/ Community & Economic Development***

2017/2018 ANTICIPATED KEY PROJECTS

Rental Housing Safety Program

- Stand-up a rental housing safety program; conduct at a minimum 500 inspections annually.
- Establish an online rental registration system.
- As necessary, perform tenant rental housing relocation.

Current Planning

- Process land use permit applications in a timely fashion.
- Respond to public inquiries regarding development applications & land use regulations relevant to individual sites & areas.
- Ensure new development is consistent with comprehensive plan policies & does not have adverse impacts on the community.
- Work individually with major developments in the City to resolve issues emerging as development progresses.

Economic Development

- Conduct business expansion/retention interviews; perform follow-up assignments as necessary.
- Increase the availability of middle-market housing stock.
- Review & make recommendations on any proposed multifamily tax exemption programs.
- Create marketing, promotion & image plans (include biannual editions of the Lakewood Index newsletter).
- Prepare two developer forums, one in 2017 & another in 2018.
- Monitor current redevelopment activities within identified geographic areas of the City, each of which have specific redevelopment strategies. These geographic areas include: the Central Business District; Springbrook; Pacific Highway; South Tacoma Way; Woodbrook Industrial Business Park; Tillicum; and the McChord North Clear Zone.
- Maintain a redevelopment emphasis on the Central Business District subarea plan, the construction of a new library, the Pacific Highway redevelopment project, and proposed industrial warehouse projects.

Long Range Planning

- Revise Title 18A.
- Proposal to revise sign code.
- Develop a subarea plan for the City's Central Business District.
- Continue efforts to promote complete streets programs in selected parts of the City.
- Review housing and employment targets within Lakewood's designated Regional Center.
- Perform annual maintenance on the City's Comprehensive Plan.
- Review the NC and ARC zoning districts.
- Develop Community Visioning Strategic Action Plan.
- Review Unmanned Aircraft System (UAS) rules and regulations.

Building Safety

- Evaluate new permitting software option. A new system may be required that will meet the goals of providing the public with easier access to information and permitting while improving internal accuracy and efficiency.
- Manage construction permitting and building inspections in an efficient manner which achieves building safety and verifies compliance with all applicable requirements at any level.
- Provide timely construction inspections to ensure compliance with approved plans.
- Ensure that development services and inspections performed by different agencies are coordinated and effective.
- Provide updated training to enable staff to make accurate determinations based on latest code standards.

2017/2018 ANTICIPATED KEY PROJECTS (continued)

Community Services (includes the Community Development Block Grant {CDBG} and Home Program)

- Facilitate the development and implementation of the Five Year Consolidated Plan and associated Annual Action Plan.
- Prepare the FY 2015 and 2016 Consolidated Annual Performance Evaluation Reports for CDBG and HOME Programs.
- Monitor the Section 108 loan program.
- Manage/monitor the City's abatement revolving fund program; depending on funding availability, conduct 15 dangerous building abatements in 2017 and 2018.
- Monitor the LASA project loan.
- Perform six to eight housing rehabilitations & major home repair projects in 2017 and 2018.
- Monitor CDBG subrecipiant agreements.
- Perform project management for street improvement projects.
- Manage/monitor the City's HOME multifamily & homeownership opportunities housing affordability fund.

South Sound Military & Communities Partnership

- Implement an SSMCP Business Plan.
- Implement a path to resolve McChord Field North Clear Zone (NCZ) encroachment.
- Monitor & support current I-5 Corridor transportation improvement efforts.
- Enhance & expand regional SSMCP coordination & participation.
- Educate stakeholder on military impacts across the South Puget Sound.
- Participate & advocate in state level activities.
- Conduct periodic JBLM community surveys & circulate results.
- Support active duty, veteran & military workforce development, healthcare, & social services

COMMUNITY & ECONOMIC DEVELOPMENT DEPARTMENT OVERVIEW

Responsible Manager: ***Dave Bugher, Assistant City Manager/ Community & Economic Development***

DEPARTMENT FUNCTIONS BY CRITERIA:

Legally Mandated:

- Comprehensive Plan, and by extension, the following items -
    - Zoning
    - Subarea plan
    - Capital improvement planning
    - Participation in the Growth Management Coordinating Committee
    - Participation in the Pierce County Regional Council
    - Pierce County-Wide Planning Policies
- Shoreline Management
- Critical Areas regulations
- International Building Codes
- Washington State Energy Code
- Public Disclosure Requests

Important:

- Maintaining partnerships with surrounding cities, Pierce County, JBLM, other federal and state agencies, and Tribal Nations
- Maintaining and improving relationships with the business community
- Working with neighborhood associations
- Monitoring marijuana activity
- Improving permit counter client service relationships

Discretionary:

- International property maintenance regulations
- Dangerous building abatement program
- Community Development Block Grant (CDBG) program
- HOME
- Neighborhood Stabilization program
- Section 108 program
- South Sound Military Communities Partnership (SSMCP)
- Business licensing
- Implementation of the Joint Land Use Study
- Automated, web-based permitting systems
- Proposed rental housing safety program
- Job creation/workforce development
- Developer forums
- Business retention/expansion interviews
- Publication of economic newsletters and/or indicator reports
- Creating marketing, promotion and image plans
- Tracking developer leads and inquiries
- Permit facilitation

COMMUNITY & ECONOMIC DEVELOPMENT DEPARTMENT OVERVIEW

Responsible Manager: ***Dave Bugher, Assistant City Manager/ Community & Economic Development***

DEPARTMENT FUNCTIONS BY CITY COUNCIL GOALS & OBJECTIVES:

- Fiscal Responsibility
  - Automated permitting system

- Economic Development
  - Job creation/workforce development
  - Developer forums
  - Business retention/expansion interviews
  - Publication of economic newsletters and/or indicator reports
  - Creating marketing, promotion and image plans
  - Tracking developer leads and inquiries
  - Permit facilitation

- Dependable Infrastructure
  - See capital improvement planning under legal mandates

- Transparency
  - See zoning under legal mandates (current comprehensive plan and zoning outlines public participation process)

COMMUNITY & ECONOMIC DEVELOPMENT DEPARTMENT OVERVIEW

Responsible Manager: ***Dave Bugher, Assistant City Manager/Community & Economic Development***

DEPARTMENT POSITION INVENTORY

Positions	2014 Actual	2015 Actual	2016 Adopted	2016 Adjusted	2016 Year-end	2017 Proposed	2018 Proposed	Grade
Assistant City Manager/CED Director	1.00	1.00	1.00	1.00	1.00	1.00	1.00	72
Economic Development Manager	1.00	1.00	1.00	1.00	1.00	1.00	1.00	56
Building Official	1.00	1.00	1.00	1.00	1.00	1.00	1.00	54
Planning Manager	1.00	2.00	2.00	2.00	2.00	1.00	1.00	46
Program Manager	2.00	2.00	2.00	2.00	2.00	2.00	2.00	46
Assistant to the City Manager/Mgmt Analyst	-	-	-	-	-	1.00	1.00	35
Senior Planner	1.00	-	-	-	-	-	-	43
Economic Development Specialist	1.00	-	-	-	-	-	-	43
Plans Examiner	1.00	1.00	1.00	1.00	1.00	1.00	1.00	38
Associate Planner*	1.00	1.00	1.00	1.00	1.00	-	-	36
Program Coordinator	2.00	2.00	2.00	2.00	2.00	2.00	2.00	36
Combination Building Inspector	2.00	2.00	2.00	2.00	-	-	-	34
Building Inspector	-	-	-	-	2.00	2.00	2.00	34
Assistant Planner*	1.00	1.00	1.00	1.00	1.00	2.00	2.00	29
Administrative Assistant	2.00	-	-	-	0.50	0.50	0.50	25
Permit Coordinator	-	-	-	-	1.00	1.00	1.00	28
Permit Technician	2.00	2.00	2.00	2.00	2.00	2.00	2.00	16
Grand Total	**19.00**	**16.00**	**16.00**	**16.00**	**17.50**	**17.50**	**17.50**	

**Filled as Associate 1.0 FTE as Assistant Planner*

Position Title	Group	FTE	2017 Salary	2017 Benefits	2017 Total 2017	2018 Salary	2018 Benefits	2018 Total 2018
Assistant City Manager/CED Director	Non-Rep	1.00	$ 141,179	$ 35,787	$ 176,966	$ 145,413	$ 37,536	$ 182,949
Economic Development Manager	Non-Rep	1.00	88,536	37,115	125,651	91,200	38,798	129,998
Building Official	Non-Rep	1.00	78,840	38,185	117,025	81,192	39,937	121,129
Planning Manager	Non-Rep	1.00	91,440	32,982	124,422	94,176	34,420	128,596
Plans Examiner	AFSCME	1.00	79,992	25,739	105,731	79,992	26,244	106,236
Assistant to City Manager/Mgmt Analyst	Non-Rep	1.00	61,536	15,512	77,048	61,536	15,555	77,091
Building Inspector	AFSCME	1.00	73,896	24,869	98,765	73,896	25,418	99,314
Building Inspector	AFSCME	1.00	67,350	23,782	91,132	69,891	24,788	94,679
Assistant Planner	AFSCME	1.00	53,400	30,827	84,227	55,704	32,436	88,140
Assistant Planner	AFSCME	1.00	59,088	24,576	83,664	61,392	25,770	87,162
Permit Coordinator	AFSCME	1.00	54,864	33,152	88,016	57,168	34,906	92,074
Administrative Assistant	AFSCME	0.50	30,924	9,674	40,598	30,924	9,934	40,858
Permit Technician	AFSCME	1.00	42,776	21,576	64,352	44,552	22,688	67,240
Permit Technician	AFSCME	1.00	51,224	23,064	74,288	51,744	23,899	75,643
Total - General Fund		**13.50**	**975,045**	**376,841**	**1,351,885**	**998,780**	**392,330**	**1,391,109**
Program Manager - CDBG	Non-Rep	1.00	93,720	40,000	133,720	96,528	41,719	138,247
Program Coordinator - CDBG	AFSCME	1.00	76,896	23,500	100,396	76,896	24,046	100,942
Total - CDBG Fund		**2.00**	**170,616**	**63,500**	**234,116**	**173,424**	**65,765**	**239,189**
Program Manager - SSMCP/OEA	AFSCME	1.00	94,440	20,017	114,457	97,176	20,625	117,801
Program Coordinator - SSMCP/OEA	AFSCME	1.00	70,734	21,737	92,471	71,064	22,346	93,410
Total - OEA/SSMCP Fund		**2.00**	**165,174**	**41,754**	**206,928**	**168,240**	**42,972**	**211,212**
Total - Community & Economic Development		**17.50**	**$ 1,310,835**	**$ 482,094**	**$ 1,792,929**	**$ 1,340,444**	**$ 501,066**	**$ 1,841,509**

COMMUNITY & ECONOMIC DEVELOPMENT DEPARTMENT OVERVIEW

Responsible Manager: ***David Bugher, Assistant City Manager/Community & Economic Development***

PURPOSE & DESCRIPTION

The Community and Economic Development Department plays a key role in shaping the future of urban development in Lakewood. The department develops policies in the Comprehensive Plan, and reviews new construction through zoning, shoreline, environmental, and subdivision regulation, building permits, business licensing, and community design guidelines. Under the direction of the community development director/assistant city manager, who is appointed by and is responsible to the City Manager, the Department serves Lakewood residents and businesses directly at the permit counter, and indirectly by guiding the City's urban form from concept to construction. The sections within the department include advanced planning, economic development, current planning, business licensing, building and safety, rental housing safety program, dangerous building abatement, Community Development Block Grant (CDBG)/HOME, the rental housing safety program, and the South Sound Military & Communities Partnership.

GOALS/OBJECTIVES

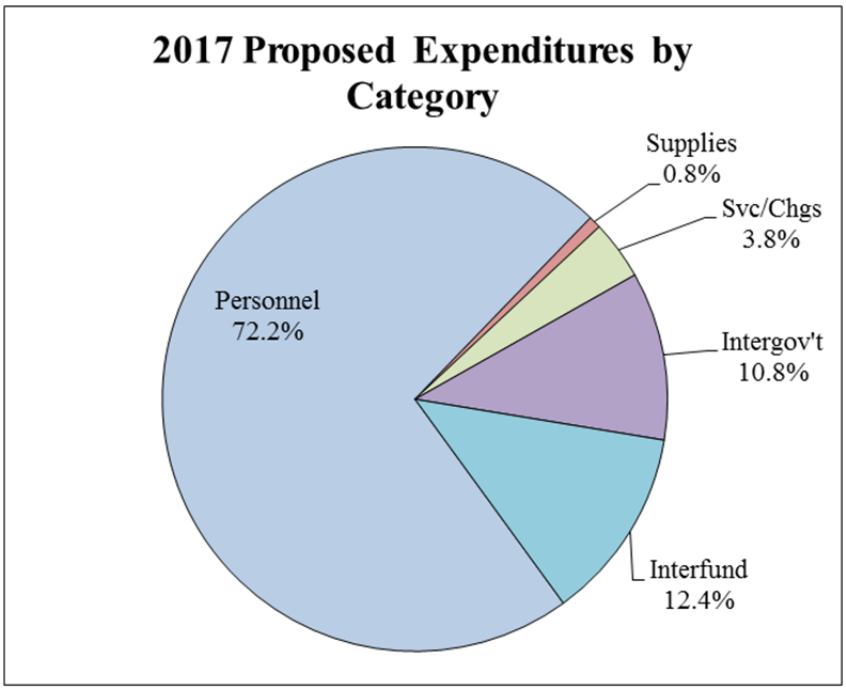
- Strengthen human services and social well-being and economic health of the community by administering and monitoring grants as a CDBG direct-entitlement city.
- Pursue initiatives that grow the economic engine of the City.
- Ensure that planning efforts and regulatory environment provide for a balance between protection of the environment and neighborhoods and accommodating new development to house a growing population and jobs.

COMMUNITY & ECONOMIC DEVELOPMENT DEPARTMENT OVERVIEW

Responsible Manager: ***David Bugher, Assistant City Manager/Community & Economic Development***

DEPARTMENT SUMMARY – GENERAL FUND

Code	Item	2014 Actual	2015 Actual	2016 Adopted	2016 Adjusted	2016 Year-end	2017 Proposed	2018 Proposed	17 Proposed - 16 Adj $ Chg	17 Proposed - 16 Adj % Chg
Revenue Summary:										
001	Building Permits	$ 443,123	$ 453,669	$ 430,000	$ 685,300	$ 475,000	$ 494,000	$ 513,760	$ (191,300)	-27.9%
001	Other Building Permit Fees	100,147	98,058	106,000	143,600	122,600	126,480	130,511	(17,120)	-11.9%
001	Plan Review/Plan Check Fees	466,631	371,069	375,000	572,000	491,340	596,256	620,097	24,256	4.2%
001	Other Zoning/Development Fees	86,993	80,040	71,970	80,100	101,430	87,478	90,023	7,378	9.2%
001	General Government	1,010,800	933,483	969,390	1,145,949	1,211,063	619,592	594,155	(526,357)	-45.9%
	Total Revenues	**$ 2,107,694**	**$ 1,936,319**	**$ 1,952,360**	**$ 2,626,949**	**$ 2,401,433**	**$ 1,923,806**	**$ 1,948,546**	**$ (703,143)**	**-26.8%**
General Fund Operating Expenditure Summary:										
	Building	817,591	845,554	895,290	970,768	967,509	932,990	956,592	(37,778)	-3.9%
	Current Planning	676,832	631,707	577,570	619,125	616,683	617,830	641,329	(1,295)	-0.2%
	Long Range Planning	-	233,089	348,890	411,397	192,093	149,133	150,724	(262,264)	-63.7%
	Economic Development	291,756	166,445	130,610	159,494	158,983	171,827	177,726	12,333	7.7%
	Subtotal	**$ 1,786,179**	**$ 1,876,795**	**$ 1,952,360**	**$ 2,160,784**	**$ 1,935,268**	**$ 1,871,780**	**$ 1,926,371**	**$ (289,004)**	**-13.4%**
General Fund 1-Time Expenditure Summary:										
	Building	200,000	-	-	-	-	22,404	9,550	22,404	n/a
	Current Planning	91,563	39,800	-	75,309	75,309	17,049	7,267	(58,260)	-77.4%
	Long Range Planning	-	-	-	313,400	313,400	8,524	3,633	(304,876)	-97.3%
	Economic Development	29,952	19,724	-	77,456	77,456	4,049	1,725	(73,407)	-94.8%
	Subtotal	**$ 321,515**	**$ 59,524**	**$ -**	**$ 466,165**	**$ 466,165**	**$ 52,026**	**$ 22,175**	**$ (414,139)**	**-88.8%**
	Total Expeditures	**$ 2,107,694**	**$ 1,936,319**	**$ 1,952,360**	**$ 2,626,949**	**$ 2,401,433**	**$ 1,923,806**	**$ 1,948,546**	**$ (703,143)**	**-26.8%**



COMMUNITY & ECONOMIC DEVELOPMENT DEPARTMENT OVERVIEW

Responsible Manager: ***Dave Bugher, Assistant City Manager/Community & Economic Development***

HIGHLIGHTS / CHANGES

The proposed operating budget totals $1.87M in 2017 and $1.93M in 2018. This is a decrease of 13.4% or $289K from the 2016 adjusted budget. Highlights of the 2017 proposed budget compared to the 2016 adjusted budget are as follows:

- Salaries & Wages & Benefits – The decrease is due primarily to SSCMP positions in the special revenue fund, consistent with actual charges.
- Professional Services – the increase is due primarily to an increase in Tacoma Pierce County Economic Development contribution and decrease in hearing examiner.
- Travel & Training – the increase is due to International Economic Development Council Training and related expenses.

REVENUE & EXPENDITURE SUMMARY – GENERAL FUND

		2014	2015	2016			2017	2018	17 Proposed - 16 Adj	
Code	Item	Actual	Actual	Adopted	Adjusted	Year-end	Proposed	Proposed	$ Chg	% Chg
Revenue Summary:										
001	Permit & Development Fees	$ 1,096,894	$1,002,836	$ 982,970	$1,481,000	$1,190,370	$1,304,214	$1,354,391	$ (176,786)	-11.9%
001	General Government	1,010,800	933,484	969,390	1,145,949	1,211,063	619,592	594,155	(526,357)	-45.9%
	Total Revenues:	**$ 2,107,694**	**$ 1,936,320**	**$ 1,952,360**	**$ 2,626,949**	**$ 2,401,433**	**$ 1,923,806**	**$ 1,948,546**	**$ (703,143)**	**-26.8%**
Expenditure Summary:										
11.xxx	Salaries & Wages	1,061,283	989,521	1,126,400	1,193,103	1,034,603	975,045	998,780	(218,058)	-18.3%
11.002/4	Overtime	23,018	1,845	-	-	-	-	-	-	n/a
11.011	Temporary Help	-	25,001	-	-	-	-	-	-	n/a
21.xxx	Benefits	372,654	336,040	439,320	457,453	397,453	376,841	392,330	(80,612)	-17.6%
31.xxx	Other Operating Supplies	10,235	5,754	11,400	11,400	11,400	11,400	11,400	-	0.0%
31.003/004	Forms & Publications	-	62	400	400	400	400	400	-	0.0%
31.005	Meeting Food & Beverage	464	2,113	450	450	450	600	600	150	33.3%
31.008	Clothing/Uniform	387	338	600	600	600	600	600	-	0.0%
31.030	Maintenance Supplies	67	-	-	-	-	-	-	-	n/a
32.xxx	Fuel	3,382	-	-	-	-	-	-	-	n/a
35.xxx	Small Tools/Minor Equip	1,130	-	1,800	1,800	1,800	1,800	1,800	-	0.0%
41.xxx	Professional Service	85,210	28,346	45,600	50,600	50,600	45,600	45,600	(5,000)	-9.9%
42.xxx	Communication	3,845	-	-	-	-	-	-	-	n/a
43/49.003	Travel & Training	6,937	5,124	8,790	8,790	8,790	12,330	12,330	3,540	40.3%
44.xxx	Advertising	9,290	7,512	5,300	5,300	5,300	5,300	5,300	-	0.0%
48.xxx	Repairs & Maintenance	1,097	-	-	-	-	-	-	-	n/a
49.001	Membership Dues	3,297	4,707	3,160	3,160	3,160	4,420	3,560	1,260	39.9%
49.xxx	Other Charges & Services	1,483	1,433	3,320	3,320	3,320	3,320	3,320	-	0.0%
5x.xxx	Intergovernmental	202,400	205,638	255,000	202,000	202,000	202,000	202,000	-	0.0%
9x.xxx	IS Charges - M&O	-	251,416	21,940	217,117	211,168	220,444	223,401	3,327	1.5%
9x.xxx	IS Charges - Reserves	-	11,946	28,880	5,291	4,224	11,680	24,950	6,389	120.8%
	Subtotal Operating Exp:	**$ 1,786,179**	**$ 1,876,796**	**$ 1,952,360**	**$ 2,160,784**	**$ 1,935,268**	**$ 1,871,780**	**$ 1,926,371**	**$ (289,004)**	**-13.4%**
Capital & One-time Funding:										
	Capital & One-Time	321,515	59,524	-	466,165	466,165	52,026	22,175	(414,139)	-88.8%
	Subtotal One-time Exp:	**$ 321,515**	**$ 59,524**	**$ -**	**$ 466,165**	**$ 466,165**	**$ 52,026**	**$ 22,175**	**$ (414,139)**	**-88.8%**
	Total Expenditures:	**$ 2,107,694**	**$ 1,936,320**	**$ 1,952,360**	**$ 2,626,949**	**$ 2,401,433**	**$ 1,923,806**	**$ 1,948,546**	**$ (703,143)**	**-26.8%**

COMMUNITY & ECONOMIC DEVELOPMENT DEPARTMENT OVERVIEW

Responsible Manager: ***Dave Bugher, Assistant City Manager/Community & Economic Development***

DEPARTMENT SUMMARY – SPECIAL REVENUE FUNDS

Code	Item	2014 Actual	2015 Actual	2016 Adopted	2016 Adjusted	2016 Year-end	2017 Proposed	2018 Proposed	17 Proposed - 16 Adj $ Chg	17 Proposed - 16 Adj % Chg
105	Property Abatement/Rental Housing Safety Program	67,674	37,559	-	43,869	58,356	125,000	125,000	81,131	184.9%
190	Community Development Block Grant (CDBG)	1,087,815	834,266	535,000	2,168,934	2,168,934	445,000	423,000	(1,723,934)	-79.5%
191	Neighborhood Stabilization Program (NSP)	250,075	-	-	38,885	39,561	-	94,716	(38,885)	-100.0%
192	Office of Economic Adj/South Sound Military Partnership	464,716	357,097	179,500	228,250	640,332	226,805	226,805	(1,445)	-0.6%
	Total Revenues	**$ 1,870,280**	**$ 1,228,922**	**$ 714,500**	**$ 2,479,938**	**$ 2,907,183**	**$ 796,805**	**$ 869,521**	**$ (1,683,133)**	**-67.9%**
105	Property Abatement/Rental Housing Safety Program	44,074	150,000	100,000	193,200	193,200	125,000	125,000	(68,200)	-35.3%
190	Community Development Block Grant (CDBG)	1,906,701	789,380	535,000	2,236,201	2,236,201	445,000	423,000	(1,791,201)	-80.1%
191	Neighborhood Stabilization Program (NSP)	250,143	18,403	-	191,760	191,760	-	-	(191,760)	-100.0%
192	Office of Economic Adj/South Sound Military Partnership	408,649	394,313	179,500	225,600	607,968	306,672	226,805	81,072	35.9%
	Total Expenditures	**$ 2,609,567**	**$ 1,352,096**	**$ 814,500**	**$ 2,846,761**	**$ 3,229,129**	**$ 876,672**	**$ 774,805**	**$ (1,970,089)**	**-69.2%**

COMMUNITY & ECONOMIC DEVELOPMENT DEPARTMENT OVERVIEW

Responsible Manager: ***Dave Bugher, Assistant City Manager/Community & Economic Development***

REVENUE & EXPENDITURE SUMMARY – SPECIAL REVENUE FUNDS

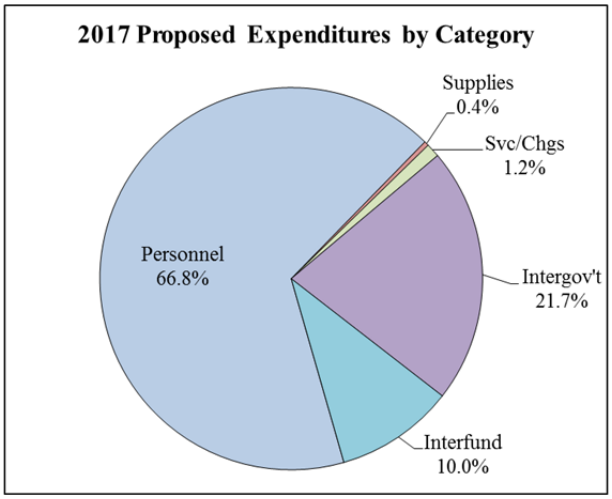
Code	Item	2014 Actual	2015 Actual	2016 Adopted	2016 Adjusted	2016 Year-end	2017 Proposed	2018 Proposed	17 Proposed - 16 Adj $ Chg	17 Proposed - 16 Adj % Chg
Revenue Summary:										
105	Abatement Charges	$ 47,549	$ 2,525	$ -	$ 8,869	$ 23,356	$ -	$ -	$ (8,869)	-100.0%
105	Interest Earnings	123	34	-	-	-	-	-	-	n/a
105	Judgements & Settlements	20,002	-	-	-	-	-	-	-	n/a
105	Transfer In - General Fund	-	35,000	-	35,000	35,000	125,000	125,000	90,000	257.1%
190	Grants	1,074,353	817,012	500,000	2,168,055	2,168,055	445,000	423,000	(1,723,055)	-79.5%
190	Interest Earnings	1,404	1,004	-	879	879	-	-	(879)	-100.0%
190	Misc/Contributions	12,058	16,250	-	-	-	-	-	-	n/a
190	Transfer-In General Fund	-	-	35,000	-	-	-	-	-	n/a
191	Grants	250,075	-	-	-	-	-	-	-	n/a
191	Abatement Charges	-	-	-	38,885	39,561	-	94,716	(38,885)	-100.0%
192	Grants	281,466	153,468	-	-	408,777	-	-	-	n/a
192	Partner Participation	133,250	153,629	129,500	173,500	176,805	176,805	176,805	3,305	1.9%
192	Transfer In-General Fund	50,000	50,000	50,000	54,750	54,750	50,000	50,000	(4,750)	-8.7%
	Total Revenues:	**$ 1,870,280**	**$ 1,228,922**	**$ 714,500**	**$ 2,479,938**	**$ 2,907,183**	**$ 796,805**	**$ 869,521**	**$ (1,683,133)**	**-67.9%**
Expenditure Summary:										
11.xxx	Salaries & Wages	305,630	279,773	171,000	311,070	370,899	251,974	251,960	(59,096)	-19.0%
11.002/4	Overtime	198	-	-	-	-	-	-	-	n/a
21.xxx	Benefits	102,138	90,528	63,180	115,230	132,219	78,954	78,852	(36,276)	-31.5%
31.xxx	Other Operating Supplies	2,973	2,514	-	10,000	10,250	-	-	(10,000)	-100.0%
31.005	Meeting Food & Beverage	2,234	3,735	-	2,500	2,500	-	-	(2,500)	-100.0%
31.030	Maintenance Supplies	-	111	-	-	-	-	-	-	n/a
32.xxx	Fuel	172	-	-	-	-	-	-	-	n/a
35.xxx	Small Tools/Minor Equip	6,802	387	-	-	-	-	-	-	n/a
41.xxx	Professional Service	745,865	517,218	280,320	826,072	1,129,572	495,744	143,993	(330,328)	-40.0%
42.xxx	Communication	1,557	-	-	500	500	-	-	(500)	-100.0%
43/49.003	Travel & Training	14,063	16,635	-	22,100	23,600	-	-	(22,100)	-100.0%
44.xxx	Advertising	2,032	1,704	-	500	500	-	-	(500)	-100.0%
48.xxx	Repairs & Maintenance	80,449	38,505	-	253,092	253,092	-	-	(253,092)	-100.0%
49.001	Membership Dues	-	1,365	-	15,434	15,434	-	-	(15,434)	-100.0%
49.xxx	Other Charges & Services	503,347	236,507	-	490,065	490,365	-	-	(490,065)	-100.0%
597	Interfund Transfers	840,046	163,114	300,000	800,198	800,198	-	250,000	(800,198)	-100.0%
5x.xxx	Intergovernmental	2,061	-	-	-	-	-	-	-	n/a
7/8x.xxx	Debt Service	-	-	-	-	-	50,000	50,000	50,000	n/a
	Subtotal Operating Exp:	**$ 2,609,567**	**$ 1,352,096**	**$ 814,500**	**$ 2,846,761**	**$ 3,229,129**	**$ 876,672**	**$ 774,805**	**$ (1,970,089)**	**-69.2%**
	Total Expenditures:	**$ 2,609,567**	**$ 1,352,096**	**$ 814,500**	**$ 2,846,761**	**$ 3,229,129**	**$ 876,672**	**$ 774,805**	**$ (1,970,089)**	**-69.2%**

COMMUNITY & ECONOMIC DEVELOPMENT BUILDING

Responsible Manager: ***Nancy Craig, Building Official***

PURPOSE/DESCRIPTION

The Building Division manages construction permitting and building inspections in an efficient manner which achieves building safety and verifies compliance with all applicable requirements at any level; provides timely construction inspections to ensure compliance with approved plans; ensure that development services and inspections performed by different agencies are coordinated and effective; and provides updated training to enable staff to make accurate determinations based on latest code standards.



GOAL/OBJECTIVES

- Manage construction permitting and building inspections in an efficient manner which achieves building safety and verifies compliance with all applicable requirements at any level.
- Provide timely construction inspections to ensure compliance with approved plans.
- Ensure that development services and inspections performed by different agencies are coordinated and effective.
- Provide updated training to enable staff to make accurate determinations based on latest code standards.
- Conduct administrative dangerous building abatement hearings as required.
- Coordinate dangerous building abatements and other enforcement actions with CSRT..
- Establish internal administrative construction permitting policies.
- Manage the Division to link cost recovery to the cost of providing service while ensuring continuity of services
- Maintain Permitting software

PERFORMANCE MEASURES

Measure	Target	2015 Actual	2016 Est	2017 Est	2018 Est
# of permits issued		1,330	1,383	1,438	1,496
# of plan reviews performed		705	733	763	793
# of inspections performed		4,675	4,862	5,056	5,259
Permit fees		976,431	1,015,488	1,056,108	1,098,352
Valuation		56,515,427	58,776,044	61,127,086	63,572,169

2015 Actual Permit Activity			
Permit Type	**Target # of Days**	**# of Permits**	**% w/in Target**
New Single Family Residential	30	26	100%
Residential Additions	30	22	100%
New Multi-Family	30	n/a	n/a
New Commercial Buildings	30	22	100%
Commercial Tenant Improvements - Major (Change of Use)	30	17	n/a
Commercial Tentant Improvements - Minor	30	115	100%

POSITION INVENTORY

Positions	2014 Actual	2015 Actual	2016 Adopted	2016 Adjusted	2016 Year-end	2017 Proposed	2018 Proposed	Grade
Building Official	1.00	1.00	1.00	1.00	1.00	1.00	1.00	54
Plans Examiner	1.00	1.00	1.00	1.00	1.00	1.00	1.00	38
Combination Building Inspector	2.00	2.00	2.00	2.00	-	-	-	34
Building Inspector	-	-	-	-	2.00	2.00	2.00	34
Permit Coordinator	-	-	-	-	1.00	1.00	1.00	28
Permit Technician	2.00	2.00	2.00	2.00	2.00	2.00	2.00	16
Total Regular Staffing	**6.00**	**6.00**	**6.00**	**6.00**	**7.00**	**7.00**	**7.00**	
Change from prior year	n/a	-	-	-	1.00	-	-	

COMMUNITY & ECONOMIC DEVELOPMENT BUILDING

Responsible Manager: ***Nancy Craig, Building Official***

HIGHLIGHTS / CHANGES

The proposed operating budget totals $933K in 2017 and $957K in 2018. This is a decrease of 3.9% or $38K from the 2016 adjusted budget. Highlights of the 2017 proposed budget compared to the 2016 adjusted budget are as follows:

- Salaries & Wages/Benefits – the decrease is due primarily to employee turnover and new employees starting at the lower end of the pay scale.
- Travel & Training – the increase is due primarily to addition of individual training class.
- Membership Dues – the increase is due primarily to an increase in ICC Certification.

REVENUE & EXPENDITURE SUMMARY

Code	Item	2014 Actual	2015 Actual	2016 Adopted	2016 Adjusted	2016 Year-end	2017 Proposed	2018 Proposed	17 Proposed - 16 Adj $ Chg	17 Proposed - 16 Adj % Chg
Revenue Summary:										
001	Permit & Development Fees	$ 543,270	$551,727	$ 536,000	$828,900	$597,600	$620,480	$644,271	$ (208,420)	-25.1%
001	General Government	474,321	293,827	359,290	141,868	369,909	334,914	321,871	193,046	136.1%
	Total Revenues:	**$ 1,017,591**	**$ 845,554**	**$ 895,290**	**$ 970,768**	**$ 967,509**	**$ 955,394**	**$ 966,142**	**$ (15,374)**	**-1.6%**
Expenditure Summary:										
11.xxx	Salaries & Wages	417,022	401,883	448,260	479,956	479,956	439,769	448,610	(40,187)	-8.4%
11.002/4	Overtime	21,664	516	-	-	-	-	-	-	n/a
21.xxx	Benefits	148,783	132,346	179,340	186,503	186,503	183,034	190,092	(3,469)	-1.9%
31.xxx	Other Operating Supplies	584	673	2,000	2,000	2,000	2,000	2,000	-	0.0%
31.003/004	Forms & Publications	-	62	-	-	-	-	-	-	n/a
31.008	Clothing/Uniform	387	338	600	600	600	600	600	-	0.0%
31.030	Maintenance Supplies	67	-	-	-	-	-	-	-	n/a
32.xxc	Fuel	3,382	-	-	-	-	-	-	-	n/a
35.xxx	Small Tools/Minor Equip	479	-	1,000	1,000	1,000	1,000	1,000	-	0.0%
41.xxx	Professional Service	16,810	5,471	5,000	5,000	5,000	5,000	5,000	-	0.0%
42.xxx	Communication	2,090	-	-	-	-	-	-	-	n/a
43/49.003	Travel & Training	1,445	1,435	2,670	2,670	2,670	3,660	3,660	990	37.1%
48.xxx	Repairs & Maintenance	1,097	-	-					-	n/a
49.001	Membership Dues	485	602	520	520	520	1,300	440	780	150.0%
49.xxx	Other Charges & Services	896	59	900	900	900	900	900	-	0.0%
5x.xxx	Intergovernmental	202,400	205,638	255,000	202,000	202,000	202,000	202,000	-	0.0%
9x.xxx	IS Charges - M&O	-	88,210	-	86,969	84,213	88,789	90,055	1,820	2.1%
9x.xxx	IS Charges - Reserves	-	8,321	-	2,650	2,147	4,938	12,235	2,288	86.3%
	Subtotal Operating Exp:	**$ 817,591**	**$ 845,554**	**$ 895,290**	**$ 970,768**	**$ 967,509**	**$ 932,990**	**$ 956,592**	**$ (37,778)**	**-3.9%**
Capital & One-time Funding:										
	Capital & One-Time	200,000	-	-	-	-	22,404	9,550	22,404	n/a
	Subtotal One-time Exp:	**$ 200,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 22,404**	**$ 9,550**	**$ 22,404**	**n/a**
	Total Expenditures:	**$ 1,017,591**	**$ 845,554**	**$ 895,290**	**$ 970,768**	**$ 967,509**	**$ 955,394**	**$ 966,142**	**$ (15,374)**	**-1.6%**

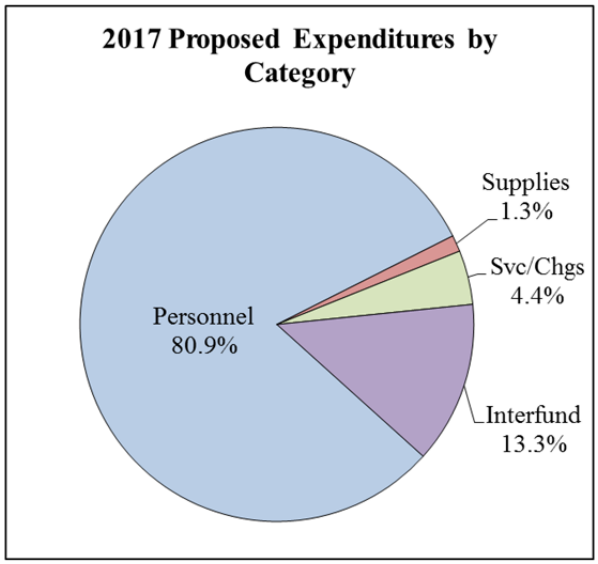
COMMUNITY & ECONOMIC DEVELOPMENT CURRENT PLANNING

Responsible Manager: ***Frank Fiori, Planning Manager***

PURPOSE/DESCRIPTION

The Current Planning Division assists applicants in the development process while safeguarding the public's interest in maintaining Lakewood's quality of life. Current Planning services include:

- Processing zoning certifications, sign permits, shoreline permits, rezones, administrative & conditional use permits, business licenses, & variances.
- Responding to inquiries about how property within the city is zoned, what uses are allowed in those zones, and how property can be developed within the zones.
- Reviewing permits for new fences, garages, and adjustments to property lines.
- Reviewing all new commercial and industrial development within the city.
- Subdivisions, including short and long plats (both preliminary and final), and binding site plans.
- Reviewing building permits for compliance with the City's zoning standards.
- Supporting the Planning Commission, Hearing Examiner and Landmarks & Heritage Advisory Board.



GOAL/OBJECTIVES

- Process land use permit applications in a timely fashion.
- Administer the City's business licensing program.
- Respond to public inquiries regarding development applications & land use regulation.
- Ensure new development is consistent with Comprehensive Plan & does not have adverse impacts on the community.
- Work individually with major developments in the City to resolve issues emerging as development progresses.
- Manage the Division to link cost recovery to the cost of providing service while ensuring continuity of services.
- Maintain permitting software

PERFORMANCE MEASURES

Permit Type	Target # of Days	2015 Actual		2016 Est		2017 Est		2018 Est	
		# of Permits	% w/in Target	# of Permits	% w/in Target	# of Permits	% w/in Target	# of Permits	% w/in Target
Zoning Certification	30	41	100%	50	100%	50	100%	50	100%
Conditional Use	120	2	90%	3	90%	3	90%	3	90%
Administrative Use	120	5	90%	8	90%	8	90%	8	90%
Preliminary Plat	120	3	60%	1	60%	1	60%	1	60%
Preliminary Short Plat	90	15	100%	10	100%	10	100%	10	100%
Sign Permit	20	87	100%	90	100%	90	100%	90	100%
Site Development Permit	90	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Building Permit	20	600	90%	625	90%	650	90%	650	90%
Shoreline Permit	180	10	90%	8	80%	8	80%	8	80%

POSITION INVENTORY

Positions	2014 Actual	2015 Actual	2016			2017 Proposed	2018 Proposed	Grade
			Adopted	Adjusted	Year-end			
Assistant City Manager/CED Director	1.00	1.00	1.00	1.00	1.00	1.00	1.00	72
Planning Manager	1.00	1.00	1.00	1.00	1.00	1.00	1.00	46
Program Manager	1.00	-	-	-	-	-	-	46
Senior Planner	1.00	-	-	-	-	-	-	43
Associate Planner*	1.00	1.00	1.00	1.00	1.00	-	-	36
Program Coordinator	1.00	-	-	-	-	-	-	36
Assistant Planner*	1.00	1.00	1.00	1.00	1.00	2.00	2.00	29
Administrative Assistant	1.00	-	-	-	0.50	0.50	0.50	25
Total Regular Staffing	**8.00**	**4.00**	**4.00**	**4.00**	**4.50**	**4.50**	**4.50**	
Change from prior year	n/a	(4.00)	-	-	0.50	-	-	

**Filled as Associate 1.0 FTE as Assistant Planner*

COMMUNITY & ECONOMIC DEVELOPMENT CURRENT PLANNING

Responsible Manager: ***Frank Fiori, Planning Manager***

HIGHLIGHTS / CHANGES

The proposed operating budget totals $618K in 2017 and $641K in 2018. This is a decrease of 0.2% or $1K from the 2016 adjusted budget. Highlights of the 2017 proposed budget compared to the 2016 adjusted budget are as follows:

- Professional Services – the decrease is due to a reduction in hearing examiner .

REVENUE & EXPENDITURE SUMMARY

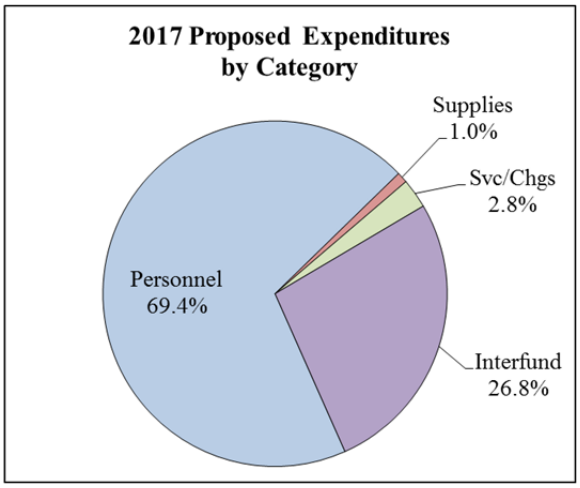
Code	Item	2014 Actual	2015 Actual	2016 Adopted	2016 Adjusted	2016 Year-end	2017 Proposed	2018 Proposed	17 Proposed - 16 Adj $ Chg	17 Proposed - 16 Adj % Chg
Revenue Summary:										
001	Permit & Development Fees	553,624	451,109	446,970	652,100	592,770	683,734	710,120	31,634	4.9%
001	General Government	214,771	220,398	130,600	42,334	99,222	(48,855)	(61,524)	(91,189)	-215.4%
	Total Revenues:	**$ 768,395**	**$ 671,507**	**$ 577,570**	**$ 694,434**	**$ 691,992**	**$ 634,879**	**$ 648,596**	**$ (59,555)**	**-8.6%**
Expenditure Summary:										
11.xxx	Salaries & Wages	450,791	359,353	347,310	363,532	363,532	365,894	377,974	2,362	0.6%
11.002/4	Overtime	1,354	605	-	-	-	-	-	-	n/a
11.011	Temporary Help	-	25,001	-	-	-	-	-	-	n/a
21.xxx	Benefits	152,331	125,504	126,530	131,970	131,970	134,018	140,485	2,048	1.6%
31.xxx	Other Operating Supplies	5,859	3,510	7,500	7,500	7,500	7,500	7,500	-	0.0%
31.003/004	Forms & Publications	-	-	200	200	200	200	200	-	0.0%
31.005	Meeting Food & Beverage	126	39	100	100	100	100	100	-	0.0%
35.xxx	Small Tools/Minor Equip	651	-	500	500	500	500	500	-	0.0%
41.xxx	Professional Service	52,337	7,560	37,500	27,500	27,500	17,500	17,500	(10,000)	-36.4%
42.xxx	Communication	730	-	-	-	-	-	-	-	n/a
43/49.003	Travel & Training	1,455	156	1,670	1,670	1,670	2,290	2,290	620	37.1%
44.xxx	Advertising	8,790	6,124	4,000	4,000	4,000	4,000	4,000	-	0.0%
49.001	Membership Dues	1,886	2,965	1,040	1,040	1,040	1,670	1,670	630	60.6%
49.xxx	Other Charges & Services	522	930	2,000	2,000	2,000	2,000	2,000	-	0.0%
9x.xxx	IS Charges - M&O	-	99,960	20,340	77,414	75,363	78,058	79,030	644	0.8%
9x.xxx	IS Charges - Reserves	-	-	28,880	1,699	1,308	4,100	8,080	2,401	141.3%
	Subtotal Operating Exp:	**$ 676,832**	**$ 631,707**	**$ 577,570**	**$ 619,125**	**$ 616,683**	**$ 617,830**	**$ 641,329**	**$ (1,295)**	**-0.2%**
Capital & One-time Funding:										
	Capital & One-Time	91,563	39,800	-	75,309	75,309	17,049	7,267	(58,260)	-77.4%
	Subtotal One-time Exp:	**$ 91,563**	**$ 39,800**	**$ -**	**$ 75,309**	**$ 75,309**	**$ 17,049**	**$ 7,267**	**$ (58,260)**	**-77.4%**
	Total Expenditures:	**$ 768,395**	**$ 671,507**	**$ 577,570**	**$ 694,434**	**$ 691,992**	**$ 634,879**	**$ 648,596**	**$ (59,555)**	**-8.6%**

COMMUNITY & ECONOMIC DEVELOPMENT LONG RANGE PLANNING

Responsible Manager: ***Courtney Casady, Assistant to the City Manager/Mgmt. Analyst***

Purpose/Description

The Long Range Planning Division administers long-range planning within Lakewood, including the comprehensive plan and subarea plans throughout the city. Long-range planning services include:



- Creating and maintaining long-range plans and regulations to carry out those plans for both the entire city and smaller portions such as individual neighborhoods.
- Revising the current land use and development regulations.
- Conducting policy studies and research.
- Tracking and analysis of relevant pending legislation and case law.
- Coordinating with other agencies such as the South Sound Military Communities Partnership, Puget Sound Regional Council, the Pierce County Growth Management Coordination Committee, Sound Transit, Pierce Transit, the Clover Park School District, local community and technical colleges, Pierce County, Joint Base Lewis McChord, state agencies, etc.
- Tracking census/demographic/population information.
- Providing public information and outreach.
- Coordinating annexations.

GOAL/OBJECTIVES

- Annually/review update the City's Comprehensive Plan as necessary.
- Update and/or study revised development regulations through Council actions, suggestions by staff, or in response to new laws, or case law (Planned unit development, low-impact development regulations, telecommunications, and amending the structure and organization of Title 18A).
- Update the 6-year capital facilities plan
- Track new housing construction, housing demolitions, and mobile home park closures.
- Prepare annual multi-family tax credit report.
- Develop a subarea plan for the City's Central Business District

PERFORMANCE MEASURES

Measure	Target	2015 Actual	2016 Est	2017 Est	2018 Est
Complete comprehensive plan update	12/31/2015	12/31/2015	N/A	N/A	N/A
# of privately initiated amendments processed	2015/2016	3	1	1	2
Code Development:	Ongoing				
Business Licensing	-	5/4/2015	N/A	N/A	N/A
Cottage Housing	-	N/A	3/21/2016	N/A	N/A
Zoning Map Changes	Annual	12/7/2015	11/7/2016	11/20/2017	11/19/2016
Rental Housing Inspection Program	Annual	N/A	7/6/2016	Ongoing	-
Critical Areas & Flood Plain	-	12/7/2015	-	-	-
CBD subarea plan	-	-	-	-	10/1/2018
Title 18A update	-	-	-	10/1/2017	-
Low Impact Development Regulations	6/19/2017	N/A	11/07/2016 (Zoning)	06/19/2017 (Site Development)	-
Complete visioning process	12/31/2015	12/31/2015	-	-	-
Complete Annual Assignments:	Annual				
Capital Facilities Plan Update		12/31/2015	12/31/2016	12/31/2017	12/31/2018
Tracking Housing Date		12/31/2015	12/31/2016	12/31/2017	12/31/2018
Prepare Multi-Family Tax Credit Report		21/31/2016	12/31/2016	12/31/2017	12/31/2018

COMMUNITY & ECONOMIC DEVELOPMENT LONG RANGE PLANNING

Responsible Manager: ***Courtney Casady, Assistant to the City Manager/Management. Analyst***

POSITION INVENTORY

Positions	2014 Actual	2015 Actual	2016 Adopted	2016 Adjusted	2016 Year-end	2017 Proposed	2018 Proposed	Grade
Planning Manager	-	1.00	1.00	1.00	1.00	-	-	46
Assistant to the City Manager/Management Analyst	-	-	-	-	-	1.00	1.00	35
Total Regular Staffing	**-**	**1.00**	**1.00**	**1.00**	**1.00**	**1.00**	**1.00**	
Change from prior year	-	1.00	-	-	-	-	-	

HIGHLIGHTS / CHANGES

The proposed operating budget totals $149K in 2017 and $151K in 2018. This is a decrease of 63.7% or $263K from the 2016 adjusted budget. Highlights of the 2017 proposed budget compared to the 2016 adjusted budget are as follows:

- Salaries & Wages/Benefits – the decrease is due primarily to accounting for the SSMCP Program Manager and Program Coordinator positions in the SSMCP Fund. Additionally, employee turnover has resulted in savings due to filling the Planning Manager with an Assistant to the City Manager/Management Analyst position.

REVENUE & EXPENDITURE SUMMARY

Code	Item	2014 Actual	2015 Actual	2016 Adopted	2016 Adjusted	2016 Year-end	2017 Proposed	2018 Proposed	17 Proposed - 16 Adj $ Chg	17 Proposed - 16 Adj % Chg
Revenue Summary:										
001	General Government	$ -	$ 233,089	$ 348,890	$ 724,797	$ 505,493	$ 157,657	$ 154,357	(567,140)	-78.2%
	Total Revenues:	**$ -**	**$ 233,089**	**$ 348,890**	**$ 724,797**	**$ 505,493**	**$ 157,657**	**$ 154,357**	**$ (567,140)**	**-78.2%**
Expenditure Summary:										
11.xxx	Salaries & Wages	-	144,144	246,360	265,145	106,645	80,842	80,996	(184,303)	-69.5%
11.002/4	Overtime	-	724	-	-	-	-	-	-	n/a
21.xxx	Benefits	-	44,035	96,750	102,280	42,280	22,679	22,963	(79,601)	-77.8%
31.xxx	Other Operating Supplies	-	-	1,000	1,000	1,000	1,000	1,000	-	0.0%
31.003/004	Forms & Publications	-	-	200	200	200	200	200	-	0.0%
31.005	Meeting Food & Beverage	-	356	-	-	-	-	-	-	n/a
35.xxx	Small Tools/Minor Equip	-	-	300	300	300	300	300	-	0.0%
41.xxx	Professional Service	-	-	1,500	1,500	1,500	1,500	1,500	-	0.0%
43/49.003	Travel & Training	-	-	1,580	1,580	1,580	1,580	1,580	-	0.0%
44.xxx	Advertising	-	-	500	500	500	500	500	-	0.0%
49.001	Membership Dues	-	625	400	400	400	250	250	(150)	-37.5%
49.xxx	Other Charges & Services	-	-	300	300	300	300	300	-	0.0%
9x.xxx	IS Charges - M&O	-	43,205	-	37,723	37,009	38,205	38,692	482	1.3%
9x.xxx	IS Charges - Reserves	-	-	-	469	379	1,777	2,443	1,308	278.9%
	Subtotal Operating Exp:	**$ -**	**$ 233,089**	**$ 348,890**	**$ 411,397**	**$ 192,093**	**$ 149,133**	**$ 150,724**	**$ (262,264)**	**-63.7%**
Capital & One-time Funding:										
	Capital & One-Time	-	-	-	313,400	313,400	8,524	3,633	(304,876)	-97.3%
	Subtotal One-time Exp:	**$ -**	**$ -**	**$ -**	**$ 313,400**	**$ 313,400**	**$ 8,524**	**$ 3,633**	**$ (304,876)**	**-97.3%**
	Total Expenditures:	**$ -**	**$ 233,089**	**$ 348,890**	**$ 724,797**	**$ 505,493**	**$ 157,657**	**$ 154,357**	**$ (567,140)**	**-78.2%**

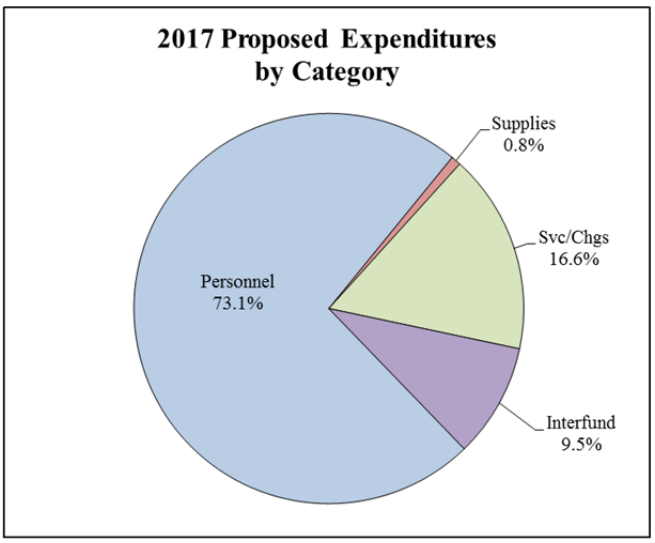
COMMUNITY & ECONOMIC DEVELOPMENT ECONOMIC DEVELOPMENT

Responsible Manager: ***Becky Newton, Economic Development Manager***

PURPOSE/DESCRIPTION

The Economic Development Division improves the economic well-being of Lakewood through efforts that increase job creation, job retention, tax base enhancements and quality of life.

GOAL/OBJECTIVES



- Identify underutilized & underdeveloped properties- create specific, directed plans for targeted investment areas & corridors.
- Conduct business expansion/retention interviews, and perform follow-up assignments as necessary.
- Implement capital and transit improvements to support the local economy.
- Increase the number of jobs that go to Lakewood citizens by coordinating economic development efforts with employment placement.
- Increase the availability of middle-market housing stock; Seek investors & developers to build more market-rate housing.
- Promote policies, programs, and services that support a diverse local economy providing a range of goods and services, that support existing local businesses and that encourage new, independent business ventures.
- Create marketing, promotion and image plans (primary lead: joint assignment between the City's Communications Manager and Economic Development)
- Conduct developer forums and/or focus group discussions.
- Track developer leads and inquiries.
- Act as ombudsman/permit facilitator to new and relocating projects.
- Publish at least three economic newsletters and/or indicator reports per year.

PERFORMANCE MEASURES

Measure	Target	2015 Actual	2016 Est	2017 Est	2018 Est
$ investment created through economic development efforts	$80M	$104M	$100M	$120M	$140M
# of business retention/expansion of interviews conducted	80	77	75	75	75
# of new market rate, owner-occupied housing units constructed annually	40	40	40	40	40
# of projects where permit assistance was provided	40	50	20	20	20
# of special projects completed	50	100	50	50	50
# of economic development inquiries received	200	219	200	200	200
# of lodging contracts managed	16	64	-	-	-
# of participants attending forums, focus groups, or special events	500	573	400	400	400
# of new companies located in Lakewood	20	59	20	20	20
# of new development projects assisted	30	33	30	30	30
Percentage increase in retail sales revenue	4.0%	5.30%	3.0%	4.0%	4.0%

POSITION INVENTORY

Positions	2014 Actual	2015 Actual	2016 Adopted	2016 Adjusted	2016 Year-end	2017 Proposed	2018 Proposed	Grade
Economic Development Manager	1.00	1.00	1.00	1.00	1.00	1.00	1.00	56
Economic Development Specialist	1.00	-	-	-	-	-	-	43
Administrative Assistant	1.00	-	-	-	-	-	-	25
Total Regular Staffing	**3.00**	**1.00**	**1.00**	**1.00**	**1.00**	**1.00**	**1.00**	
Change from prior year	n/a	(2.00)	-	-	-	-	-	

COMMUNITY & ECONOMIC DEVELOPMENT ECONOMIC DEVELOPMENT

Responsible Manager: ***Becky Newton, Economic Development Manager***

HIGHLIGHTS / CHANGES

The proposed operating budget totals $172K in 2017 and $178K in 2018. This is an increase of 7.7% or $12K from the 2016 adjusted budget. Highlights of the 2017 proposed budget compared to the 2016 adjusted budget are as follows:

- Salaries & Wages & Benefits – the increase is due to step increase based on performance evaluation.
- Meeting Food & Beverage – the increase is due to budgeting based on to historical needs.
- Travel & Training – the increase is due to International Economic Development Council Training and related expenses.

REVENUE & EXPENDITURE SUMMARY

Code	Item	2014 Actual	2015 Actual	2016 Adopted	2016 Adjusted	2016 Year-end	2017 Proposed	2018 Proposed	17 Proposed - 16 Adj $ Chg	17 Proposed - 16 Adj % Chg
Revenue Summary:										
001	General Government	$ 321,708	$186,169	$130,610	$236,950	$236,439	$175,876	$179,451	(61,074)	-25.8%
	Total Revenues:	**$ 321,708**	**$ 186,169**	**$ 130,610**	**$ 236,950**	**$ 236,439**	**$ 175,876**	**$ 179,451**	**$ (61,074)**	**-25.8%**
Expenditure Summary:										
11.xxx	Salaries & Wages	193,470	84,141	84,470	84,470	84,470	88,540	91,200	4,070	4.8%
21.xxx	Benefits	71,540	34,155	36,700	36,700	36,700	37,110	38,790	410	1.1%
31.xxx	Other Operating Supplies	3,792	1,571	900	900	900	900	900	-	0.0%
31.005	Meeting Food & Beverage	338	1,718	350	350	350	500	500	150	42.9%
41.xxx	Professional Service	16,063	15,315	1,600	16,600	16,600	21,600	21,600	5,000	30.1%
42.xxx	Communication	1,025							-	n/a
43/49.003	Travel & Training	4,037	3,533	2,870	2,870	2,870	4,800	4,800	1,930	67.2%
44.xxx	Advertising	500	1,388	800	800	800	800	800	-	0.0%
49.001	Membership Dues	926	515	1,200	1,200	1,200	1,200	1,200	-	0.0%
49.xxx	Other Charges & Services	65	444	120	120	120	120	120	-	0.0%
9x.xxx	IS Charges - M&O		20,041	1,600	15,011	14,583	15,392	15,624	381	2.5%
9x.xxx	IS Charges - Reserves	-	3,625	-	473	390	865	2,192	392	82.9%
	Subtotal Operating Exp:	**$ 291,756**	**$ 166,445**	**$ 130,610**	**$ 159,494**	**$ 158,983**	**$ 171,827**	**$ 177,726**	**$ 12,333**	**7.7%**
Capital & One-time Funding:										
	Capital & One-Time	29,952	19,724	-	77,456	77,456	4,049	1,725	(73,407)	-94.8%
	Subtotal One-time Exp:	**$ 29,952**	**$ 19,724**	**$ -**	**$ 77,456**	**$ 77,456**	**$ 4,049**	**$ 1,725**	**$ (73,407)**	**-94.8%**
	Total Expenditures:	**$ 321,708**	**$ 186,169**	**$ 130,610**	**$ 236,950**	**$ 236,439**	**$ 175,876**	**$ 179,451**	**$ (61,074)**	**-25.8%**

COMMUNITY & ECONOMIC DEVELOPMENT COMMUNITY SERVICES

Responsible Manager: ***Jeff Gumm, CDBG Program Manager***

PURPOSE/DESCRIPTION

The Community Development Block Grant (CDBG) fund is used to account for the Federal grants received under the CDBG provision authorized by Title I of the Housing and Community Development Act of 1974. Included in this entitlement are the CDBG, HOME Investment Partnerships Program (HOME), National Stabilization Program (NSP), and the Section 108 Loan Fund. Based on the City's Consolidated Plan submitted to the U.S. Department of Housing and Urban Development (HUD), annual direct grants can be used by Lakewood to revitalize neighborhoods, expand affordable housing and economic opportunities, and/or improve community facilities and services, principally to benefit low-and moderate-income persons.

GOAL/OBJECTIVES

- Administer the projects and programs listed in the City's FY 2014 Consolidated Annual Action Plan dated May 2014
- Facilitate the development and implementation of two Section 108 loans, one in 2015 and another in 2016 concentrating on the use of said funds for public infrastriucture
- Manage/monitor the City's abatement and housing revolving fund programs
- Work with Habitat for Humanity to develop a homeownership program in the Lake City Neighborhood
- In cooperation with the City of Tacoma, prepare a new five-year Consolidated Plan and corresponding Annual Action Plans
- Target infrastructure improvements in low income neighborhoods where roadway, sidewalk, and lighting improvements are deficient.
- Monitor construction progress of LASA/THA Prairie Oaks client services center and homeless housing project

PERFORMANCE MEASURES

Measure	Target	2015 Actual	2016 Est	2017 Est	2018 Est
# of persons with new or improved access to public facility or infrastructure	4693	4694	14,775	5,000	5,000
# of persons with new or improved access to public service	142	205	0	0	50
# of affordable rental units rehabilitated	38	38	0	0	35
# of owner-occupied units rehabilitated	16	5	6	5	5
# of new affordable housing units constructed	21	19	8	4	2
# persons with access to affordable housing through fair housing activities	75	22	25	25	25
# units assisted that are occupied by the elderly	tbd	8	6	6	6
# of homebuyers receiving direct financial assistance through down payment assistance/closing costs	3	1	1	2	2
# of jobs created*	20	0	20	0	0
$ program income received (CDBG & NSP)	tbd	$95,617	$53,000	$58,000	$60,000

Note - Performance measures are required by HUD through the Integrated Disbursement & Information System (IDIS).
The above is a partial listing. Year 2013 data is for Program Year 2013 (7/1/2013 - 6/30/2014).
Year 2014 data was not available at time of publication of this report.

POSITION INVENTORY

Positions	2014 Actual	2015 Actual	2016 Adopted	2016 Adjusted	2016 Year-end	2017 Proposed	2018 Proposed	Grade
CDBG Program Manager	1.00	1.00	1.00	1.00	1.00	1.00	1.00	46
CDBG Program Coordinator	1.00	1.00	1.00	1.00	1.00	1.00	1.00	36
Total Regular Staffing	**2.00**	**2.00**	**2.00**	**2.00**	**2.00**	**2.00**	**2.00**	
Change from prior year	n/a	-	-	-	-	-	-	

RENTAL HOUSING FEE STRUCTURE TO INCLUDE COST RECOVERY

The following table provides the estimate cost and recovery for the rental housing safety program. The revenues and expenditures, which are currently not included in the proposed 2017/2018 biennial budget, will be incorporated once approved by the City Council.

Proposed Rental Housing Safety (RHSP) Budget				
	FTE	2016	2017	2018
Personnel				
Program Manager	0.35	$ -	$ 29,971	$ 29,971
Assistant to City Manager	0.50	These are positions that are currently involved in the implementation, or the future operations of the rental housing safety program, and whose personnel costs are either a part of the existing or proposed 2017/2018 Biennial Budget. These positions and their representative salaries are imbedded costs within the RHSP program. The City can either choose to subsidize these costs or seek full or partial cost recovery.		
Economic Development Manager	0.05			
Information Technology Manager	0.10			
GIS/IT Specialist	0.10			
Permit Technician	0.10			
Contract Office Assistant (1st 6 months, full time; 2nd 6 months half-time; base rate $22/hour)	-	-	34,320	22,880
Contract Rental Housing Safety Inspector	-	-	50,000	50,000
Technology/Work Station:				
Automated Registration System - Capital	-	50,000	-	-
Automated Registration System - Reserves and M&O	-	5,000	13,300	13,300
Tablet	-	1,600	-	-
Smart Phone - Initial Purchase and M&)	-	770	720	720
Automated Kiosk:				
Base Price ($5,000)/Setup, Training & Customization ($1,500)	-	6,500	-	-
Maintenance and Warranty ($150/Month)	-	1,800	1,800	1,800
Postage, Printing, Forms, Office Supplies	-	10,000	10,000	10,000
	1.20	**$ 75,670**	**$ 140,111**	**$ 128,671**

The registration process for the RHSP would begin January 2017. As of this writing, the CED Department has been refining the number of rental housing units in Lakewood. Lakewood has 15,371 rental units; this number includes all single family and duplex rental properties. The number is subject to fluctuation as single-family houses transition between owner occupied and rentals. The RHSP will generate about 5,000 registrations, and based on data obtained from Bellingham, 40 percent will register online (2,000), and the remainder (3,000), will register by coming to City Hall or mailing in the registration applications.

In an effort to control costs, a kiosk has been proposed. Kiosks prices vary widely depending on design and purpose. The numbers listed above are estimates. The base price for a kiosk could be as high as $12,000 per unit. The use of kiosks is becoming more popular both in private and public settings. On the public side, where revenues are growing at one to two percent at best, automated and contract services, are becoming standard norms of operation.

With the establishment of the RHSP, it is assumed that existing city personnel will have additional assignments in the first year of operation. Thereafter, the work levels would change and it would be expected to decrease by some extent. Contract services are also introduced under this program. A contract office assistant and contract inspector have been included. The $50,000 for the inspector was based on data obtained from the City of Bellingham; however, the fee could range between $50,000 and $60,000 annually.

It is proposed to charge fees to rental property owners. The fee at this time is based on 100 percent cost recovery minus relocation expenses. Several fee options have been examined by the City Council although a specific approach has not been authorized as of this writing. City could use a base uniform fee for the first rental unit, and an additional, lesser fee for each unit thereafter, or differential fee system based on the size of an apartment complex. Whichever scenario is used, it is anticipated that the fee proposal would generate sufficient funds to offset program costs. All fees by landlords/property owners would be due payable the first quarter of the calendar year.

Housing relocation specific to the RSHP has not been included in the proposed budget. At this point, it is an unknown factor, and rather than speculate on the abstract, a better approach for now would be to focus on outreach and registration. Once inspections have been initiated in 2017 and 2018, and there is more information available, then it would prudent to develop a relocation budget, above and beyond the resources currently allocated which totals $30,000 annually, if it is found necessary.

COMMUNITY & ECONOMIC DEVELOPMENT COMMUNITY SERVICES

Responsible Manager: ***Jeff Gumm, CDBG Program Manager***

REVENUE & EXPENDITURE SUMMARY BY FUND

Code	Item	2014 Actual	2015 Actual	2016 Adopted	2016 Adjusted	2016 Year-end	2017 Proposed	2018 Proposed	17 Proposed - 16 Adj $ Chg	17 Proposed - 16 Adj % Chg
Revenue Summary:										
105	Property Abatement/Rental Housing Safety Program	$ 67,674	$ 37,559	$ -	$ 43,869	$ 58,356	$ 125,000	$ 125,000	$ 81,131	184.9%
190	Community Development Block Grant (CDBG)	1,087,815	834,266	535,000	2,168,934	2,168,934	445,000	423,000	(1,723,934)	-79.5%
191	Neighborhood Stabilization Program (NSP)	250,075	-	-	38,885	39,561	-	94,716		
	Total Revenues:	**$ 1,405,564**	**$ 871,825**	**$ 535,000**	**$ 2,251,688**	**$ 2,266,851**	**$ 570,000**	**$ 642,716**	**$(1,681,688)**	**-74.7%**
Expenditure Summary:										
105	Property Abatement/Rental Housing Safety Program	44,074	150,000	100,000	193,200	193,200	125,000	125,000	(68,200)	-35.3%
190	Community Development Block Grant (CDBG)	1,906,701	789,380	535,000	2,236,201	2,236,201	445,000	423,000	(1,791,201)	-80.1%
191	Neighborhood Stabilization Program (NSP)	250,143	18,403	-	191,760	191,760	-	-	(191,760)	-100.0%
	Subtotal Operating Exp:	**$ 2,200,918**	**$ 957,783**	**$ 635,000**	**$ 2,621,161**	**$ 2,621,161**	**$ 570,000**	**$ 548,000**	**$(2,051,161)**	**-78.3%**
	Total Expenditures:	**$ 2,200,918**	**$ 957,783**	**$ 635,000**	**$ 2,621,161**	**$ 2,621,161**	**$ 570,000**	**$ 548,000**	**$(2,051,161)**	**-78.3%**

COMMUNITY & ECONOMIC DEVELOPMENT COMMUNITY SERVICES

Responsible Manager: ***Jeff Gumm, CDBG Program Manager***

HIGHLIGHTS / CHANGES

The proposed operating budget totals $570K in 2017 and $548K in 2018. This is a decrease of 78.3% or $2.05MK from the 2016 adjusted budget. The 2016 adjusted budget includes carry forward funds whereas the 2017 proposed budget does not.

Code	Item	2014 Actual	2015 Actual	2016 Adopted	2016 Adjusted	2016 Year-end	2017 Proposed	2018 Proposed	17 Proposed - 16 Adj $ Chg	17 Proposed - 16 Adj % Chg
Revenue Summary:										
105	Abatement Charges	$ 47,549	$ 2,525	$ -	$ 8,869	$ 23,356	$ -	$ -	$ (8,869)	-100.0%
105	Interest Earnings	123	34	-	-	-	-	-	-	n/a
105	Judgements & Settlements	20,002	-	-	-	-	-	-	-	n/a
105	Transfer In - General Fund	-	35,000	-	35,000	35,000	125,000	125,000	90,000	257.1%
190	Grants	1,074,353	817,012	500,000	2,168,055	2,168,055	445,000	423,000	(1,723,055)	-79.5%
190	Interest Earnings	1,404	1,004	-	879	879	-	-	(879)	-100.0%
190	Misc/Contributions	12,058	16,250	-	-	-	-	-	-	n/a
190	Transfer-In General Fund	-	-	35,000	-	-	-	-	-	n/a
191	Grants	250,075	-	-	-	-	-	-	-	n/a
191	Abatement Charges	-	-	-	38,885	39,561	-	94,716	(38,885)	-100.0%
	Total Revenues:	**$ 1,405,564**	**$ 871,825**	**$ 535,000**	**$ 2,251,688**	**$ 2,266,851**	**$ 570,000**	**$ 642,716**	**$ (1,681,688)**	**-74.7%**
Expenditure Summary:										
11.xxx	Salaries & Wages	177,576	155,921	171,000	176,070	176,070	86,800	83,720	(89,270)	-50.7%
21.xxx	Benefits	61,443	58,339	63,180	78,230	78,230	37,200	35,880	(41,030)	-52.4%
31.xxx	Other Operating Supplies	2,376	502	-	9,000	9,000	-	-	(9,000)	-100.0%
31.005	Meeting Food & Beverage	28	65	-	-	-	-	-	-	n/a
31.030	Maintenance Supplies	-	111	-	-	-	-	-	-	n/a
32.xxc	Fuel	172	-	-	-	-	-	-	-	n/a
35.xxx	Small Tools/Minor Equip	3,574	387	-	-	-	-	-	-	n/a
41.xxx	Professional Service	524,742	303,858	100,820	806,072	806,072	396,000	128,400	(410,072)	-50.9%
42.xxx	Communication	1,415	-	-	-	-	-	-	-	n/a
43/49.003	Travel & Training	1,786	20	-	-	-	-	-	-	n/a
44.xxx	Advertising	1,903	1,467	-	-	-	-	-	-	n/a
48.xxx	Repairs & Maintenance	80,449	38,505	-	253,092	253,092	-	-	(253,092)	-100.0%
49.001	Membership Dues	-	-	-	13,434	13,434	-	-	(13,434)	-100.0%
49.xxx	Other Charges & Services	503,347	235,494	-	485,065	485,065	-	-	(485,065)	-100.0%
597	Interfund Transfers	840,046	163,114	300,000	800,198	800,198	-	250,000	(800,198)	-100.0%
5x.xxx	Intergovernmental	2,061	-	-	-	-	-	-	-	n/a
7/8x.xxx	Debt Service	-	-	-	-	-	50,000	50,000	50,000	n/a
	Subtotal Operating Exp:	**$ 2,200,918**	**$ 957,783**	**$ 635,000**	**$ 2,621,161**	**$ 2,621,161**	**$ 570,000**	**$ 548,000**	**$ (2,051,161)**	**-78.3%**
	Total Expenditures:	**$ 2,200,918**	**$ 957,783**	**$ 635,000**	**$ 2,621,161**	**$ 2,621,161**	**$ 570,000**	**$ 548,000**	**$ (2,051,161)**	**-78.3%**

COMMUNITY & ECONOMIC DEVELOPMENT

SOUTH SOUND COMMUNITIES MILITARY PARTNERSHIP (SSMCP)

Responsible Manager: ***Bill Adamson, Program Manager***

PURPOSE/DESCRIPTION

SSMCP works to address issues that affect military and civilian communities around JOINT BASE LEWIS-MCCHORD (JBLM) and to foster outcomes that are mutually beneficial for the South Sound region. One of the SSMCP's primary assignments in 2016/17 is studying how to increase safety in the area known as the "McChord Field North Clear Zone" near JBLM. SSMCP has identified five main objectives for the North Clear Zone Project: 1) Ensure public and air safety; 2) Bring use of the North Clear Zone into Federal Aviation Administration & Department of Defense regulatory compliance; 3) Preserve JBLM "Mission Assurance"; 4) Maintain full operational capacity and capability; and 5) Implement the 2015 JBLM Joint Land Use Study (JLUS).

GOAL/OBJECTIVES

- Implement 2015 JBLM Joint Land Use Study
- Develop a path to resolve McChord Airfield North Clear Zone (NCZ) Encroachment
- Monitor & support transportation improvement efforts in the JBLM Corridor
- Conduct periodic JBLM Needs & Preferences Survey, circulate results
- Engage with subject matter experts and community partners to update and address SSMCP priorities
- Develop an SSMCP business plan
- Educate leaders and advocate at state and federal levels
- Enhance and expand regional SSMCP membership, participation and collaboration
- Seek additional mid and long term funding for SSMCP's staffing and operationally/review update the City's Comprehensive Plan as necessary.
- Support active duty, veteran & military family workforce development, healthcare, & social services

PERFORMANCE MEASURES

Measure	Target	2015 Actual	2016 Est	2017 Est	2018 Est
Implement 2015 JBLM Joint Land Use Study (JLUS) - JLUS adopted Oct 2015	Ongoing	-	-	-	-
Develop a path to resolve McChord Airfield Noth Clear Zone (NCZ) Encroachment	Minimum, 5 yrs	-	-	-	-
Monitor & support transportation improvement efforts in the JBLM Corridor	Ongoing	-	-	-	-
Conduct periodic JBLM Needs & Preferences Survey, circulate results	1 annual survey	1 annual survey	1 annual survey	1 annual survey	1 annual survey
Engage with subject matter experts and community partners to update and address SSMCP priorities	Ongoing	60 annual meetings	60 annual meetings	60 annual meetings	60 annual meetings
Develop an SSMCP business plan	-	-	Completed	Revise as necessary	Revise as necessary
Educate leaders and advocate at state and federal levels	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
Enhance & expand regional SSMCP membership, participation collaboration	60	n/a	42	48	53
Seek additional mid and long term funding for SSMCP's staffing and operationally/review update the City's Comprehensive Plan as necessary.	Funding ongoing; CPA amendment	Funding ongoing; 1 CPA amendment	Funding ongoing; 1 CPA amendment	Funding ongoing; 1 CPA amendment	Funding ongoing
Support active duty, veteran & military family workforce development, healthcare, & social services	Ongoing	-	-	-	-

POSITION INVENTORY

Positions	2014 Actual	2015 Actual	2016 Adopted	2016 Adjusted	2016 Year-end	2017 Proposed	2018 Proposed	Grade
Program Manager - SSMCP/OEA	-	1.00	1.00	1.00	1.00	1.00	1.00	46
Program Coordinator - SSMCP/OEA	-	1.00	1.00	1.00	1.00	1.00	1.00	36
Total Regular Staffing	**-**	**2.00**	**2.00**	**2.00**	**2.00**	**2.00**	**2.00**	
Change from prior year	-	2.00	-	-	-	-	-	

SOUTH SOUND COMMUNITIES MILITARY PARTNERSHIP (SSMCP)

Responsible Manager: ***Bill Adamson, Program Manager***

HIGHLIGHTS / CHANGES

The proposed operating budget totals $307K in 2017 and $227K in 2018. This is an increase of 35.9% or $81K from the 2016 adjusted budget. The budgets are based on availability of funds. The 2017 proposed budget includes carry forward of grants and contributions from 2016.

REVENUE & EXPENDITURE SUMMARY

Code	Item	2014 Actual	2015 Actual	2016 Adopted	2016 Adjusted	2016 Year-end	2017 Proposed	2018 Proposed	17 Proposed - 16 Adj $ Chg	17 Proposed - 16 Adj % Chg
Revenue Summary:										
192	Grants	$ 281,466	$ 153,468	$ -	$ -	$ 408,777	$ -	$ -	-	n/a
192	Partner Participation	133,250	153,629	129,500	173,500	176,805	176,805	176,805	3,305	1.9%
192	Transfer In-General Fund	50,000	50,000	50,000	54,750	54,750	50,000	50,000	(4,750)	-8.7%
	Total Revenues:	**$ 464,716**	**$ 357,097**	**$ 179,500**	**$ 228,250**	**$ 640,332**	**$ 226,805**	**$ 226,805**	**$ (1,445)**	**-0.6%**
Expenditure Summary:										
11.xxx	Salaries & Wages	128,054	123,852	-	135,000	194,829	165,174	168,240	30,174	22.4%
11.002/4	Overtime	198	-	-	-	-	-	-	-	n/a
21.xxx	Benefits	40,695	32,189	-	37,000	53,989	41,754	42,972	4,754	12.8%
31.xxx	Other Operating Supplies	597	2,012	-	1,000	1,250	-	-	(1,000)	-100.0%
31.005	Meeting Food & Beverage	2,206	3,670	-	2,500	2,500	-	-	(2,500)	-100.0%
31.030	Maintenance Supplies	-	-	-	-	-	-	-	-	n/a
32.xxc	Fuel	-	-	-	-	-	-	-	-	n/a
35.xxx	Small Tools/Minor Equip	3,228	-	-	-	-	-	-	-	n/a
41.xxx	Professional Service	221,123	213,360	179,500	20,000	323,500	99,744	15,593	79,744	398.7%
42.xxx	Communication	142	-	-	500	500	-	-	(500)	-100.0%
43/49.003	Travel & Training	12,277	16,615	-	22,100	23,600	-	-	(22,100)	-100.0%
44.xxx	Advertising	129	237	-	500	500	-	-	(500)	-100.0%
48.xxx	Repairs & Maintenance	-	-	-	-	-	-	-	-	n/a
49.001	Membership Dues	-	1,365	-	2,000	2,000	-	-	(2,000)	-100.0%
49.xxx	Other Charges & Services	-	1,013	-	5,000	5,300	-	-	(5,000)	-100.0%
597	Interfund Transfers	-	-	-	-	-	-	-	-	n/a
5x.xxx	Intergovernmental	-	-	-	-	-	-	-	-	n/a
	Subtotal Operating Exp:	**$ 408,649**	**$ 394,313**	**$ 179,500**	**$ 225,600**	**$ 607,968**	**$ 306,672**	**$ 226,805**	**$ 81,072**	**35.9%**
	Total Expenditures:	**$ 408,649**	**$ 394,313**	**$ 179,500**	**$ 225,600**	**$ 607,968**	**$ 306,672**	**$ 226,805**	**$ 81,072**	**35.9%**

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2017/2018
Budget Line Item Detail

2017/2018 Budget Detail

COMMUNITY & ECONOMIC DEVELOPMENT - BUILDING

001.0000.07.558.50.31.001	OFFICE & OPERATING SUPPLIES		2017		2018
GENERAL OFFICE & OPERATING SUPPLIES		$	2,000	$	2,000
	Subtotal:	**$**	**2,000**	**$**	**2,000**

001.0000.07.558.50.31.008	UNIFORMS		2017		2018
BUILDING OFFICAL UNIFORMS		$	600	$	600
	Subtotal:	**$**	**600**	**$**	**600**

001.0000.07.558.50.35.001	SMALL TOOLS & MINOR EQUIPMENT		2017		2018
SMALL TOOLS & MINOR EQUIPMENT		$	500	$	500
	Subtotal:	**$**	**500**	**$**	**500**

001.0000.07.558.50.35.004	FURNITURE EQUIPMENT		2017		2018
FURNITURE EQUIPMENT		$	500	$	500
	Subtotal:	**$**	**500**	**$**	**500**

001.0000.07.558.50.41.001	PROFESSIONAL SERVICES		2017		2018
SPECIAL INSPECTIONS		$	5,000	$	5,000
	Subtotal:	**$**	**5,000**	**$**	**5,000**

001.0000.07.558.50.43.002	LODGING CHARGES		2017		2018
TRAINING		$	400	$	400
	Subtotal:	**$**	**400**	**$**	**400**

001.0000.07.558.50.43.003	MILEAGE REIMBURSEMENTS		2017		2018
TRAINING AND MEETING		$	230	$	230
	Subtotal:	**$**	**230**	**$**	**230**

001.0000.07.558.50.43.004	CONFERENCE MEALS		2017		2018
TRAINING		$	130	$	130
	Subtotal:	**$**	**130**	**$**	**130**

001.0000.07.558.50.43.005	PARKING REIMBURSEMENTS		2017		2018
TRAINING AND MEETING REIMBURSEMENTS		$	40	$	40
	Subtotal:	**$**	**40**	**$**	**40**

001.0000.07.558.50.49.001	MEMBERSHIPS & DUES		2017		2018
INTERNATIONAL CODE COUNCIL CERTIFICATION		$	865	$	-
INTERNATIONAL CODE COUNCIL MEMBERSHIP		$	240	$	240
WASHINGTON ASSOC. OF BUILDING OFFICIALS		$	195	$	200
	Subtotal:	**$**	**1,300**	**$**	**440**

001.0000.07.558.50.49.003	REGISTRATION		2017		2018
FIRST AID/CPR		$	100	$	100
INDIVIDUAL TRAINING CLASSES		$	960	$	960
WASHINGTON ASSOC. OF BUILDING OFFICIALS ANNUAL MEETING		$	100	$	100
WASHINGTON ASSOC. OF BUILDING OFFICIALS EDUCATIONAL INSTITUTE		$	1,600	$	1,600
WASHINGTON ASSOC. OF BUILDING OFFICIALS SPRING/WINTER		$	100	$	100
	Subtotal:	**$**	**2,860**	**$**	**2,860**

001.0000.07.558.50.49.005	PRINTING & BINDING		2017		2018
PRINTING & BINDING		$	900	$	900
	Subtotal:	**$**	**900**	**$**	**900**

001.0000.07.558.50.51.001	INTERGOVERNMENTAL SERVICE		2017		2018
FIRE MARSHAL CONTRACT		$	202,000	$	202,000
	Subtotal:	**$**	**202,000**	**$**	**202,000**
	Total Budget:	**$**	**216,460**	**$**	**215,600**

2017/2018 Budget Detail

COMMUNITY & ECONOMIC DEVELOPMENT - CURRENT PLANNING

001.0000.07.558.60.31.001	OFFICE & OPERATING SUPPLIES	2017	2018
GENERAL OFFICE & OPERATING SUPPLIES		$ 7,500	$ 7,500
	Subtotal:	**$ 7,500**	**$ 7,500**

001.0000.07.558.60.31.003	OFFICE FORMS	2017	2018
OFFICE FORMS		$ 200	$ 200
	Subtotal:	**$ 200**	**$ 200**

001.0000.07.558.60.31.005	MEETING MEALS EXPENSE	2017	2018
MEALS FOR OFFICE MEETINGS		$ 100	$ 100
	Subtotal:	**$ 100**	**$ 100**

001.0000.07.558.60.35.004	FURNITURE EQUIPMENT	2017	2018
FURNITURE EQUIPMENT		$ 500	$ 500
	Subtotal:	**$ 500**	**$ 500**

001.0000.07.558.60.41.001	PROFESSIONAL SERVICES	2017	2018
CONTRACT SERVICES AS NEEDED FOR SPECIAL PROJECTS		$ 5,000	$ 5,000
HISTORIC PRESERVATION CONSULTANT		$ 2,500	$ 2,500
	Subtotal:	**$ 7,500**	**$ 7,500**

001.0000.07.558.60.41.007	HEARING EXAMINER	2017	2018
HEARING EXAMINER SERVICES		$ 20,000	$ 20,000
REDUCE HEARING EXAMINER SERVICES		$ (10,000)	$ (10,000)
	Subtotal:	**$ 10,000**	**$ 10,000**

001.0000.07.558.60.43.002	LODGING CHARGES	2017	2018
PLANNING ASSOC. OF WASHINGTON DIRECTOR'S CONFERENCE		$ 400	$ 400
PLANNING ASSOC. OF WASHINGTON ANNUAL CONFERENCE		$ 400	$ 400
	Subtotal:	**$ 800**	**$ 800**

001.0000.07.558.60.43.003	MILEAGE REIMBURSEMENTS	2017	2018
TRAINING AND MEETING		$ 230	$ 230
	Subtotal:	**$ 230**	**$ 230**

001.0000.07.558.60.43.004	CONFERENCE MEALS	2017	2018
PLANNING ASSOC. OF WASHINGTON DIRECTOR'S CONFERENCE		$ 195	$ 195
PLANNING ASSOC. OF WASHINGTON CONFERENCE		$ 195	$ 195
	Subtotal:	**$ 390**	**$ 390**

001.0000.07.558.60.43.005	PARKING REIMBURSEMENTS	2017	2018
TRAINING AND MEETING		$ 40	$ 40
	Subtotal:	**$ 40**	**$ 40**

001.0000.07.558.60.44.001	ADVERTISING	2017	2018
ADVERTISING / PUBLIC NOTICES		$ 4,000	$ 4,000
	Subtotal:	**$ 4,000**	**$ 4,000**

001.0000.07.558.60.49.001	MEMBERSHIPS & DUES	2017	2018
AMERICAN DEFENSE COMMUNITIES		$ 240	$ 240
AMERICAN PLANNING ASSOCIATION		$ 980	$ 980
PLANNING ASSOC. OF WASHINGTON		$ 450	$ 450
	Subtotal:	**$ 1,670**	**$ 1,670**

001.0000.07.558.60.49.003	REGISTRATION	2017	2018
PLANNING ASSOC. OF WASHINGTON DIRECTOR'S CONFERENCE		$ 330	$ 330
WASHINGTON STATE ASSOC. OF PERMIT TECHNICIANS SPRING CONFERENCE		$ 250	$ 250
WASHINGTON STATE PLANNING DIRECTORS ASSOC. CONFERENCE		$ 250	$ 250
	Subtotal:	**$ 830**	**$ 830**

2017/2018 Budget Detail

COMMUNITY & ECONOMIC DEVELOPMENT - CURRENT PLANNING

001.0000.07.558.60.49.005	PRINTING & BINDING		2017		2018
PRINTING & BINDING		$	2,000	$	2,000
	Subtotal:	**$**	**2,000**	**$**	**2,000**
	Total Budget:	**$**	**35,760**	**$**	**35,760**

2017/2018 Budget Detail

COMMUNITY & ECONOMIC DEVELOPMENT - LONG RANGE PLANNING

001.0000.07.558.65.31.001	OFFICE & OPERATING SUPPLIES	2017	2018
GENERAL OFFICE & OPERATING SUPPLIES		$ 1,000	$ 1,000
	Subtotal:	**$ 1,000**	**$ 1,000**

001.0000.07.558.65.31.003	OFFICE FORMS	2017	2018
OFFICE FORMS		$ 200	$ 200
	Subtotal:	**$ 200**	**$ 200**

001.0000.07.558.65.35.004	FURNITURE EQUIPMENT	2017	2018
FURNITURE EQUIPMENT		$ 300	$ 300
	Subtotal:	**$ 300**	**$ 300**

001.0000.07.558.65.41.001	PROFESSIONAL SERVICE	2017	2018
PROFESSIONAL SERVICES		$ 1,500	$ 1,500
	Subtotal:	**$ 1,500**	**$ 1,500**

001.0000.07.558.65.43.001	TRANSPORTATION CHARGES	2017	2018
TRAINING TRANSPORTATION		$ 400	$ 400
	Subtotal:	**$ 400**	**$ 400**

001.0000.07.558.65.43.002	LODGING CHARGES	2017	2018
TRAINING LODGING		$ 450	$ 450
	Subtotal:	**$ 450**	**$ 450**

001.0000.07.558.65.43.003	MILEAGE REIMBURSEMENTS	2017	2018
TRAINING AND MEETING		$ 150	$ 150
	Subtotal:	**$ 150**	**$ 150**

001.0000.07.558.65.43.004	CONFERENCE MEALS	2017	2018
TRAINING MEALS		$ 150	$ 150
	Subtotal:	**$ 150**	**$ 150**

001.0000.07.558.65.43.005	PARKING REIMBURSEMENTS	2017	2018
TRAINING AND MEETING PARKING REIMBURSEMENTS		$ 30	$ 30
	Subtotal:	**$ 30**	**$ 30**

001.0000.07.558.65.44.001	ADVERTISING	2017	2018
ADVERTISING / PUBLIC NOTICES		$ 500	$ 500
	Subtotal:	**$ 500**	**$ 500**

001.0000.07.558.65.49.001	MEMBERSHIPS/DUES	2017	2018
MEMBERSHIPS / DUES		$ 250	$ 250
	Subtotal:	**$ 250**	**$ 250**

001.0000.07.558.65.49.003	REGISTRATION	2017	2018
TRAINING		$ 400	$ 400
	Subtotal:	**$ 400**	**$ 400**

001.0000.07.558.65.49.005	PRINTING & BINDING	2017	2018
PRINTING & BINDING		$ 300	$ 300
	Subtotal:	**$ 300**	**$ 300**
	Total Budget:	**$ 5,630**	**$ 5,630**

2017/2018 Budget Detail

COMMUNITY & ECONOMIC DEVELOPMENT - ECONOMIC DEVELOPMENT

001.0000.13.558.70.31.001	OFFICE & OPERATING SUPPLIES	2017	2018
BUSINESS SHOWCASE FRAMES - 12 EA $19.99		$ 262	$ 262
GENERAL		$ 638	$ 638
	Subtotal:	**$ 900**	**$ 900**

001.0000.13.558.70.31.005	MEETING MEALS EXPENSE	2017	2018
MEETING MEALS WITH DEVELOPERS AND NEW BUSINESS		$ 500	$ 500
	Subtotal:	**$ 500**	**$ 500**

001.0000.13.558.70.41.001	PROFESSIONAL SERVICES	2017	2018
MEDIA, RE-IMAGING, EDITORIALS, TRADE PUBLICATION		$ 1,600	$ 1,600
	Subtotal:	**$ 1,600**	**$ 1,600**

001.0000.13.558.70.41.078	ECONOMIC DEVELOPMENT BOARD OF PIERCE	2017	2018
TACOMA/PIERCE ECONOMIC DEVELOPMENT		$ 15,000	$ 15,000
INCREASE CONTRIBUTION LEVEL		$ 5,000	$ 5,000
	Subtotal:	**$ 20,000**	**$ 20,000**

001.0000.13.558.70.43.001	TRANSPORTATION CHARGES	2017	2018
INTERNATIONAL ECONOMIC DEVELOPMENT COUNCIL AIRFARE		$ 500	$ 500
	Subtotal:	**$ 500**	**$ 500**

001.0000.13.558.70.43.002	LODGING CHARGES	2017	2018
INTERNATIONAL ECONOMIC DEVELOPMENT COUNCIL		$ 510	$ 510
	Subtotal:	**$ 510**	**$ 510**

001.0000.13.558.70.43.003	MILEAGE REIMBURSEMENTS	2017	2018
OTHER MEETINGS AND WORKSHOPS		$ 800	$ 800
TACOMA REGIONAL CONVENTION & VISITOR BUREAU		$ 200	$ 200
	Subtotal:	**$ 1,000**	**$ 1,000**

001.0000.13.558.70.43.004	CONFERENCE MEALS	2017	2018
INTERNATIONAL ECONOMIC DEVELOPMENT COUNCIL		$ 200	$ 200
	Subtotal:	**$ 200**	**$ 200**

001.0000.13.558.70.43.005	PARKING REIMBURSEMENTS	2017	2018
OTHER MEETINGS AND WORKSHOPS		$ 50	$ 50
TACOMA REGIONAL CONVENTION & VISITOR BUREAU		$ 150	$ 150
	Subtotal:	**$ 200**	**$ 200**

001.0000.13.558.70.44.001	ADVERTISING	2017	2018
LOCAL PUBLICATIONS		$ 800	$ 800
	Subtotal:	**$ 800**	**$ 800**

001.0000.13.558.70.49.001	MEMBERSHIPS/DUES	2017	2018
INTERNATIONAL COUNCIL OF SHOPPING CENTERS		$ 150	$ 150
INTERNATIONAL COUNCIL OF SHOPPING CENTERS MANAGER & SPECIALIST		$ 450	$ 450
TOASTMASTERS		$ 100	$ 100
WASHINGTON ECONOMIC DEVELOPMENT ASSOC.		$ 500	$ 500
	Subtotal:	**$ 1,200**	**$ 1,200**

2017/2018 Budget Detail

COMMUNITY & ECONOMIC DEVELOPMENT - ECONOMIC DEVELOPMENT

001.0000.13.558.70.49.003	REGISTRATION		2017		2018
ECONOMIC DEVELOPMENT BOARD - ANNUAL MEETING - TWO ATTENDEES		$	170	$	170
INTERNATIONAL ECONOMIC DEVELOPMENT ANNUAL CONFERENCE		$	720	$	720
LAKEWOOD CHAMBER OF COMMERCE MONTHLY MEETINGS		$	300	$	300
SUMMITS, WORKSHOPS, ANNUAL MEETINGS		$	350	$	350
TACOMA REGIONAL CONVENTION & VISTORS BUREAU RETREAT		$	200	$	200
WEBINAR TRAININGS		$	150	$	150
WA ECONOMIC DEVELOPMENT ASSOC. SPR/SMR CONFERENCE - MANAGER		$	500	$	500
	Subtotal:	**$**	**2,390**	**$**	**2,390**

001.0000.13.558.70.49.004	SUBSCRIPTION		2017		2018
BUSINESS EXAMINER - ON-LINE		$	25	$	25
BUSINESS JOURNAL		$	95	$	95
	Subtotal:	**$**	**120**	**$**	**120**
	Total Budget:	**$**	**29,920**	**$**	**29,920**

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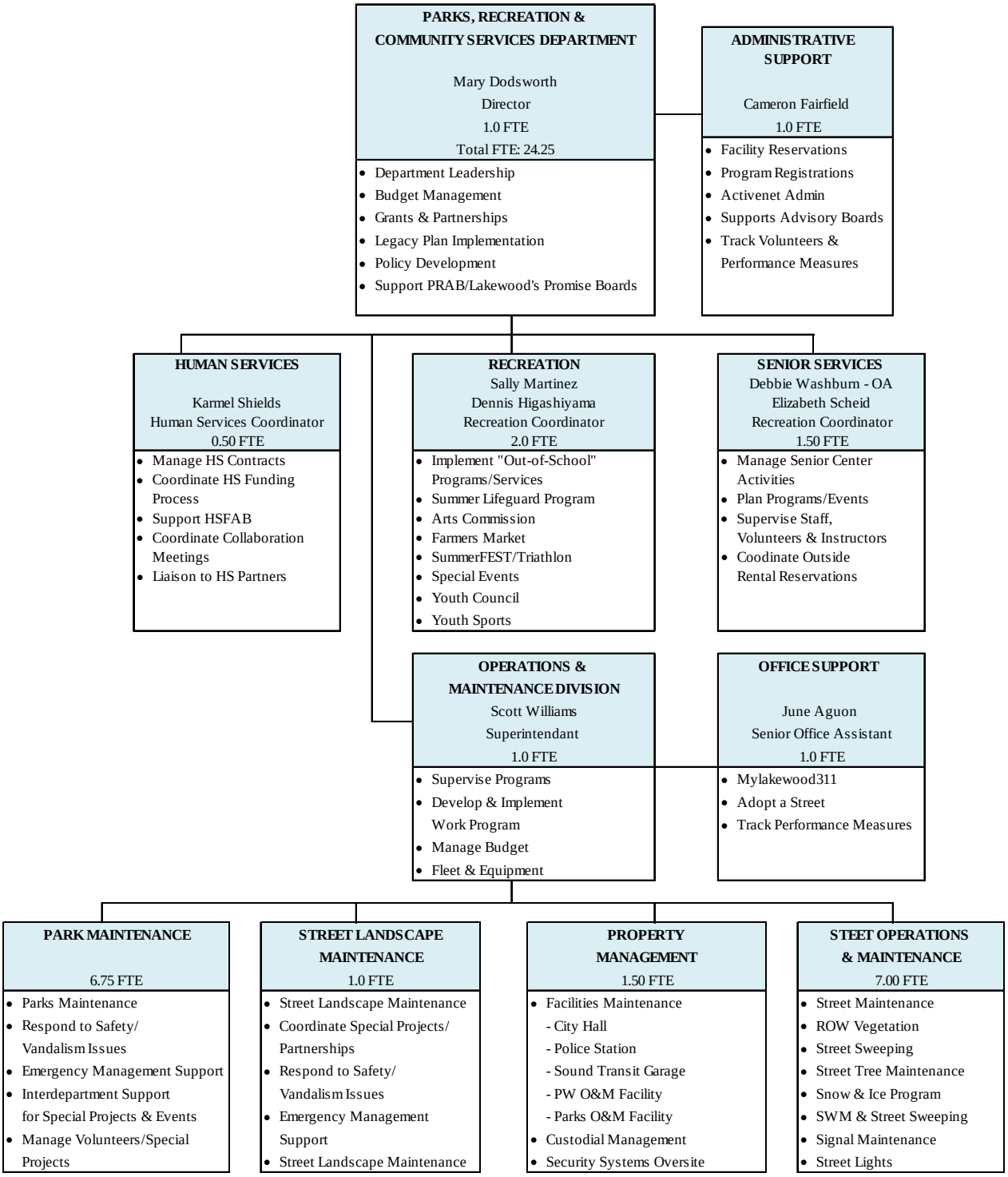

PARKS, RECREATION & COMMUNITY SERVICES DEPARTMENT
Mary Dodsworth
Director
1.0 FTE
Total FTE: 24.25
Department Leadership
Budget Management
Grants & Partnerships
Legacy Plan Implementation
Policy Development
Support PRAB/Lakewood's Promise Boards
ADMINISTRATIVE SUPPORT
Cameron Fairfield
1.0 FTE
Facility Reservations
Program Registrations
Activenet Admin
Supports Advisory Boards
Track Volunteers & Performance Measures
HUMAN SERVICES
Karmel Shields
Human Services Coordinator
0.50 FTE
Manage HS Contracts
Coordinate HS Funding Process
Support HSFAB
Coordinate Collaboration Meetings
Liaison to HS Partners
RECREATION
Sally Martinez
Dennis Higashiyama
Recreation Coordinator
2.0 FTE
Implement "Out-of-School" Programs/Services
Summer Lifeguard Program
Arts Commission
Farmers Market
SummerFEST/Triathlon
Special Events
Youth Council
Youth Sports
SENIOR SERVICES
Debbie Washburn - OA
Elizabeth Scheid
Recreation Coordinator
1.50 FTE
Manage Senior Center Activities
Plan Programs/Events
Supervise Staff, Volunteers & Instructors
Coodinate Outside Rental Reservations
OPERATIONS & MAINTENANCE DIVISION
Scott Williams
Superintendant
1.0 FTE
Supervise Programs
Develop & Implement Work Program
Manage Budget
Fleet & Equipment
OFFICE SUPPORT
June Aguon
Senior Office Assistant
1.0 FTE
Mylakewood311
Adopt a Street
Track Performance Measures
PARK MAINTENANCE
6.75 FTE
Parks Maintenance
Respond to Safety/ Vandalism Issues
Emergency Management Support
Interdepartment Support for Special Projects & Events
Manage Volunteers/Special Projects
STREET LANDSCAPE MAINTENANCE
1.0 FTE
Street Landscape Maintenance
Coordinate Special Projects/ Partnerships
Respond to Safety/ Vandalism Issues
Emergency Management Support
Street Landscape Maintenance
PROPERTY MANAGEMENT
1.50 FTE
Facilities Maintenance
- City Hall
- Police Station
- Sound Transit Garage
- PW O&M Facility
- Parks O&M Facility
Custodial Management
Security Systems Oversite
STEET OPERATIONS & MAINTENANCE
7.00 FTE
Street Maintenance
ROW Vegetation
Street Sweeping
Street Tree Maintenance
Snow & Ice Program
SWM & Street Sweeping
Signal Maintenance
Street Lights

PARKS, RECREATION & COMMUNITY SERVICES DEPARTMENT OVERVIEW

Responsible Manager: ***Mary Dodsworth, Director***

2015/2016 ACCOMPLISHMENTS

- Springbrook Park Expansion projects
- Waughop Lake Trail Improvement Project
- US Open parking management at Fort Steilacoom Park
- Gateway Improvements at north and south ends of Bridgeport and Nyanza and Gravelly Lake Dr.
- Legacy Plan Implementation
- Farmers Market Expansion – 5 years of operations. New partners, programs and funding. Increased vendor sales and participation each year.
- Chambers Creek Trail partnership with University Place, Pierce County and Steilacoom
- Senior Center relocation assessment and lease extension – 10 years of operations
- Public Art site location selection, Request for Proposal and artist selection
- 2015 Human Services Annual Report
- 2015/16 New Human Services Strategic Funding areas established and funding for 30 programs
- Community Services Advisory Board, newly formed and all positions filled
- Partnership with Pierce County Community Connections: Leadership in Action Program and Point in Time Count
- City of Lakewood Homelessness Report
- MyLakewood311 implementation, tracking and reporting
- Implemented a new Adopt a Street program with new volunteer groups
- Updated Discovery Trail sign program at Fort Steilacoom Park
- Increased funding and partnerships at SummerFEST including Triathlon participation
- Over 31 new partners providing $16,000 in in-kind donations and services for special events
- Awarded over $2.3 million in grants to offset park development
- Parks, Recreation and Community Services Cost Recovery Report
- Gathering Space Community Outreach Process and Business Plan
- Updated policy regarding unmanned aircraft in parks (drones)
- Completed a comprehensive city sign inventory and developed a replacement program
- Eagle Scout Projects – Community Garden Gate, Dog Park Agility Area, Dog Park Information Kiosk, and Springbrook community garden boxes.
- Sponsorship and naming policy update

PARKS, RECREATION & COMMUNITY SERVICES DEPARTMENT OVERVIEW

Responsible Manager: ***Mary Dodsworth, Director***

2017/2018 ANTICIPATED KEY PROJECTS

- Human Services Collective Impact Reports
- Build structure and implement Gathering Space business plan
- Legacy Plan Report Card
- Increase # of park special user permits and electronically survey each permit user for satisfaction of processes and experience at the site.
- Work with partners to recruit and support local, national and international events at Fort Steilacoom Park to create economic impact
- Improve efficiency and communication with citizens by encourage paperless systems, updating all department forms and processes with web based form fillable options.
- Expand Adopt a Street project sites and volunteers
- Implement an Adopt a Park/ Spot program to enhance stewardship of park sites and public spaces
- Comprehensive Marketing Plan for all program areas
- Update shelter plan to better coordinate with City Emergency Management Program
- Expand street maintenance, management and pavement programs to include vegetation management, crack sealing, striping and pothole response.
- Implement the First Impressions Matter campaign / program to improve City image
- Cross train maintenance and operations staff to provide more efficient support for maintaining city resources
- Develop RFP's for various City services to assess needs and costs and ensure best use of public resources
- City Hall and Police Station Energy Audit

PARKS, RECREATION & COMMUNITY SERVICES DEPARTMENT OVERVIEW

Responsible Manager: ***Mary Dodsworth, Director***

DEPARTMENT FUNCTIONS BY CRITERIA:

Legally Mandated:

- Maintain City Infrastructure (streets, signs, signals, parks, open spaces and public buildings). This extends the life of City resources and investments

Important:

- Fund various agencies and leverage community resources to provide services and a safety net for our most vulnerable citizens.
- Maintain City Infrastructure (streets, signs, signals, parks, open spaces and public buildings) so they are clean, safe and functional for citizens, visitors and staff.
- Preserve and enhance our natural resources and develop stewardship programs to sustain our community investments.
- Generate revenue in various ways to offset program costs and expand ability to provide opportunities to our citizens and visitors.

Discretionary:

- Various recreation programs, services and special events

PARKS, RECREATION & COMMUNITY SERVICES DEPARTMENT OVERVIEW

Responsible Manager: ***Mary Dodsworth, Director***

DEPARTMENT FUNCTIONS BY CITY COUNCIL GOALS & OBJECTIVES:

Fiscal Responsibility

- Rigorous review process and contract management to ensure best use of available funding for Human Service programs and services which support our most vulnerable citizens.
- Secure grants, donations, partnerships, sponsorships and in-kind resources to offset operations and/or new opportunities for citizens and guests.
- Meet a 45% cost recovery target for parks and recreation services

Public Safety

- Vegetation management to create safe roadways for pedestrians and drivers.
- Prevention programs and positive alternatives for youth and older adults which reduce calls for police services.
- Seasonal lifeguard services in swim areas at waterfront parks

Economic Development

- Special events, tournaments and festivals on public land generate economic activity and impact (hotel stays and sales of fuel, goods and services).
- First Impressions Matter campaign to create a positive community image and encourage business community to make aesthetic improvements along major arterials and in central business district.
- Enhanced marketing campaigns to promote Lakewood beyond our borders
- Enhanced beautification program for parks, street landscaped areas and City gateways.

Dependable Infrastructure

- Effective maintenance program and capital improvement plan to ensure safe, clean and well maintained spaces for our citizens and guests
- Preventive maintenance programs are developed and implemented for street lights, signals and signs, vehicles, public buildings and spaces and park infrastructure and systems to reduce costly impact of deferred maintenance

Transparency

- Community outreach and presentations to provide updates on City services, new or revised policies and/or changes to neighborhood areas.
- Updated webpages and use of social media to provide current information and timely updates
- Support various community advisory boards

PARKS, RECREATION & COMMUNITY SERVICES DEPARTMENT OVERVIEW

Responsible Manager: ***Mary Dodsworth, Director***

PROPOSED SERVICE/PROGRAM CHANGES

Service/ Program	Description & Justification, and Operational Impact	Change		2017		2018	
		FTE	Fleet	1-Time	Ongoing	1-Time	Ongoing
Recreation - Youth Services/ Lakewood's Promise Newsletter	City Council encouraged Clover Park School District to allow City to distribute a hard copy newsletter to elementary schools in Lakewood. New CPSD policy eliminated ability to distribute flyers in schools which provided information regarding youth related programs and services. Youth agencies city-wide experienced a large drop in awareness and participation. Due to economic issues, not all students had access to information in an electronic format. Lakewood's Promise is allowed to coordinates with all non-profit youth related agencies to create and distribute a monthly newsletter. Cost of $10,000 annually for 10 editions. Donations from various businesses and organizations are requested. Anticipate $1,000 in donations to offset cost. Template is created and updated by Lakewood Library staff, content is provided by various partners, newsletter is created by LP coordinator and printed by local business. Donations from various businesses and organizations are requested.	-	-	$ -	$ 9,000	$ -	$ 9,000
		-	**-**	**$ -**	**$ 9,000**	**$ -**	**$ 9,000**

PROPOSED CAPITAL PROJECTS

Parks CIP		2017	2018
1	Chambers Creek Trail	$ -	$ 100,000
2	Edgewater Dock	-	100,000
3	Fort Steilacoom Park Pavilion (Rotary Club of Lakewood)	800,000	-
4	Fort Steilacoom Roadway & Utility Improvements (State Capital Budget)	-	100,000
5	Fort Steilacoom Park/Angle Lane Parking & Elwood Fencing	-	130,000
9	Gateway - Lakewood Drive & 74th (Transportation CIP)	-	100,000
9	Gateway - Farwest Drive & Steilacoom Blvd (Transportation CIP)	100,000	-
10	Harry Todd Park Phase I (ADA, Dock Access, Bulkhead, Shoreline, Open Space)	-	1,150,000
12	Main Street Banners & Brackets	10,000	-
13	Park Equipment Replacement	-	20,000
13	Park Equipment Replacement	20,000	-
14	Park Playground Resurfacing - Various Parks	-	10,000
14	Park Playground Resurfacing - Various Parks	20,000	-
15	Project Support	-	50,000
15	Project Support	50,000	-
16	Springbrook Park Acquisition Phase III (Pierce County Conservation Futures)	500,000	-
17	Wards Lake Improvements	-	100,000
	Total	**$ 1,500,000**	**$ 1,860,000**

PROPOSED PROPERTY MANAGEMENT CAPITAL & CAPITAL MAINTENANCE

Ref #	Service/Program	Change FTE	Change Fleet	2017 1-Time	2017 Ongoing	2018 1-Time	2018 Ongoing
Property Management							
4	City Hall - Boiler Repair and Replacement	-	-	$ 18,000	$ -	$ -	$ -
7	City Hall - Exterior Beam Painting	-	-	-	-	75,000	-
9	Police Station - Wall In Fuel Island	-	-	20,000	-	-	-
11	Police Station - Server Room Sprinkler	-	-	39,000	-	-	-
12	Parks O&M Facility - HVAC Replacement	-	-	12,000	-	-	-
13	Parks O&M Facility - LED Lighting	-	-	10,000	-	-	-
14	Parks O&M Facility Fuel - Storage Shed	-	-	10,000	-	-	-
		-	**-**	**$ 109,000**	**$ -**	**$ 75,000**	**$ -**

Project details provided in the 6-Year Property Management Capital & Capital Maintenance Plan.

DEPARTMENT POSITION INVENTORY

Positions	2014 Actual	2015 Actual	2016 Adopted	2016 Adjusted	2016 Year-end	2017 Proposed	2018 Proposed	Grade
Public Works Director	0.20	-	-	-	-	-	-	66
Parks, Recreation, & Community Services Director	1.00	1.00	1.00	1.00	1.00	1.00	1.00	62
Operations Superintendent						1.00	1.00	45
Parks Maintenance Manager	1.00	1.00	1.00	1.00	1.00	-	-	45
Facilities Maintenance Supervisor	1.00	-	-	-	-	-	-	45
Traffic Technician II	1.00	-	-	-	-	-	-	39
Traffic Signal Technician	2.00	2.00	2.00	2.00	2.00	2.00	2.00	39
Human Services Coordinator	0.50	0.50	0.50	0.50	0.50	0.50	0.50	33
Facilities Maintenance Technician	1.00	1.00	1.00	1.00	1.00	1.00	1.00	30
Recreational Coordinator	3.00	3.00	3.00	3.00	3.00	3.00	3.00	28
Maintenance Worker III	2.00	2.00	2.00	2.00	2.00	2.00	2.00	28
Administrative Assistant	1.00	0.50	0.50	0.50	0.50	-	-	25
Maintenance Worker II	4.00	4.00	4.00	4.00	4.00	6.00	6.00	24
Maintenance Worker I	2.00	1.00	1.00	1.00	1.50	4.50	4.50	15
Lead Custodial Worker	1.00	0.50	0.50	0.50	-	-	-	15
Senior Office Assistant	-	-	-	-	-	1.00	1.00	18
Office Assistant	1.25	1.00	1.00	1.00	1.00	1.50	1.50	12
Maintenance Assistant	0.75	0.75	0.75	0.75	0.75	0.75	0.75	1
Total Regular Staffing	**22.70**	**18.25**	**18.25**	**18.25**	**18.25**	**24.25**	**24.25**	
Change from prior year	n/a	(4.45)	-	-	-	6.00	-	

PARKS, RECREATION & COMMUNITY SERVICES DEPARTMENT OVERVIEW

Responsible Manager: ***Mary Dodsworth, Director***

DEPARTMENT POSITION INVENTORY (continued)

Position Title	Group	Range	FTE	2017 Salary	2017 Benefits	2017 Total 2017	2018 Salary	2018 Benefits	2018 Total 2018
Parks, Rec, & Comm Svcs Director	Non-Rep	62	1.00	$ 132,740	$ 46,920	$ 179,660	$ 136,730	$ 49,450	$ 186,180
Operations Superintendent	Non-Rep	45	1.00	91,056	42,318	133,374	93,792	44,799	138,591
Human Services Coordinator	AFSCME	33	0.50	33,480	9,890	43,370	33,480	10,160	43,640
Recreation Coordinator	AFSCME	28	1.00	65,616	28,304	93,920	65,616	29,240	94,856
Recreation Coordinator	AFSCME	28	1.00	60,648	35,249	95,897	62,892	37,038	99,930
Recreation Coordinator	AFSCME	28	1.00	65,616	29,975	95,591	65,616	30,988	96,604
Maintenance Worker III	AFSCME	28	1.00	65,616	30,253	95,869	65,616	31,195	96,811
Maintenance Worker II	AFSCME	24	1.00	60,624	26,180	86,804	60,624	26,931	87,555
Maintenance Worker II	AFSCME	24	1.00	50,460	30,741	81,201	52,548	32,256	84,804
Maintenance Worker II	AFSCME	24	1.00	60,624	23,186	83,810	60,624	23,760	84,384
Maintenance Worker II	AFSCME	24	1.00	58,190	22,124	80,314	59,136	22,839	81,975
Maintenance Worker I	AFSCME	15	1.00	50,476	21,252	71,728	50,736	21,866	72,602
Maintenance Worker I	AFSCME	15	1.00	41,496	17,558	59,054	43,234	18,331	61,565
Office Assistant	AFSCME	12	0.50	21,567	12,991	34,558	21,672	13,681	35,353
Office Assistant	AFSCME	12	1.00	39,988	17,951	57,939	41,620	18,684	60,304
Maintenance Assistant	AFSCME	1	0.75	27,623	8,879	36,502	27,634	8,932	36,566
Total - General Fund			**14.75**	**925,820**	**403,770**	**1,329,590**	**941,570**	**420,150**	**1,361,720**
Traffic Signal Technician	AFSCME	39	1.00	81,576	38,496	120,072	81,581	39,916	121,497
Traffic Signal Technician	AFSCME	39	1.00	62,760	35,754	98,514	62,760	37,145	99,905
Maintenance Worker III	AFSCME	28	1.00	65,616	38,154	103,770	65,616	39,547	105,163
Maintenance Worker II	AFSCME	24	1.00	60,624	22,559	83,183	60,624	23,105	83,729
Senior Office Assistant	AFSCME	18	0.50	26,256	11,210	37,466	26,531	11,623	38,154
Maintenance Worker I	AFSCME	15	1.00	49,488	31,027	80,515	49,488	32,764	82,252
CTR/Standby/On Call Pay	-		-	53,500	-	53,500	53,500	-	53,500
Total - Street Fund (O&M)			**5.50**	**399,820**	**177,200**	**577,020**	**400,100**	**184,100**	**584,200**
Maintenance Worker II	AFSCME	24	1.00	50,808	33,942	84,750	50,808	35,330	86,138
Senior Office Assistant	AFSCME	18	0.50	26,256	11,212	37,468	26,531	11,624	38,155
Maintenance Worker I	AFSCME	15	1.00	42,504	32,631	75,135	42,504	34,018	76,522
		On Call/Standby		5,000	-	5,000	5,000	-	5,000
Total - SWM Fund (O&M)			**2.50**	**124,568**	**77,785**	**197,353**	**124,843**	**80,972**	**200,815**
Facilities Maintenance Technician	AFSCME	30	1.00	67,224	19,550	86,774	68,280	19,815	88,095
Maintenance Worker I	AFSCME	15	0.50	20,376	8,280	28,656	20,380	8,285	28,665
Total - Property Management Fund			**1.50**	**87,600**	**27,830**	**115,430**	**88,660**	**28,100**	**116,760**
Total - Parks, Recreation & Community Services		**PK**	**24.25**	**$ 1,537,808**	**$ 686,585**	**$ 2,221,893**	**$ 1,555,173**	**$ 713,322**	**$ 2,265,994**

PARKS, RECREATION & COMMUNITY SERVICES DEPARTMENT OVERVIEW

Responsible Manager: ***Mary Dodsworth, Director***

PURPOSE & DESCRIPTION

Parks, Recreation and Community Services works to create a safe, vibrant and healthy community in Lakewood where people have access to a variety of resources and are inspired to be engaged, independent, and provide service to others. We preserve and maintain park lands, public buildings, streets, landscaped areas and open spaces to enhance the beauty and positive image of Lakewood as well as create safe places for people to visit. We establish partnerships to ensure that a comprehensive system of programs, facilities, and services are available to meet the recreation and human service needs of the Lakewood community. Parks, Recreation, and Community Services contributes to the vitality of Lakewood, encourages economic development, creates neighborhood identity and reduces crime and negative health issues with maintenance, operations and prevention programs that improve the quality of life for our citizens.

The department supports the following citizen advisory boards and committees:

- Arts Commission
- Community Services Advisory Board
- Lakewood's Promise Advisory Board
- Parks and Recreation Advisory Board
- Youth Council

GOALS/OBJECTIVES

- Manage and maintain public facilities and infrastructure so they are safe and accessible neighborhood assets
- Implement a Capital Improvement Plan to improve and maintain community assets
- Preserve, maintain, and acquire sufficient park land and open space areas to provide for our growing community needs
- Provide a continuum of recreation programs, facilities, and services that are affordable and promote healthy lifestyles and positive alternatives for all ages and abilities.
- Utilize partnerships to provide and expand programs and services for people of all ages and abiltities.
- Ensure continued support of human services through funding and partnerships so all residents of Lakewood have access to resources to meet their basic human needs.

PARKS, RECREATION & COMMUNITY SERVICES DEPARTMENT OVERVIEW

Responsible Manager: ***Mary Dodsworth, Director***

DEPARTMENT SUMMARY (excluding CIP)

Code	Item	2014 Actual	2015 Actual	2016 Adopted	2016 Adjusted	2016 Year-end	2017 Proposed	2018 Proposed	17 Proposed - 16 Adj $ Chg	17 Proposed - 16 Adj % Chg
Revenue Summary:										
001	General Fund	$ 3,018,520	$ 2,466,722	$ 2,508,650	$2,742,983	$2,750,264	$2,680,204	$2,663,180	$ (62,779)	-2.3%
101	Street O&M	1,746,598	1,754,286	1,576,249	1,687,475	1,711,292	1,610,815	1,500,558	(76,660)	-4.5%
106	Public Art	13,510	9,409	10,000	10,000	10,000	10,000	10,000	-	0.0%
402	SWM O&M	-	-	-	-	-	904,893	918,055	904,893	n/a
502	Property Management	703	728,981	749,800	962,279	962,279	690,060	691,390	(272,219)	-28.3%
	Total Revenues	**$ 4,779,331**	**$ 4,959,398**	**$ 4,844,699**	**$ 5,402,737**	**$ 5,433,835**	**$ 5,895,972**	**$ 5,783,183**	**$ 493,235**	**9.1%**
Expenditure Summary - Ongoing										
001	General Fund	2,981,410	2,465,429	2,508,650	2,670,401	2,677,682	2,630,206	2,641,869	(40,195)	-1.5%
101	Street O&M	1,829,567	1,723,478	1,561,249	1,639,994	1,663,811	1,504,533	1,480,962	(135,461)	-8.3%
106	Public Art	123	723	2,000	2,000	2,000	2,000	2,000	-	0.0%
402	SWM O&M	-	-	-	-	-	904,893	918,055	904,893	n/a
502	Property Management	-	661,549	749,800	749,800	749,800	590,060	591,390	(159,740)	-21.3%
	Subtotal Ongoing	**$ 4,811,101**	**$ 4,851,178**	**$ 4,821,699**	**$ 5,062,195**	**$ 5,093,293**	**$ 5,631,692**	**$ 5,634,276**	**$ 569,497**	**11.3%**
Expenditure Summary - 1-Time										
001	General Fund	37,110	1,294	-	72,582	72,582	49,998	21,311	(22,584)	-31.1%
101	Street O&M	-	30,808	15,000	47,481	47,481	106,282	19,596	58,801	123.8%
106	Public Art	-	-	31,000	31,000	31,000	-	-	(31,000)	-100.0%
502	Property Management	34,774	67,432	-	212,479	212,479	109,000	75,000	(103,479)	-48.7%
	Subtotal 1-Time	**$ 71,884**	**$ 99,534**	**$ 46,000**	**$ 363,542**	**$ 363,542**	**$ 265,280**	**$ 115,907**	**$ (98,262)**	**-27.0%**
	Total Expenditures	**$ 4,882,985**	**$ 4,950,712**	**$ 4,867,699**	**$ 5,425,737**	**$ 5,456,835**	**$ 5,896,972**	**$ 5,750,183**	**$ 471,235**	**8.7%**

PARKS, RECREATION & COMMUNITY SERVICES DEPARTMENT OVERVIEW

Responsible Manager: ***Mary Dodsworth, Director***

DEPARTMENT SUMMARY (excluding CIP)

Code	Item	2014 Actual	2015 Actual	2016 Adopted	2016 Adjusted	2016 Year-end	2017 Proposed	2018 Proposed	17 Proposed - 16 Adj $ Chg	17 Proposed - 16 Adj % Chg
Revenue Summary:										
001	Parks Sales/Tax	$ 481,691	$ 515,201	$ 481,000	$ 499,900	$ 515,000	$ 525,300	$ 541,100	$ 25,400	5.1%
001	Program Revenue	326,215	297,694	317,150	317,150	337,900	340,900	342,900	23,750	7.5%
001	General Government	2,195,614	1,638,827	1,695,500	1,910,933	1,882,364	1,799,004	1,764,180	(111,929)	-5.9%
001	Transfer In From SWM	15,000	15,000	15,000	15,000	15,000	15,000	15,000	-	0.0%
101	Street O&M	1,746,598	1,754,286	1,576,249	1,687,475	1,711,292	1,610,815	1,500,558	(76,660)	-4.5%
106	Public Art	13,510	9,409	10,000	10,000	10,000	10,000	10,000	-	0.0%
401	SWM O&M	-	-	-	-	-	904,893	918,055	904,893	n/a
502	Prop. Mngmt	703	728,981	749,800	962,279	962,279	690,060	691,390	(272,219)	-28.3%
	Total Revenues:	**$ 4,779,331**	**$ 4,959,398**	**$ 4,844,699**	**$ 5,402,737**	**$ 5,433,835**	**$ 5,895,972**	**$ 5,783,183**	**$ 493,235**	**9.1%**
Expenditure Summary:										
11.xxx	Salaries & Wages	1,703,150	1,361,249	1,504,450	1,504,450	1,504,450	1,537,808	1,555,173	33,358	2.2%
11.002/4	Overtime	12,806	16,133	12,000	12,000	12,000	18,700	18,700	6,700	55.8%
11.011	Temporary Help	131,438	158,171	190,150	190,150	190,150	217,020	217,020	26,870	14.1%
21.xxx	Benefits	650,820	586,135	625,470	625,470	625,470	686,585	713,322	61,115	9.8%
31.xxx	Other Supplies	175,075	224,400	217,050	258,450	258,450	277,810	277,810	19,360	7.5%
31.005	Meeting Food & Beverage	2,503	1,532	150	150	150	150	150	-	0.0%
31.008	Clothing/Uniform	6,991	9,875	9,420	10,420	10,420	9,760	9,760	(660)	-6.3%
32.xxx	Fuel	54,461	123	4,200	4,200	4,200	4,200	4,200	-	0.0%
35.xxx	Small Tools/Minor Equip	3,986	29,694	15,200	20,200	20,200	19,200	19,200	(1,000)	-5.0%
41.xxx	Professional Service	519,161	584,594	583,460	528,460	528,460	543,820	543,820	15,360	2.9%
42.xxx	Communication	34,992	783	-	-	-	-	-	-	n/a
43/49.003	Travel & Training	3,515	5,264	8,070	8,170	8,170	5,020	5,020	(3,150)	-38.6%
44.xxx	Advertising	97	800	5,450	5,450	5,450	14,450	14,450	9,000	165.1%
45.xxx	Operating Rental/Lease	20,774	6,807	7,100	12,100	12,100	7,500	7,500	(4,600)	-38.0%
47.xxx	Utilities	840,273	848,475	771,770	678,026	678,026	507,430	507,430	(170,596)	-25.2%
48.xxx	Repairs & Maintenance	173,652	38,635	124,500	73,500	73,500	729,940	739,640	656,440	893.1%
49.001	Membership Dues	3,935	465	3,350	3,350	3,350	2,200	2,200	(1,150)	-34.3%
49.xxx	Other Charges & Services	5,214	132,387	167,850	167,750	167,750	48,550	48,550	(119,200)	-71.1%
5x.xxx	Intergovernmental	358,284	112,454	114,660	119,660	119,660	134,311	136,781	14,651	12.2%
6x.xxx	Capital	-	880	-	-	-	-	-	-	n/a
9x.xxx	IS Charges - M&O	-	464,923	108,839	500,786	468,009	463,280	466,966	(37,506)	-7.5%
9x.xxx	IS Charges - Reserves	75	236,818	265,660	261,553	325,428	288,958	231,584	27,405	10.5%
	Subtotal Operating Exp:	**$ 4,811,101**	**$ 4,851,178**	**$ 4,821,699**	**$ 5,062,195**	**$ 5,093,293**	**$ 5,631,692**	**$ 5,634,276**	**$ 569,497**	**11.3%**
Capital & One-time Funding:										
	Capital & One-Time	44,499	99,534	46,000	363,542	363,542	265,280	115,907	(98,262)	-27.0%
	Subtotal One-time Exp:	**$ 44,499**	**$ 99,534**	**$ 46,000**	**$ 363,542**	**$ 363,542**	**$ 265,280**	**$ 115,907**	**$ (98,262)**	**-27.0%**
	Total Expenditures:	**$ 4,855,600**	**$ 4,950,712**	**$ 4,867,699**	**$ 5,425,737**	**$ 5,456,835**	**$ 5,896,972**	**$ 5,750,183**	**$ 471,235**	**8.7%**

PARKS, RECREATION & COMMUNITY SERVICES DEPARTMENT OVERVIEW

Responsible Manager: ***Mary Dodsworth, Director***

DEPARTMENT SUMMARY – GENERAL FUND

Code	Item	2014 Actual	2015 Actual	2016 Adopted	2016 Adjusted	2016 Year-end	2017 Proposed	2018 Proposed	17 Proposed - 16 Adj $ Chg	17 Proposed - 16 Adj % Chg
Revenue Summary:										
001	Parks Sales/Tax	$ 481,691	$ 515,201	$ 481,000	$ 499,900	$ 515,000	$ 525,300	$ 541,100	$ 25,400	5.1%
001	Program Revenue	326,215	297,694	317,150	317,150	337,900	340,900	342,900	23,750	7.5%
001	General Government	2,195,614	1,638,827	1,695,500	1,910,933	1,882,364	1,799,004	1,764,180	(111,929)	-5.9%
001	Transfer In From SWM	15,000	15,000	15,000	15,000	15,000	15,000	15,000	-	0.0%
001	General Govt (Prop Mgmt)	853,109	-	-	-	-	-	-	-	n/a
	Total Revenues	**$ 3,871,629**	**$ 2,466,722**	**$ 2,508,650**	**$ 2,742,983**	**$ 2,750,264**	**$ 2,680,204**	**$ 2,663,180**	**$ (62,779)**	**-2.3%**
General Fund Operating Expenditures:										
001	Administration	201,177	279,425	229,150	294,231	293,656	276,215	282,374	(18,016)	-6.1%
001	Human Services	366,513	380,249	389,350	402,570	402,570	420,020	420,290	17,450	4.3%
001	Recreation	301,181	378,728	400,970	400,970	400,970	431,820	439,170	30,850	7.7%
001	Senior Services	207,557	205,027	212,760	212,760	212,760	219,571	223,851	6,811	3.2%
001	Park Facilities	481,251	601,638	590,180	474,075	471,910	463,507	466,955	(10,568)	-2.2%
001	Fort Steilacoom Park	443,644	476,101	470,760	637,108	646,143	610,237	596,657	(26,871)	-4.2%
001	Street Landscape Maintenai	154,363	144,260	215,480	248,687	249,673	208,836	212,572	(39,851)	-16.0%
001	Property Management	825,724	-	-	-	-	-	-	-	n/a
	Subtotal Ongoing	**$ 2,981,410**	**$ 2,465,428**	**$ 2,508,650**	**$ 2,670,401**	**$ 2,677,682**	**$ 2,630,206**	**$ 2,641,869**	**$ (40,195)**	**-1.5%**
General Fund 1-Time Expenditure Summary:										
001	Administration	-	-	-	-	-	17,049	7,267	17,049	n/a
001	Senior Services	1,769	-	-	-	-	-	-	-	n/a
001	Park Facilities	7,956	1,294	-	72,582	72,582	15,900	6,777	(56,682)	-78.1%
001	Fort Steilacoom Park	-	-	-	-	-	11,366	4,844	11,366	n/a
001	Street Landscape Maintenai	-	-	-	-	-	5,683	2,423	5,683	n/a
001	Property Management	27,385	-	-	-	-	-	-	-	n/a
	Subtotal 1-Time	**$ 37,110**	**$ 1,294**	**$ -**	**$ 72,582**	**$ 72,582**	**$ 49,998**	**$ 21,311**	**$ (22,584)**	**-31.1%**
	Total Expenditures	**$ 3,018,520**	**$ 2,466,722**	**$ 2,508,650**	**$ 2,742,983**	**$ 2,750,264**	**$ 2,680,204**	**$ 2,663,180**	**$ (62,779)**	**-2.3%**

PARKS, RECREATION & COMMUNITY SERVICES DEPARTMENT OVERVIEW

Responsible Manager: ***Mary Dodsworth, Director***

DEPARTMENT DETAIL – GENERAL FUND

Code	Item	2014 Actual	2015 Actual	2016 Adopted	2016 Adjusted	2016 Year-end	2017 Proposed	2018 Proposed	17 Proposed - 16 Adj $ Chg	17 Proposed - 16 Adj % Chg
Revenue Summary:										
001	Parks Sales/Tax	$ 481,691	$ 515,201	$ 481,000	$ 499,900	$ 515,000	$ 525,300	$ 541,100	$ 25,400	5.1%
001	Program Revenue	326,215	297,694	317,150	317,150	337,900	340,900	342,900	23,750	7.5%
001	General Government	2,195,614	1,638,827	1,695,500	1,910,933	1,882,364	1,799,004	1,764,180	(111,929)	-5.9%
001	Transfer In-SWM	15,000	15,000	15,000	15,000	15,000	15,000	15,000	-	0.0%
	Total Revenues:	**$ 3,018,520**	**$ 2,466,722**	**$ 2,508,650**	**$ 2,742,983**	**$ 2,750,264**	**$ 2,680,204**	**$ 2,663,180**	**$ (62,779)**	**-2.3%**
Expenditure Summary:										
11.xxx	Salaries & Wages	1,105,749	850,583	961,160	961,160	961,160	925,820	941,570	(35,340)	-3.7%
11.002/4	Overtime	2,652	10,380	500	500	500	4,000	4,000	3,500	700.0%
11.011	Temporary Help	131,438	158,171	175,150	175,150	175,150	180,620	180,620	5,470	3.1%
21.xxx	Benefits	464,026	386,923	420,390	420,390	420,390	403,770	420,150	(16,620)	-4.0%
31.xxx	Other Supplies	159,444	96,321	113,060	113,060	113,060	119,000	119,000	5,940	5.3%
31.005	Meeting Food & Beverage	2,180	1,398	150	150	150	150	150	-	0.0%
31.008	Clothing/Uniform	6,991	5,919	5,420	5,420	5,420	4,260	4,260	(1,160)	-21.4%
32.xxx	Fuel	28,901	-	-	-	-	-	-	-	n/a
35.xxx	Small Tools/Minor Equip	2,708	7,736	5,000	5,000	5,000	5,000	5,000	-	0.0%
41.xxx	Professional Service	486,610	419,072	415,180	415,180	415,180	431,080	431,080	15,900	3.8%
42.xxx	Communication	25,245	131	-	-	-	-	-	-	n/a
43/49.003	Travel & Training	2,355	3,051	3,220	3,220	3,220	2,720	2,720	(500)	-15.5%
44.xxx	Advertising	97	800	5,450	5,450	5,450	14,450	14,450	9,000	165.1%
45.xxx	Operating Rental/Lease	1,230	2,968	-	-	-	-	-	-	n/a
47.xxx	Utilities	331,284	115,625	91,350	91,350	91,350	68,700	68,700	(22,650)	-24.8%
48.xxx	Repairs & Maintenance	49,487	1,652	20,000	20,000	20,000	15,000	15,000	(5,000)	-25.0%
49.001	Membership Dues	1,519	280	1,750	1,750	1,750	1,800	1,800	50	2.9%
49.xxx	Other Charges & Services	3,201	1,663	3,750	3,750	3,750	750	750	(3,000)	-80.0%
5x.xxx	Intergovernmental	176,294	80,788	95,600	95,600	95,600	102,451	104,921	6,851	7.2%
9x.xxx	IS Charges - M&O	-	198,701	43,220	216,432	196,739	219,628	222,414	3,196	1.5%
9x.xxx	IS Charges - Reserves	-	123,266	148,300	136,839	163,813	131,007	105,284	(5,832)	-4.3%
	Subtotal Operating Exp:	**$ 2,981,410**	**$ 2,465,429**	**$ 2,508,650**	**$ 2,670,401**	**$ 2,677,682**	**$ 2,630,206**	**$ 2,641,869**	**$ (40,195)**	**-1.5%**
Capital & One-time Funding:										
	Capital & One-Time	37,110	1,294	-	72,582	72,582	49,998	21,311	(22,584)	-31.1%
	Subtotal One-time Exp:	**$ 37,110**	**$ 1,294**	**$ -**	**$ 72,582**	**$ 72,582**	**$ 49,998**	**$ 21,311**	**$ (22,584)**	**-31.1%**
	Total Expenditures:	**$ 3,018,520**	**$ 2,466,723**	**$ 2,508,650**	**$ 2,742,983**	**$ 2,750,264**	**$ 2,680,204**	**$ 2,663,180**	**$ (62,779)**	**-2.3%**

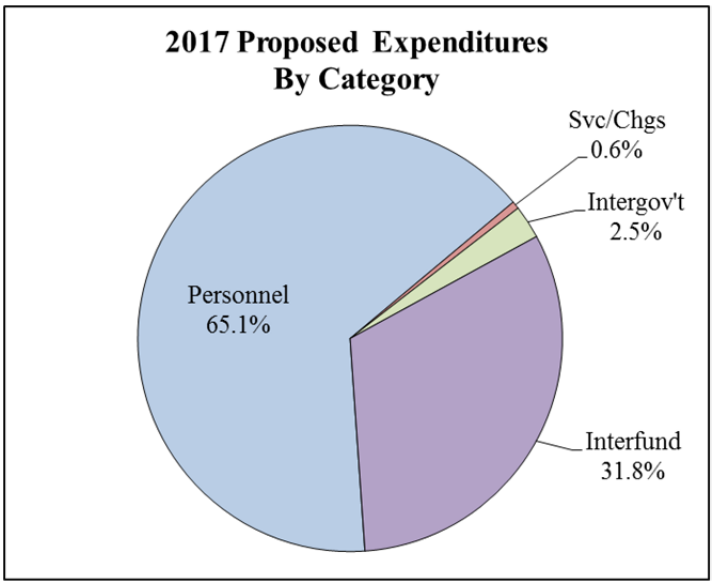
PARKS, RECREATION & COMMUNITY SERVICES ADMINISTRATION

Responsible Manager: ***Mary Dodsworth, Director***

PURPOSE/DESCRIPTION

The PRCS Administration manages five City advisory boards, supervises department personnel, actively seeks and manages grants and sponsorships, develops CIP and long-term planning documents and develops diverse partnerships to offset cost of park and recreation programs, services, events, projects, and structures.

GOALS/OBJECTIVES



- Develop phased gateway improvement program
  - Install signs at strategic locations and improve additional gateways with beautification projects
  - Create First Impressions Matter campaign to encourage private investment into beautification projects
- Utilize technology to improve access to parks, facilities and programs
  - Update Activenet to support registrations and reservations
  - Look for alternate ways to improve citizen access to programs and services and communication with the City such as developing form fillable and web-based options for easier access to programs, services and information.
- Create opportunities for the community to partner with the City to provide programs, services and capital improvements
  - Seek grants and donations to offset capital improvements
  - Utilize partners and volunteers to expand current operations

PERFORMANCE MEASURES

Measure	Target	2015 Actual	2016 Est	2017 Est	2018 Est
Cost Recovery % Target - 45% for parks and recreation services	45	40	42	45	45

POSITION INVENTORY

Positions	2014 Actual	2015 Actual	2016 Adopted	2016 Adjusted	2016 Year-end	2017 Proposed	2018 Proposed	Grade
Parks, Recreation, & Community Services Director	1.00	1.00	1.00	1.00	1.00	1.00	1.00	62
Administrative Assistant	0.50	0.50	0.50	0.50	0.50	-	-	25
Total Regular Staffing	**1.50**	**1.50**	**1.50**	**1.50**	**1.50**	**1.00**	**1.00**	
Change from prior year	n/a	-	-	-	-	(0.50)	-	

PARKS, RECREATION & COMMUNITY SERVICES ADMINISTRATION

Responsible Manager: ***Mary Dodsworth, Director***

HIGHLIGHTS / CHANGES

The proposed operating budget totals $276K in 2017 and $282K in 2018. The 2017 proposed budget is a 6.1% or $18K decrease from the 2016 adjusted budget. Highlights of the 2017 adopted budget compared to the 2016 adjusted budget are as follows:

- Salaries & Wages/Benefits – the decrease is due primarily to filling the Administrative Assistant as an Office Assistant and shifting the position to the Recreation Division.
- Membership dues increased due to increased cost to WRPA membership

REVENUE & EXPENDITURE SUMMARY

		2014	2015	2016			2017	2018	17 Proposed - 16 Adj	
Code	Item	Actual	Actual	Adopted	Adjusted	Year-end	Proposed	Proposed	$ Chg	% Chg
Revenue Summary:										
001	Parks Sales/Tax	$ 59,276	$ 74,171	$ 57,895	$ 75,624	$ 77,709	$ 75,050	$ 78,704	$ (574)	-0.8%
001	General Government	141,901	205,254	171,255	218,607	215,947	218,214	210,937	(393)	-0.2%
	Total Revenues:	**$ 201,177**	**$ 279,425**	**$ 229,150**	**$ 294,231**	**$ 293,656**	**$ 293,264**	**$ 289,641**	**$ (967)**	**-0.3%**
Expenditure Summary:										
11.xxx	Salaries & Wages	147,490	132,397	152,920	152,920	152,920	132,740	136,730	(20,180)	-13.2%
21.xxx	Benefits	51,209	45,557	54,360	54,360	54,360	46,920	49,450	(7,440)	-13.7%
31.xxx	Other Operating Supplies	465	358	300	300	300	50	50	(250)	-83.3%
41.xxx	Professional Service	911	-	-	-	-	-	-	-	n/a
42.xxx	Communication	60	-	-	-	-	-	-	-	n/a
43/49.003	Travel & Training	(118)	454	350	350	350	350	350	-	0.0%
49.001	Membership Dues	1,161	-	1,000	1,000	1,000	1,250	1,250	250	25.0%
5x.xxx	Intergovernmental	-	13,437	20,220	7,000	7,000	7,000	7,000	-	0.0%
9x.xxx	IS Charges - M&O	-	87,221	-	71,165	69,123	78,493	79,475	7,328	10.3%
9x.xxx	IS Charges - Reserves	-	-	-	7,136	8,603	9,412	8,069	2,276	31.9%
	Subtotal Operating Exp:	**$ 201,177**	**$ 279,425**	**$ 229,150**	**$ 294,231**	**$ 293,656**	**$ 276,215**	**$ 282,374**	**$ (18,016)**	**-6.1%**
Capital & One-time Funding:										
	Capital & One-Time	-	-	-	-	-	17,049	7,267	17,049	n/a
	Subtotal One-time Exp:	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 17,049**	**$ 7,267**	**$ 17,049**	**n/a**
	Total Expenditures:	**$ 201,177**	**$ 279,425**	**$ 229,150**	**$ 294,231**	**$ 293,656**	**$ 293,264**	**$ 289,641**	**$ (967)**	**-0.3%**

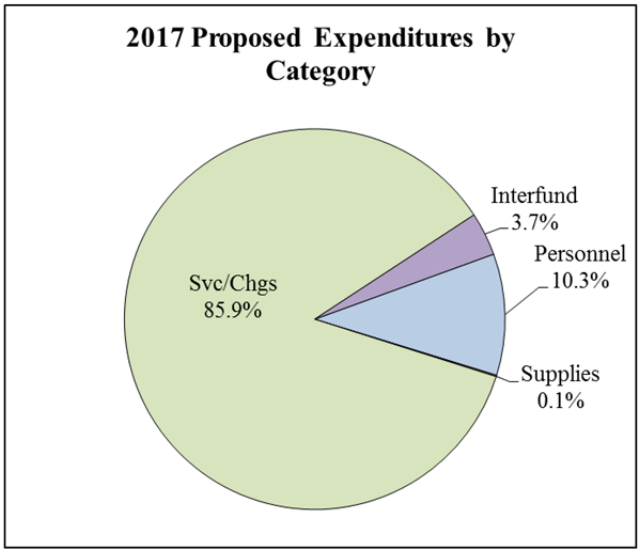
PARKS, RECREATION & COMMUNITY SERVICES HUMAN SERVICES

Responsible Manager: ***Mary Dodsworth, Director***

PURPOSE/DESCRIPTION

The Human Services Division facilitates the planning and distribution of the City's general funds for human services in order to create conditions that enable people in need to access resources, find stabilization services, emotional supports and access to health services which foster healthy and functional individuals and families where children thrive and achieve their full potential.

GOALS/OBJECTIVES



- Ensure the City's Human Services Funds are effectively and efficiently managed
    - Assess community needs and administer an allocations process to address identified needs
    - Develop contract performance measures and monitor contracting agencies' performance.
    - Provide annual reports to show progress and collective community impact.
- Support a city-wide human services delivery system that is collaborative and responsive to the needs of low-income Lakewood residents
    - Organize regular Community Collaboration meetings on relevant topics to increase awareness and knowledge of emerging issues and create opportunities to collectively respond to community needs.
    - Actively participate in countywide health and human services system planning efforts and community coalitions so the City of Lakewood has a voice in regional issues.

PERFORMANCE MEASURES

Measure	Target	2015 Actual	2016 Est	2017 Est	2018 Est
Monthly (average) Attendance at Lakewood Collaboration Meetings	40	45	40	40	40
# of Human Services Contraacts Managed (allocations, site visits, reimbursements, annual performance reviews)	25	27	27	25	25

POSITION INVENTORY

Positions	2014 Actual	2015 Actual	2016 Adopted	2016 Adjusted	2016 Year-end	2017 Proposed	2018 Proposed	Grade
Human Services Coordinator	0.50	0.50	0.50	0.50	0.50	0.50	0.50	033
Total Regular Staffing	**0.50**	**0.50**	**0.50**	**0.50**	**0.50**	**0.50**	**0.50**	
Change from prior year	n/a	-	-	-	-	-	-	

Responsible Manager: ***Mary Dodsworth, Director***

HIGHLIGHTS / CHANGES

The proposed operating budget totals $420K in 2017 and $420K in 2018. The 2017 proposed budget is a 4.3% or $17K increase from the 2016 adjusted budget. Highlights of the 2017 adopted budget compared to the 2016 adjusted budget are as follows:

- Professional Services – the increase is due to an increase in human services allocation.

REVENUE & EXPENDITURE SUMMARY

Code	Item	2014 Actual	2015 Actual	2016 Adopted	2016 Adjusted	2016 Year-end	2017 Proposed	2018 Proposed	17 Proposed - 16 Adj $ Chg	17 Proposed - 16 Adj % Chg
Revenue Summary:										
001	Program Revenue	$ -	$ -	$ -	$ -	$ -	$ 500	$ 500	$ 500	n/a
001	General Government	366,513	380,249	389,350	402,570	402,570	419,520	419,790	16,950	4.2%
	Total Revenues:	**$ 366,513**	**$ 380,249**	**$ 389,350**	**$ 402,570**	**$ 402,570**	**$ 420,020**	**$ 420,290**	**$ 17,450**	**4.3%**
Expenditure Summary:										
11.xxx	Salaries & Wages	32,743	32,903	29,660	29,660	29,660	33,480	33,480	3,820	12.9%
21.xxx	Benefits	8,497	8,470	8,470	8,470	8,470	9,890	10,160	1,420	16.8%
31.xxx	Other Operating Supplies	117	-	300	300	300	300	300	-	0.0%
31.005	Meeting Food & Beverage	253	-	150	150	150	150	150	-	0.0%
41.xxx	Professional Service	324,691	338,666	350,000	350,000	350,000	360,000	360,000	10,000	2.9%
43.xxx/49.(	Travel & Training	12	10	570	570	570	570	570	-	0.0%
49.001	Membership Dues	200	200	200	200	200	200	200	-	0.0%
5x.xxx	Intergovernmental	-	-	-	13,220	13,220	15,430	15,430	2,210	16.7%
	Subtotal Operating Exp:	**$ 366,513**	**$ 380,249**	**$ 389,350**	**$ 402,570**	**$ 402,570**	**$ 420,020**	**$ 420,290**	**$ 17,450**	**4.3%**
Capital & One-time Funding:										
	Capital & One-Time	-	-	-	-	-	-	-	-	n/a
	Subtotal One-time Exp:	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**n/a**
	Total Expenditures:	**$ 366,513**	**$ 380,249**	**$ 389,350**	**$ 402,570**	**$ 402,570**	**$ 420,020**	**$ 420,290**	**$ 17,450**	**4.3%**

PARKS, RECREATION & COMMUNITY SERVICES RECREATION

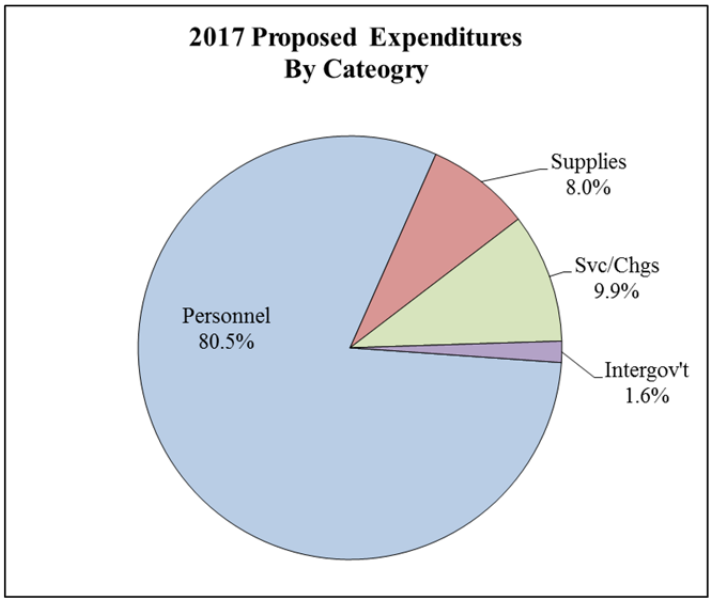
Responsible Manager: ***Mary Dodsworth, Director***

PURPOSE/DESCRIPTION

The Recreation Division utilizes partnerships and creative marking efforts to provide safe, healthy, accessible and inclusive programs and services for all ages, abilities, cultures and socio economic backgrounds. We focus on creating school-based programs during non-school hours to provide positive alternatives for youth. We also provide low cost and specialty recreation programs for the community, guard swim beaches at two water front parks and provide year round large and small seasonal special events, activities and opportunities to bring the community together.

GOAL/OBJECTIVES

- Provide 12 week low cost summer camp for youth. Utilize partnerships and other inkind support to offset costs.
- Provide lifeguard program at Harry Todd and American Lake Parks from July 4th – Labor Day.
- Manage a 16 week Farmers Market to bring visitors to the Central Business District and generate economc activity.
- Develop new partnershiops to expand oppotunitities for the community to meet, gather, learn and play at minimal cost to the general fund.
- Retain sponsors for major City events to support cost recovery efforts.



PERFORMANCE MEASURES

Measure	Target	2015 Actual	2016 Est	2017 Est	2018 Est
$ vendor sales generated from Farmers Market	$140,000	$125,000	$150,000	$160,000	$160,000
# of partners at SummerFEST	40	20	37	40	45
$ sponsorship, grants and in-kind service	$70,000	$40,000	$65,000	$75,000	$75,000
Math Relay Schools / participants	8/240	4 /120	5/140	8/240	10/300
# of unduplicated youth late-night program participants served	80	127	85	100	125
# of registered participants at SummerFEST Triathlon	200	207	270	300	300

POSITION INVENTORY

Positions	2014 Actual	2015 Actual	2016 Adopted	2016 Adjusted	2016 Year-end	2017 Proposed	2018 Proposed	Grade
Recreational Coordinator	2.00	2.00	2.00	2.00	2.00	2.00	2.00	028
Office Assistant	0.50	0.50	0.50	0.50	0.50	1.00	1.00	12
Total Regular Staffing	**2.50**	**2.50**	**2.50**	**2.50**	**2.50**	**3.00**	**3.00**	
Change from prior year	n/a	-	-	-	-	0.50	-	

PARKS, RECREATION & COMMUNITY SERVICES RECREATION

Responsible Manager: ***Mary Dodsworth, Director***

HIGHLIGHTS / CHANGES

The proposed operating budget totals $434K in 2017 and $442K in 2018. The 2017 proposed budget is a 7.7% or $31K increase from the 2016 adjusted budget. Highlights of the 2017 adopted budget compared to the 2016 adjusted budget are as follows:

- Salaries & Wages/Benefits – the increase is due primarily to increasing the Office Assistant position to 1.0 FTE.
- Overtime – the increase is due to additional needs for events.
- Temporary Help – the increase is due to additional needs for setup and takedown of the Farmer's Market.
- Other Operating Supplies – the decrease is due to Farmer's Market decrease for one-time expenses that will not need to be replaced for next year.
- Professional Services – the decrease is due to anticipated grants to support events.
- Advertising – the increase is due to additional materials needed for special events.

REVENUE & EXPENDITURE SUMMARY

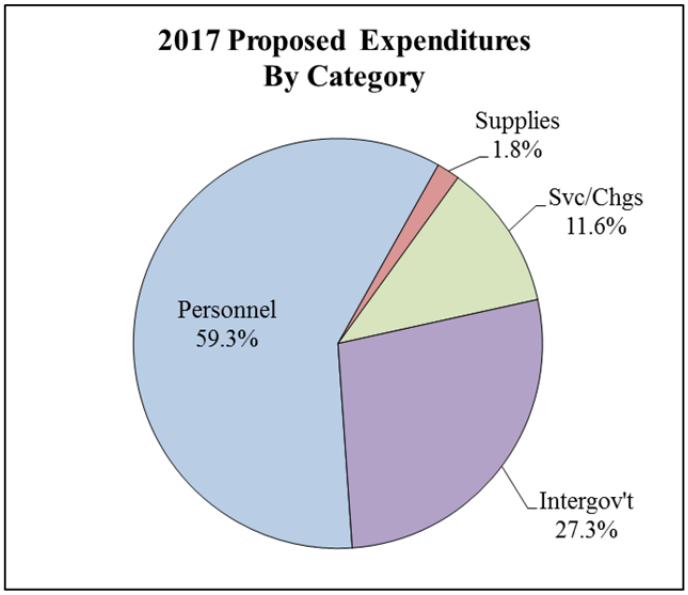
		2014	2015	2016			2017	2018	17 Proposed - 16 Adj	
Code	Item	Actual	Actual	Adopted	Adjusted	Year-end	Proposed	Proposed	$ Chg	% Chg
Revenue Summary:										
001	Parks Sales/Tax	$ 88,742	$ 100,530	$ 101,305	$ 98,626	$ 100,865	$ 112,307	$ 117,576	$ 13,681	13.9%
001	Program Revenue	74,366	85,336	102,900	102,900	104,500	107,000	109,000	4,100	4.0%
001	General Government	138,073	192,862	196,765	199,444	195,605	212,513	212,594	13,069	6.6%
106	Public Art	13,510	9,409	10,000	10,000	10,000	10,000	10,000	-	0.0%
	Total Revenues:	**$ 314,691**	**$ 388,137**	**$ 410,970**	**$ 410,970**	**$ 410,970**	**$ 441,820**	**$ 449,170**	**$ 30,850**	**7.5%**
Expenditure Summary:										
11.xxx	Salaries & Wages	116,033	141,193	150,770	150,770	150,770	166,250	170,130	15,480	10.3%
11.002/4	Overtime	311	6,718	500	500	500	1,000	1,000	500	100.0%
11.011	Temporary Help	73,779	85,751	99,010	99,010	99,010	100,610	100,610	1,600	1.6%
21.xxx	Benefits	57,835	73,950	66,130	66,130	66,130	81,500	84,970	15,370	23.2%
31.xxx	Other Operating Supplies	20,800	29,576	39,630	39,630	39,630	33,730	33,730	(5,900)	-14.9%
31.005	Meeting Food & Beverage	1,927	1,381	-	-	-	-	-	-	n/a
31.008	Clothing/Uniform	842	766	800	800	800	800	800	-	0.0%
35.xxx	Small Tools/Minor Equip	-	4,005	-	-	-	-	-	-	n/a
41.xxx	Professional Service	27,157	31,285	31,180	31,180	31,180	26,280	26,280	(4,900)	-15.7%
42.xxx	Communication	11	-	-	-	-	-	-	-	n/a
43/49.003	Travel & Training	10	302	1,400	1,400	1,400	1,100	1,100	(300)	-21.4%
44.xxx	Advertising	12	800	5,450	5,450	5,450	14,450	14,450	9,000	165.1%
45.xxx	Operating Rental/Lease	20	438	-	-	-	-	-	-	n/a
49.001	Membership Dues	37	-	350	350	350	350	350	-	0.0%
49.xxx	Other Charges & Services	961	1,445	750	750	750	750	750	-	0.0%
5x.xxx	Intergovernmental	1,569	1,841	7,000	7,000	7,000	7,000	7,000	-	0.0%
	Subtotal Operating Exp:	**$ 301,304**	**$ 379,451**	**$ 402,970**	**$ 402,970**	**$ 402,970**	**$ 433,820**	**$ 441,170**	**$ 30,850**	**7.7%**
Capital & One-time Funding:										
	Public Art	-	-	31,000	31,000	31,000	-	-	(31,000)	-100.0%
	Subtotal One-time Exp:	**$ -**	**$ -**	**$ 31,000**	**$ 31,000**	**$ 31,000**	**$ -**	**$ -**	**$ (31,000)**	**-100.0%**
	Total Expenditures:	**$ 301,304**	**$ 379,451**	**$ 433,970**	**$ 433,970**	**$ 433,970**	**$ 433,820**	**$ 441,170**	**$ (150)**	**0.0%**

PARKS, RECREATION & COMMUNITY SERVICES SENIOR SERVICES

Responsible Manager: ***Mary Dodsworth, Director***

PURPOSE/DESCRIPTION

The Senior Services Division manages daily operations at the Lakewood Senior Activity Center. Our goal is to offer health & fitness programs, art & computer classes, special events, and lifelong learning opportunities to encourage older adults to maintain or increase their independence and to promote good health, build strong minds and social connections which helps avoid loneliness and isolation. We provide opportunities for older adults to give back to the community through volunteerism.



GOAL/OBJECTIVES

- Provide five days a week comprehensive senior services/programs at the Lakewood Senior Activty Center
- Increase number of unduplicated participants by 5%
- Implement a marketing program to encourage new participants, partners and sponsors.

PERFORMANCE MEASURES

Measure	Target	2015 Actual	2016 Est	2017 Est	2018 Est
# of unduplicated seniors served	1,400	1,500	1,550	1,600	1,650
$ revenue generated from grants, fees, donations & in-kind support	$80,000	$77,869	$80,000	$81,000	$82,000
# of volunteer hours	1,300	1,363	1,400	1,450	1,500

POSITION INVENTORY

Positions	2014 Actual	2015 Actual	2016 Adopted	2016 Adjusted	2016 Year-end	2017 Proposed	2018 Proposed	Grade
Recreational Coordinator	1.00	1.00	1.00	1.00	1.00	1.00	1.00	028
Office Assistant	0.75	0.50	0.50	0.50	0.50	0.50	0.50	012
Total Regular Staffing	**1.75**	**1.50**	**1.50**	**1.50**	**1.50**	**1.50**	**1.50**	
Change from prior year	n/a	(0.25)	-	-	-	-	-	

Responsible Manager: ***Mary Dodsworth, Director***

HIGHLIGHTS / CHANGES

The proposed operating budget totals $220K in 2017 and $224K in 2018. The 2017 proposed budget is a 3.2% or $7K increase from the 2016 adjusted budget. Highlights of the 2017 adopted budget compared to the 2016 adjusted budget are as follows:

- Professional Services - the increase is due to historical needs for various class instructors.

REVENUE & EXPENDITURE SUMMARY

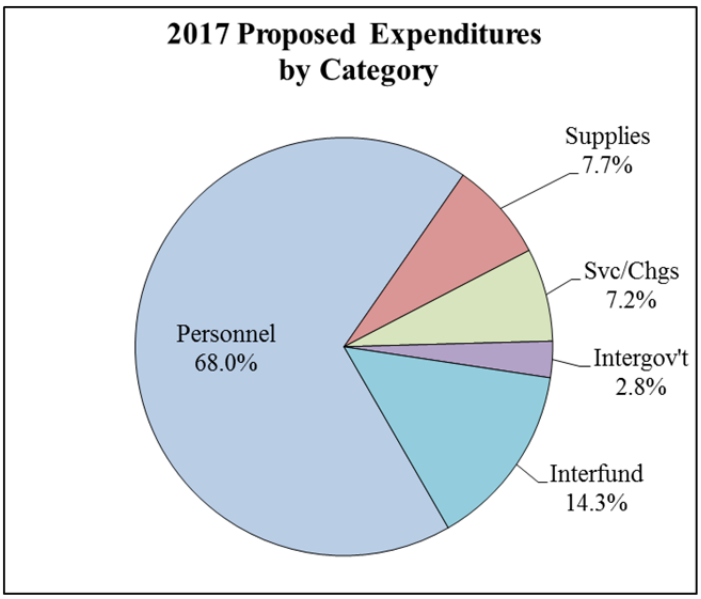
Code	Item	2014 Actual	2015 Actual	2016 Adopted	2016 Adjusted	2016 Year-end	2017 Proposed	2018 Proposed	17 Proposed - 16 Adj $ Chg	17 Proposed - 16 Adj % Chg
Revenue Summary:										
001	Parks Sales/Tax	$ 61,156	$ 54,423	$ 53,754	$ 52,333	$ 53,521	$ 57,100	$ 59,263	$ 4,767	9.1%
001	Program Revenue	65,525	71,901	75,600	75,600	80,250	80,250	80,250	4,650	6.2%
001	General Government	82,645	78,703	83,406	84,827	78,989	82,221	84,338	(2,606)	-3.1%
	Total Revenues:	**$ 209,326**	**$ 205,027**	**$ 212,760**	**$ 212,760**	**$ 212,760**	**$ 219,571**	**$ 223,851**	**$ 6,811**	**3.2%**
Expenditure Summary:										
11.xxx	Salaries & Wages	87,968	80,945	90,350	90,350	90,350	87,180	87,290	(3,170)	-3.5%
11.002/4	Overtime	152	574	-	-	-	-	-	-	n/a
21.xxx	Benefits	34,318	40,605	37,010	37,010	37,010	42,970	44,670	5,960	16.1%
31.xxx	Other Operating Supplies	2,743	3,077	4,000	4,000	4,000	4,000	4,000	-	0.0%
31.005	Meeting Food & Beverage	-	17	-	-	-	-	-	-	n/a
41.xxx	Professional Service	23,963	24,773	21,000	21,000	21,000	25,000	25,000	4,000	19.0%
42.xxx	Communication	-	131	-					-	n/a
43/49.003	Travel & Training	295	485	400	400	400	400	400	-	0.0%
45.xxx	Operating Rental/Lease	28	-	-	-	-	-	-	-	n/a
49.001	Membership Dues	-	80	-	-	-	-	-	-	n/a
5x.xxx	Intergovernmental	58,090	54,340	60,000	60,000	60,000	60,021	62,491	21	0.0%
	Subtotal Operating Exp:	**$ 207,557**	**$ 205,027**	**$ 212,760**	**$ 212,760**	**$ 212,760**	**$ 219,571**	**$ 223,851**	**$ 6,811**	**3.2%**
Capital & One-time Funding:										
	Capital & One-Time	1,769	-	-	-	-	-	-	-	n/a
	Subtotal One-time Exp:	**$ 1,769**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**n/a**
	Total Expenditures:	**$ 209,326**	**$ 205,027**	**$ 212,760**	**$ 212,760**	**$ 212,760**	**$ 219,571**	**$ 223,851**	**$ 6,811**	**3.2%**

PARKS, RECREATION & COMMUNITY SERVICES PARKS FACILITIES

Responsible Manager: ***Scott Williams, Operations Superintendent***

PURPOSE/DESCRIPTION

Parks Division provides maintenance services to all City park sites. The level of service for each site varies based on size and use of each property. Our motto is Safe, Clean, and Green. This is accomplished by well trained and dedicated personnel whose goal is to provide the citizens of Lakewood with neighborhood and community parks that are well-maintained community assets. Everyone is welcome in park! Parks contribute to the vitality of Lakewood, create neighborhood identity and improve the quality of life for our citizens.



GOAL/OBJECTIVES

- Manage and maintain public facilities and infrastructure so they are safe and accessible neighborhood assets
  - Provide daily, seasonal, and annual maintenance at City-managed park sites.
  - Utilize standard operating procedures and best practices to ensure a safe and healthy environment.
  - Remove graffiti and repair damage/vandalism within 24 hours of identifying/reporting
  - Develop a beautification program to enhance the first impression visitors have of our community.
  - Utilize a variety of in house and contracted services and skills to maximize use of City resources.

PERFORMANCE MEASURES

Measure	Target	2015 Actual	2016 Est	2017 Est	2018 Est
# of special use permits generated at park sites (not FSP)	160	146	150	155	160
# of returning customers	20	na	na	20	25
Boat Launch Revenue	$50,000	$56,227	$60,000	$60,000	$61,000

POSITION INVENTORY

Positions	2014 Actual	2015 Actual	2016 Adopted	2016 Adjusted	2016 Year-end	2017 Proposed	2018 Proposed	Grade
Parks Maintenance Manager	0.50	0.50	0.50	0.50	0.50	-	-	045
Operations Superintendent	-	-	-	-	-	0.50	0.50	045
Maintenance Worker III	0.25	0.25	0.25	0.25	0.25	0.25	0.25	028
Maintenance Worker II	2.00	2.00	2.00	2.00	2.00	2.00	2.00	024
Total Regular Staffing	**2.75**	**2.75**	**2.75**	**2.75**	**2.75**	**2.75**	**2.75**	
Change from prior year	n/a	-	-	-	-	-	-	

PARKS, RECREATION & COMMUNITY SERVICES PARKS FACILITIES

Responsible Manager: ***Scott Williams, Operations Superintendent***

HIGHLIGHTS / CHANGES:

The proposed operating budget totals $464K in 2017 and $467K in 2018. The 2017 proposed budget is a 2.2% or $11K decrease from the 2016 adjusted budget. Highlights of the 2017 adopted budget compared to the 2016 adjusted budget are as follows:

- Temporary Help – the increase is due to increase in hour rate for temporary workers.
- Other Operating Supplies – the increase is due to general janitorial and lawn maintenance supplies for city parks.
- Professional Services – the increase is due to the addition of janitorial services for parks facilities.
- Utilities – the decrease is due to removal of garbage utility per the new Waste Connections Franchise Agreement.
- Intergovernmental - increased due to increase of SWM fees based on historical needs.

REVENUE & EXPENDITURE SUMMARY

		2014	2015	2016			2017	2018	17 Proposed - 16 Adj	
Code	Item	Actual	Actual	Adopted	Adjusted	Year-end	Proposed	Proposed	$ Chg	% Chg
Revenue Summary:										
001	Parks Sales/Tax	$ 141,799	$159,700	$149,109	$116,608	$117,217	$120,641	$124,594	$ 4,033	3.5%
001	Program Revenue	64,883	70,761	66,000	66,000	76,000	76,000	76,000	10,000	15.2%
001	General Government	282,525	372,471	375,071	364,049	351,275	282,766	273,138	(81,283)	-22.3%
	Total Revenues:	**$ 489,207**	**$ 602,932**	**$ 590,180**	**$ 546,657**	**$ 544,492**	**$ 479,407**	**$ 473,732**	**$ (67,250)**	**-12.3%**
Expenditure Summary:										
11.xxx	Salaries & Wages	197,865	195,525	210,620	210,620	210,620	205,940	208,000	(4,680)	-2.2%
11.002/4	Overtime	583	1,808	-	-	-	2,000	2,000	2,000	n/a
11.011	Temporary Help	57,659	54,817	17,140	17,140	17,140	18,610	18,610	1,470	8.6%
21.xxx	Benefits	97,815	94,651	96,660	96,660	96,660	88,670	92,090	(7,990)	-8.3%
31.xxx	Other Operating Supplies	26,622	20,280	28,050	28,050	28,050	31,310	31,310	3,260	11.6%
31.008	Clothing/Uniform	2,330	3,705	1,860	1,860	1,860	1,860	1,860	-	0.0%
32.xxx	Fuel	15,079	-	-	-	-	-	-	-	n/a
35.xxx	Small Tools/Minor Equip	-	1,657	-	2,500	2,500	2,500	2,500	-	0.0%
41.xxx	Professional Service	15,584	16,875	-	-	-	6,800	6,800	6,800	n/a
42.xxx	Communication	4,748	-	-	-	-	-	-	-	n/a
43/49.003	Travel & Training	1,392	1,570	-	-	-	-	-	-	n/a
45.xxx	Operating Rental/Lease	1,182	2,530	-	-	-	-	-	-	n/a
47.xxx	Utilities	36,325	44,666	30,950	30,950	30,950	21,600	21,600	(9,350)	-30.2%
48.xxx	Repairs & Maintenance	9,817	503	5,000	5,000	5,000	5,000	5,000	-	0.0%
49.xxx	Other Charges & Services	2,240	-	-	-	-	-	-	-	n/a
5x.xxx	Intergovernmental	12,010	11,170	8,380	8,380	8,380	13,000	13,000	4,620	55.1%
9x.xxx	IS Charges - M&O	-	28,614	43,220	49,003	45,941	46,077	46,947	(2,926)	-6.0%
9x.xxx	IS Charges - Reserves	-	123,266	148,300	23,912	24,809	20,140	17,238	(3,772)	-15.8%
	Subtotal Operating Exp:	**$ 481,251**	**$ 601,638**	**$ 590,180**	**$ 474,075**	**$ 471,910**	**$ 463,507**	**$ 466,955**	**$ (10,568)**	**-2.2%**
Capital & One-time Funding:										
	Capital & One-Time	7,956	1,294	-	72,582	72,582	15,900	6,777	(56,682)	-78.1%
	Subtotal One-time Exp:	**$ 7,956**	**$ 1,294**	**$ -**	**$ 72,582**	**$ 72,582**	**$ 15,900**	**$ 6,777**	**$ (56,682)**	**-78.1%**
	Total Expenditures:	**$ 489,207**	**$ 602,932**	**$ 590,180**	**$ 546,657**	**$ 544,492**	**$ 479,407**	**$ 473,732**	**$ (67,250)**	**-12.3%**

PARKS, RECREATION & COMMUNITY SERVICES FORT STEILACOOM PARK

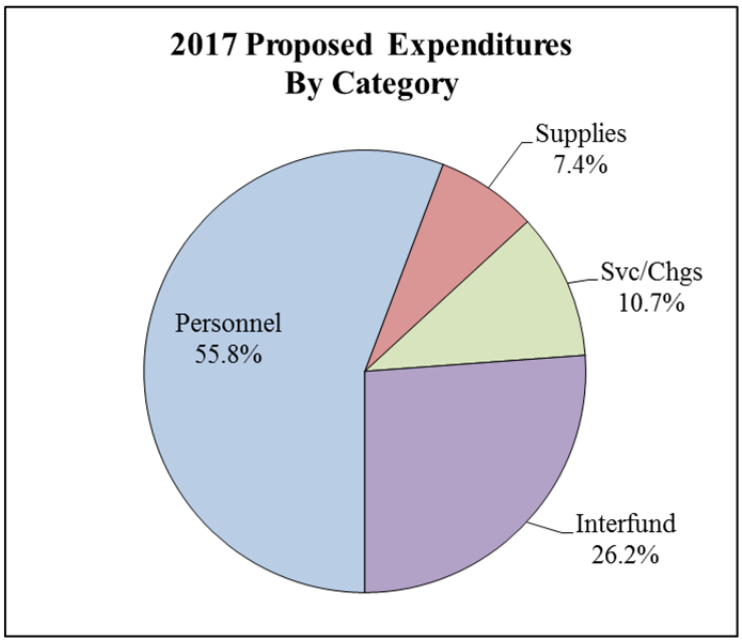
Responsible Manager: ***Scott Williams, Operations Superintendent***

PURPOSE/DESCRIPTION

The Fort Steilacoom Park Division provides maintenance and operations at Fort Steilacoom Park, the City's largest park site. Approximately one million people visit this park each year to utilize the passive and active areas, discover historic sites, host special events, play in the off-leash area and walk or run along the many paved and nature trails. Fort Steilacoom Park contributes to the vitality of Lakewood, generating economic impact and improving the quality of life for our citizens.

GOALS/OBJECTIVES

- Manage and maintain the park and infrastructure so they are safe and accessible to park visitors year round
- Provide daily, seasonal, and annual maintenance at all City-managed park sites
- Remove graffiti and repair damage/vandalism within 24 hours of identifying/reporting
- Utilize the special use permit process to protect the park and park experience during special events and tournaments.
- Partner with various groups to support park operations. Supervise and support volunteer groups who provide one-time and year-round support
- Utilize a variety of in house and contracted services and skills to maximize use of City resources when maintaining city streets, signs and signals.



PERFORMANCE MEASURES

Measure	Target	2015 Actual	2016 Est	2017 Est	2018 Est
# of acres of open space to maintain	500	500	500	500	500
# of special use permits for park use	230	225	225	230	235
# of returning customers	25	NA	NA	25	30

POSITION INVENTORY

Positions	2014 Actual	2015 Actual	2016 Adopted	2016 Adjusted	2016 Year-end	2017 Proposed	2018 Proposed	Grade
Parks Maintenance Manager	0.50	0.50	0.50	0.50	0.50	-	-	045
Operations Superintendent	-	-	-	-	-	0.50	0.50	045
Maintenance Worker III	0.75	0.75	0.75	0.75	0.75	0.25	0.25	028
Maintenance Worker II	1.00	1.00	1.00	1.00	1.00	1.00	1.00	024
Maintenance Worker I	1.00	1.00	1.00	1.00	1.00	2.00	2.00	015
Maintenance Assistant	0.75	0.75	0.75	0.75	0.75	0.75	0.75	001
Administrative Assistant	0.50	-	-	-	-	-	-	025
Total Regular Staffing	**4.50**	**4.00**	**4.00**	**4.00**	**4.00**	**4.50**	**4.50**	
Change from prior year	n/a	(0.50)	-	-	-	0.50	-	

PARKS, RECREATION & COMMUNITY SERVICES FORT STEILACOOM PARK

Responsible Manager: ***Scott Williams, Operations Superintendent***

HIGHLIGHTS / CHANGES

The proposed operating budget totals $610K in 2017 and $597K in 2018. The 2017 proposed budget is a 4.2% or $27K decrease from the 2016 adjusted budget. Highlights of the 2017 adopted budget compared to the 2016 adjusted budget are as follows:

- Overtime – the increase is based on historical needs.
- Temporary Help – the increase is due to the increase in hourly rates for temporary workers.
- Other Operating Supplies – the increase is due to general janitorial and lawn maintenance supplies.
- Clothing/Uniform – the increase is due to increase in boot allowance for five seasonal employees.
- Utilities – the decrease is due to the removal of garbage utility per the new Waste Connections Franchise Agreement

REVENUE & EXPENDITURE SUMMARY

		2014	2015	2016			2017	2018	17 Proposed - 16 Adj	
Code	Item	Actual	Actual	Adopted	Adjusted	Year-end	Proposed	Proposed	$ Chg	% Chg
Revenue Summary:										
001	Parks Sales/Tax	$ 130,718	$126,377	$118,937	$156,709	$165,688	$160,202	$ 160,963	$ 3,493	2.2%
001	Program Revenue	121,441	69,696	72,650	72,650	77,150	77,150	77,150	4,500	6.2%
001	General Government	191,485	280,028	279,173	407,749	403,305	384,251	363,388	(23,498)	-5.8%
	Total Revenues:	**$ 443,644**	**$ 476,101**	**$ 470,760**	**$ 637,108**	**$ 646,143**	**$ 621,603**	**$ 601,501**	**$ (15,505)**	**-2.4%**
Expenditure Summary:										
11.xxx	Salaries & Wages	210,697	194,612	216,460	216,460	216,460	208,270	210,160	(8,190)	-3.8%
11.002/4	Overtime	240	823	-	-	-	1,000	1,000	1,000	n/a
11.011	Temporary Help	-	13,574	43,140	43,140	43,140	45,540	45,540	2,400	5.6%
21.xxx	Benefits	97,755	86,687	99,060	99,060	99,060	85,510	88,210	(13,550)	-13.7%
31.xxx	Other Operating Supplies	40,805	39,475	32,640	32,640	32,640	43,610	43,610	10,970	33.6%
31.008	Clothing/Uniform	2,834	1,251	1,060	1,060	1,060	1,600	1,600	540	50.9%
41.xxx	Professional Service	4,404	7,390	13,000	13,000	13,000	13,000	13,000	-	0.0%
42.xxx	Communication	12,978	-	-	-	-	-	-	-	n/a
43/49.003	Travel & Training	381	140	-	-	-	-	-	-	n/a
44.xxx	Advertising	85		-	-	-	-	-	-	n/a
47.xxx	Utilities	54,278	70,959	60,400	60,400	60,400	47,100	47,100	(13,300)	-22.0%
48.xxx	Repairs & Maintenance	6,513	537	5,000	5,000	5,000	5,000	5,000	-	0.0%
9x.xxx	IS Charges - M&O	-	60,655	-	73,897	61,383	71,515	72,138	(2,382)	-3.2%
9x.xxx	IS Charges - Reserves	-	-	-	92,451	114,000	88,092	69,299	(4,359)	-4.7%
	Subtotal Operating Exp:	**$ 443,644**	**$ 476,101**	**$ 470,760**	**$ 637,108**	**$ 646,143**	**$ 610,237**	**$ 596,657**	**$ (26,871)**	**-4.2%**
Capital & One-time Funding:										
	Capital & One-Time	-	-	-	-	-	11,366	4,844	11,366	n/a
	Subtotal One-time Exp:	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 11,366**	**$ 4,844**	**$ 11,366**	**n/a**
	Total Expenditures:	**$ 443,644**	**$ 476,101**	**$ 470,760**	**$ 637,108**	**$ 646,143**	**$ 621,603**	**$ 601,501**	**$ (15,505)**	**-2.4%**

PARKS, RECREATION & COMMUNITY SERVICES STREET LANDSCAPE MAINTENANCE

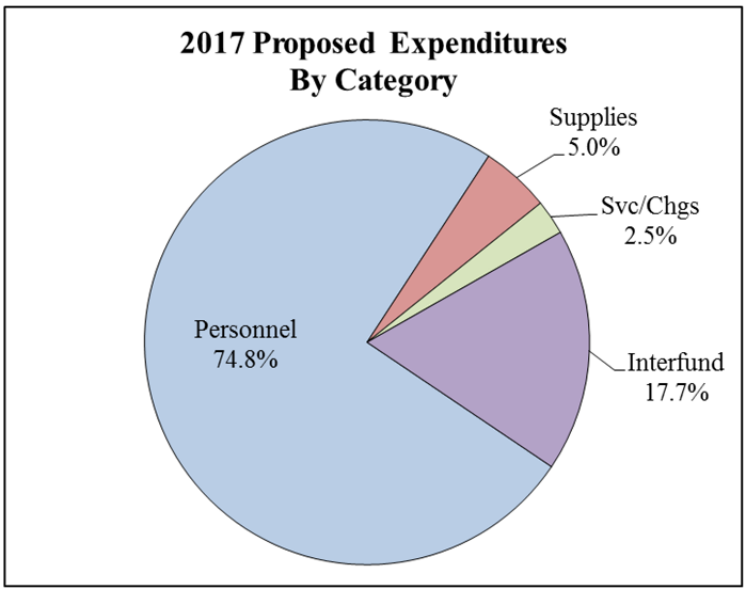
Responsible Manager: ***Scott Williams, Operations Superintendent***

PURPOSE/DESCRIPTION

The Street Landscape Division provides landscape maintenance at City buildings, various City properties and along city right of ways. First impressions matter and our gateways, entrances, and high traffic roadways create an impression of Lakewood to citizens, potential new business owners, and guests.

GOALS/OBJECTIVES

- Manage and maintain the city landscape areas so they create a positive visual impact
  - Provide daily, seasonal, and annual maintenance at City-managed sites and along certain right of way areas
  - Reduce water needed at sites by effectively managing irrigation systems
  - Repair damage within 48 hours of reporting issues
  - Develop a beautification program to enhance the first impression visitors have of our community



PERFORMANCE MEASURES

Measure	Target	2015 Actual	2016 Est	2017 Est	2018 Est
# of sites maintained	38	38	38	38	38
# of special projects completed outside regular maintenance schedule	10	NA	NA	10	12

POSITION INVENTORY

Positions	2014 Actual	2015 Actual	2016 Adopted	2016 Adjusted	2016 Year-end	2017 Proposed	2018 Proposed	Grade
Maintenance Worker III	-	-	-	-	-	0.25	0.25	028
Maintenance Worker II	1.00	1.00	1.00	1.00	1.00	1.00	1.00	024
Maintenance Worker I	-	-	-	-	-	-	-	
Total Regular Staffing	**1.00**	**1.00**	**1.00**	**1.00**	**1.00**	**1.25**	**1.25**	
Change from prior year	n/a	-	-	-	-	0.25	-	

PARKS, RECREATION & COMMUNITY SERVICES STREET LANDSCAPE MAINTENANCE

Responsible Manager: ***Scott Williams, Operations Superintendent***

HIGHLIGHTS / CHANGES

The proposed operating budget totals $208K in 2017 and $213K in 2018. The 2017 proposed budget is a 16.0% or $40K decrease from the 2016 adjusted budget. Highlights of the 2017 adopted budget compared to the 2016 adjusted budget are as follows:

- Other Operating Supplies – the decrease is due to reduction in need for fertilizer, soil, seed and irrigation parts.
- Clothing/Uniform – the decrease is due to reduction based on historical needs.
- Repairs & Maintenance – the decrease is due to reductions based on historical needs.
- Memberships – the decrease is due to reductions based on historical needs.
- Other Service Charges – the decrease is due to reductions based on historical needs.

REVENUE & EXPENDITURE SUMMARY

		2014	2015	2016			2017	2018	17 Proposed - 16 Adj	
Code	Item	Actual	Actual	Adopted	Adjusted	Year-end	Proposed	Proposed	$ Chg	% Chg
Revenue Summary:										
001	General Government	$ 139,363	$129,260	$ 200,480	$ 233,687	$ 234,673	$ 199,519	$ 199,995	$ (34,168)	-14.6%
001	Transfer In From SWM	15,000	15,000	15,000	15,000	15,000	15,000	15,000	-	0.0%
	Total Revenues:	**$ 154,363**	**$ 144,260**	**$ 215,480**	**$ 248,687**	**$ 249,673**	**$ 214,519**	**$ 214,995**	**$ (34,168)**	**-13.7%**
Expenditure Summary:										
11.xxx	Salaries & Wages	93,887	73,008	110,380	110,380	110,380	91,960	95,780	(18,420)	-16.7%
11.002/4	Overtime	1,278	457	-	-	-	-	-	-	n/a
11.011	Temporary Help	-	4,029	15,860	15,860	15,860	15,860	15,860	-	0.0%
21.xxx	Benefits	46,151	37,003	58,700	58,700	58,700	48,310	50,600	(10,390)	-17.7%
31.xxx	Other Operating Supplies	9,313	3,953	10,140	10,140	10,140	8,000	8,000	(2,140)	-21.1%
31.008	Clothing/Uniform		197	1,700	1,700	1,700			(1,700)	-100.0%
35.xxx	Small Tools/Minor Equip	2,256	2,074	5,000	2,500	2,500	2,500	2,500	-	0.0%
41.xxx	Professional Service	-	408	-	-	-	-	-	-	n/a
43/49.003	Travel & Training	383	90	500	500	500	300	300	(200)	-40.0%
48.xxx	Repairs & Maintenance	990	612	10,000	10,000	10,000	5,000	5,000	(5,000)	-50.0%
49.001	Membership Dues	105	-	200	200	200	-	-	(200)	-100.0%
49.xxx	Other Charges & Services	-	218	3,000	3,000	3,000	-	-	(3,000)	-100.0%
9x.xxx	IS Charges - M&O	-	22,211	-	22,367	20,292	23,543	23,854	1,176	5.3%
9x.xxx	IS Charges - Reserves	-	-	-	13,340	16,401	13,363	10,678	23	0.2%
	Subtotal Operating Exp:	**$ 154,363**	**$ 144,260**	**$ 215,480**	**$ 248,687**	**$ 249,673**	**$ 208,836**	**$ 212,572**	**$ (39,851)**	**-16.0%**
Capital & One-time Funding:										
	Capital & One-Time	-	-	-	-	-	5,683	2,423	5,683	n/a
	Subtotal One-time Exp:	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 5,683**	**$ 2,423**	**$ 5,683**	**n/a**
	Total Expenditures:	**$ 154,363**	**$ 144,260**	**$ 215,480**	**$ 248,687**	**$ 249,673**	**$ 214,519**	**$ 214,995**	**$ (34,168)**	**-13.7%**

PARKS, RECREATION & COMMUNITY SERVICES STREET OPERATIONS & MAINTENANCE

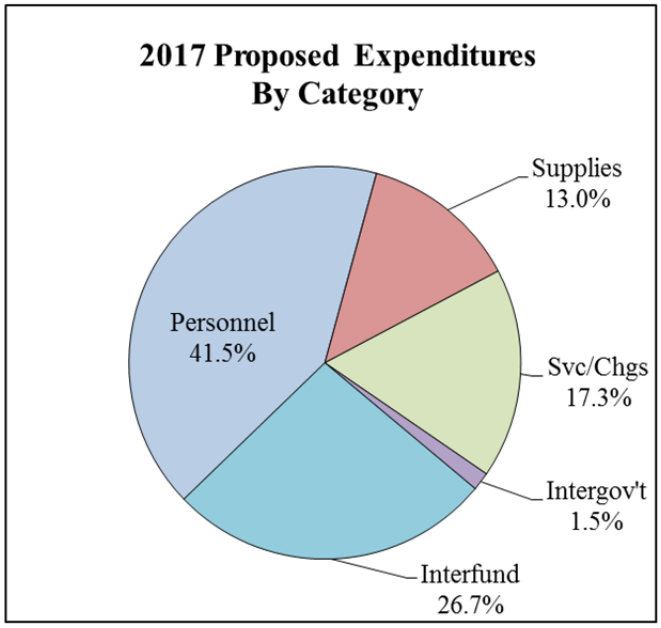
Responsible Manager: ***Scott Williams, Operations Superintendent***

PURPOSE/DESCRIPTION

The Street Operations & Maintenance division provides routine maintenance on streets, sidewalks, signs, and signals. This division also conducts adverse weather operations on city streets and properties. Annual work programs include pothole repair and patching; clean-up of items left in the ROW, pavement markings; signal repairs, street light cleaning and a street sign program.

GOALS/OBJECTIVES

- Manage and maintenance site distance issues and support safe driving on Lakewood streets.
- Work with Public Works engineers to maintain overall pavement rating to a minimum level of 70 via conducting appropriate level of pavement maintenance and preservation as outlined in the pavement management system
- Update inventory and develop standard operating procedures for sign maintenance program.
- Implement a signal maintenance program based on available city resources.
- Update public works standards and street operations and maintence work program based on available city resources
- Utilize a variety of in house and contracted services and skills to maximize use of City resources when maintaining city streets, signs and signals.
- Track responses to citizen requests through the myLakewood311 application



PERFORMANCE MEASURES

Measure	Target	2015 Actual	2016 Est	2017 Est	2018 Est
# of mylakewood311 service requests regarding street maintenance	NA	NA	1,200	1,500	1,800
% of completed MyLakewood311 requests	1	NA	97	98	99
# of potholes responded to	<275	NA	250	250	250
# of reported downed signs	<400	375	350	350	350
# of traffic signal major equipment failures (ot traffic accidents)	<2	2	1	1	1
# of after hour call outs	<250	299	220	210	200

POSITION INVENTORY

Positions	2014 Actual	2015 Actual	2016 Adopted	2016 Adjusted	2016 Year-end	2017 Proposed	2018 Proposed	Grade
Public Works Director	0.10	-	-	-	-	-	-	66
Traffic Signal Technician II	1.00	-	-	-	-	-	-	39
Traffic Signal Technician	2.00	2.00	2.00	2.00	2.00	2.00	2.00	28
Maintenance Worker III	1.00	1.00	1.00	1.00	1.00	1.00	1.00	30
Maintenance Worker II	-	-	-	-	-	1.00	1.00	24
Maintenance Worker I	1.00	0.50	-	-	-	1.00	1.00	15
Senior Office Assistant	-	-	-	-	0.50	0.50	0.50	18
Total Regular Staffing	**5.10**	**3.50**	**3.00**	**3.00**	**3.50**	**5.50**	**5.50**	
Change from prior year	n/a	(1.60)	(0.50)	-	0.50	2.00	-	

PARKS, RECREATION & COMMUNITY SERVICES STREET OPERATIONS & MAINTENANCE

Responsible Manager: ***Scott Williams, Operations Superintendent***

HIGHLIGHTS / CHANGES

The proposed operating budget totals $1.50M in 2017 and $1.48M in 2018. The 2017 proposed budget is a 8.3% or $135K decrease from the 2016 adjusted budget. Highlights of the 2017 adopted budget compared to the 2016 adjusted budget are as follows:

- Temporary Help – the increase is due to the addition of two 6 month seasonal works.
- Other Operating Supplies – the increase is due to additional supplies based on anticipated needs.
- Maintenance Supplies – the increase is due to additional raw material needs.
- Professional Services – the increase is due to the addition of janitorial services for PW O&M building and general increases to in line with historical needs
- Training & Traveling – the decrease is due to reduction in travel related transportation charges.
- Utilities – the decrease is due primarily to reduced electricity due to LED streetlight conversion.
- Repairs & Maintenance – the decrease is due to budget removal of sidewalk maintenance offset by an increase to traffic equipment needs.

REVENUE & EXPENDITURE SUMMARY

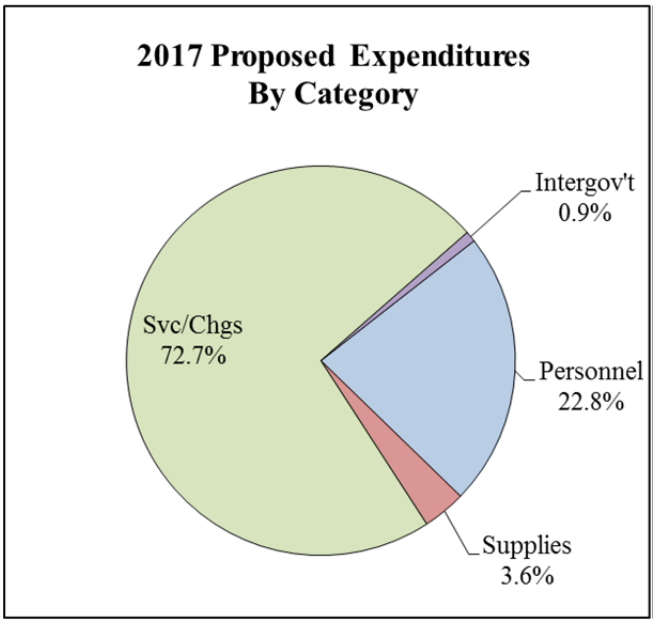
		2014	2015	2016			2017	2018	17 Proposed - 16 Adj	
Code	Item	Actual	Actual	Adopted	Adjusted	Year-end	Proposed	Proposed	$ Chg	% Chg
Revenue Summary:										
	Motor Vehicle Fuel Tax	$ 712,988	$ 646,292	$ 628,050	$ 630,525	$ 651,989	$ 652,521	$ 652,500	$ 21,996	3.5%
	Judgments/Settlements	16,205	2,143	-	-	-	-	-	-	n/a
	Transfer-In General Fund	1,017,405	1,105,851	948,199	1,056,950	1,059,303	958,294	848,058	(98,656)	-9.3%
	Total Revenues:	**$ 1,746,598**	**$ 1,754,286**	**$ 1,576,249**	**$ 1,687,475**	**$ 1,711,292**	**$ 1,610,815**	**$ 1,500,558**	**$ (76,660)**	**-4.5%**
Expenditure Summary:										
11.xxx	Salaries & Wages	597,278	428,889	443,980	443,980	443,980	399,820	400,100	(44,160)	-9.9%
11.002/4	Overtime	10,154	5,753	11,000	11,000	11,000	10,500	10,500	(500)	-4.5%
11.011	Temporary Help	-		15,000	15,000	15,000	36,400	36,400	21,400	142.7%
21.xxx	Benefits	186,794	176,712	173,720	173,720	173,720	177,200	184,100	3,480	2.0%
31.xxx	Other Operating Supplies	15,631	80,446	31,850	74,250	74,250	91,950	91,950	17,700	23.8%
31.003/00	Forms & Publications	361	-	400	400	400	-	-	(400)	-100.0%
31.005	Meeting Food & Beverage	323	134	-	-	-	-	-	-	n/a
31.008	Clothing/Uniform	-	3,250	4,000	4,000	4,000	4,000	4,000	-	0.0%
31.030	Maintenance Supplies	109,538	30,581	77,500	77,500	77,500	90,000	90,000	12,500	16.1%
32.xxx	Fuel	25,560	123	-	-	-	-	-	-	n/a
35.xxx	Small Tools/Minor Equip	1,278	21,958	7,250	12,250	12,250	9,750	9,750	(2,500)	-20.4%
41.xxx	Professional Service	32,551	18,273	71,390	16,390	16,390	22,100	22,100	5,710	34.8%
42.xxx	Communication	9,747	652	-	-	-	-	-	-	n/a
43/49.003	Travel & Training	1,160	2,177	4,750	4,850	4,850	2,300	2,300	(2,550)	-52.6%
45.xxx	Operating Rental/Lease	19,544	3,839	6,100	11,100	11,100	5,000	5,000	(6,100)	-55.0%
46.xxx	Risk Assessments (WCIA)	-	-	5,000	-	-	-	-	-	n/a
47.xxx	Utilities	508,989	517,770	447,330	353,586	353,586	215,210	215,210	(138,376)	-39.1%
48.xxx	Repairs & Maintenance	124,165	20,406	56,350	5,350	5,350	15,250	15,250	9,900	185.0%
49.001	Membership Dues	2,416	185	1,300	1,300	1,300	400	400	(900)	-69.2%
49.xxx	Other Charges & Services	2,013	1,912	3,600	3,500	3,500	300	300	(3,200)	-91.4%
5x.xxx	Intergovernmental	181,990	30,644	17,750	22,750	22,750	22,750	22,750	-	0.0%
9x.xxx	IS Charges - M&O	-	266,222	65,619	284,354	271,270	243,652	244,552	(40,702)	-14.3%
9x.xxx	IS Charges - Reserves	75	113,552	117,360	124,714	161,615	157,951	126,300	33,237	26.7%
	Subtotal Operating Exp:	**$ 1,829,567**	**$ 1,723,478**	**$ 1,561,249**	**$ 1,639,994**	**$ 1,663,811**	**$ 1,504,533**	**$ 1,480,962**	**$ (135,461)**	**-8.3%**
Capital & One-time Funding:										
	Capital & One-Time	-	30,808	15,000	47,481	47,481	106,282	19,596	58,801	123.8%
	Subtotal One-time Exp:	**$ -**	**$ 30,808**	**$ 15,000**	**$ 47,481**	**$ 47,481**	**$ 106,282**	**$ 19,596**	**$ 58,801**	**123.8%**
	Total Expenditures:	**$ 1,829,567**	**$ 1,754,286**	**$ 1,576,249**	**$ 1,687,475**	**$ 1,711,292**	**$ 1,610,815**	**$ 1,500,558**	**$ (76,660)**	**-4.5%**

PARKS, RECREATION & COMMUNITY SERVICES SWM OPERATIONS & MAINTENANCE

Responsible Manager: ***Scott Williams, Operations Superintendent***

PURPOSE/DESCRIPTION

The Stormwater Operations & Maintenance division provides routine maintenance on storm drainage infrastructure to preserve and maintain City assets and to support requirements of the City's NPDES Phase II Permit. This division also supports flooding and adverse weather clean up on city streets and properties. Annual work programs include ditch and pond cleaning, street sweeping, storm drainage repairs; vault inspections, vault filter replacement and cleaning and vactoring of storm catch basins.



GOALS/OBJECTIVES

- Manage and maintain stormwater systems so they function property.
- Assure contractors and staff are meeting NPDES Phase II Permit requirements
- Update Stormwater operations and maintence work program based on available City resources.
- Utilize a variety of in-house staff and contracted services and skills to maximize use of City resources to maintain stormwater systems.
- Track responses to citizen requests for services regarding stormwater systems through the City's Lakewood311 application.

PERFORMANCE MEASURES

Measure	Target	2015 Actual	2016 Est	2017 Est	2018 Est
# of City street curb miles swept	3,600	3,463	3,500	3,600	3,600
# of catch basins cleaned or inspected*	3,400	3,568	3,400	3,400	3,400
# of hours of storm drain pipe video inspections recorded*	900	941	900	925	950
# of linear feet of storm drain pipe cleaned*	30,000	29,689	30,000	30,000	30,000
# of tons of sweeping and vactr waste disposed of*	2,000	2,069	2,000	2,000	2,000
# of gallons of vactor liquid waste disposed of*	100,000	117,150	100,000	100,000	100,000

** Required for NPDES reporting by SWM Engineering Services.*

POSITION INVENTORY

Positions	2014 Actual	2015 Actual	2016 Adopted	2016 Adjusted	2016 Year-end	2017 Proposed	2018 Proposed	Grade
Maintenance Worker II	-	-	-	-	-	1.00	1.00	24
Maintenance Worker I	-	-	-	-	-	1.00	1.00	15
Senior Office Assistant	-	-	-	-	-	0.50	0.50	18
Total Regular Staffing	**-**	**-**	**-**	**-**	**-**	**2.50**	**2.50**	
Change from prior year	n/a	-	-	-	-	2.50	-	

PARKS, RECREATION & COMMUNITY SERVICES SWM OPERATIONS & MAINTENANCE

Responsible Manager: ***Scott Williams, Operations Superintendent***

HIGHLIGHTS / CHANGES

The proposed operating budget totals $905KM in 2017 and $918K in 2018. Beginning in 2017, the budget for SWM operations and maintenance is accounted for under the Parks, Recreation & Community Services Department. Prior to 2017, the functions were not distinguished by separate account numbers, therefore no historical information is provided.

REVENUE & EXPENDITURE SUMMARY

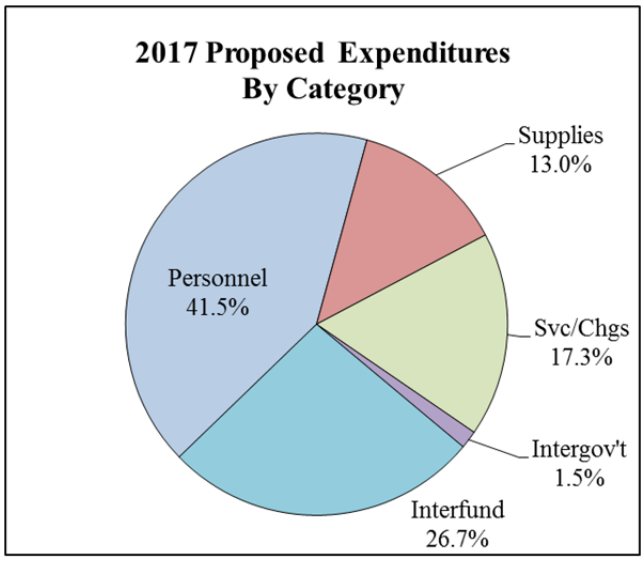
		2014	2015	2016			2017	2018	17 Proposed - 16 Adj	
Code	Item	Actual	Actual	Adopted	Adjusted	Year-end	Proposed	Proposed	$ Chg	% Chg
Revenue Summary:										
	Charges for Services & Fees	$ -	$ -	$ -	$ -	$ -	$ 904,893	$ 918,055	$ 904,893	n/a
	Total Revenues:	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 904,893**	**$ 918,055**	**$ 904,893**	**n/a**
Expenditure Summary:										
11.xxx	Salaries & Wages	-	-	-	-	-	124,568	124,843	124,568	n/a
11.002/4	Overtime	-	-	-	-	-	4,000	4,000	4,000	n/a
21.xxx	Benefits	-	-	-	-	-	77,785	80,972	77,785	n/a
31.xxx	Other Operating Supplies	-	-	-	-	-	5,500	5,500	5,500	n/a
31.008	Clothing/Uniform	-	-	-	-	-	500	500	500	n/a
31.030	Maintenance Supplies	-	-	-	-	-	25,000	25,000	25,000	n/a
35.xxx	Small Tools/Minor Equip	-	-	-	-	-	1,500	1,500	1,500	n/a
45.xxx	Operating Rental/Lease	-	-	-	-	-	2,500	2,500	2,500	n/a
47.xxx	Utilities	-	-	-	-	-	4,000	4,000	4,000	n/a
48.xxx	Repairs & Maintenance	-	-	-	-	-	651,540	661,240	651,540	n/a
5x.xxx	Intergovernmental	-	-	-	-	-	8,000	8,000	8,000	n/a
	Subtotal Operating Exp:	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 904,893**	**$ 918,055**	**$ 904,893**	**n/a**
Capital & One-time Funding:										
	Capital & One-Time	-	-	-	-	-	-	-	-	n/a
	Subtotal One-time Exp:	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**n/a**
	Total Expenditures:	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 904,893**	**$ 918,055**	**$ 904,893**	**n/a**

PARKS, RECREATION & COMMUNITY SERVICES PROPERTY MANAGEMENT

Responsible Manager: ***Scott Williams, Operations Superintendent***

PURPOSE/DESCRIPTION

The Property Management Division maintains and operates City Hall, the Police Station, the Sounder Station and city work sites so that they are safe, clean, efficient, and effective community resources.



GOALS/OBJECTIVES

- Maintain City facilities so that they perform in the most efficient and effective manner practical.
- Utilize a variety of in house and contracted services and skills to maximize use of City resources.
- Implement recycling and energy efficient programs and other best practices to reduce waste and operational costs.
- Develop a daily, seasonal and annual maintenance program to reduce reactive response to building needs.
- Track requests for service to manage staff time, identify trends and other issues associated with building use and maintenance.

PERFORMANCE MEASURES

Measure	Target	2015 Actual	2016 Est	2017 Est	2018 Est
# of square feet of coverge per building maintenace employee	158,615	158,615	212,818	212,818	212,818
# of unscheduled system failures	0	5	3	2	1
# of Service requests outside regular maintenance needs	400	na	400	450	475

POSITION INVENTORY

Positions	2014 Actual	2015 Actual	2016 Adopted	2016 Adjusted	2016 Year-end	2017 Proposed	2018 Proposed	Grade
Public Works Director	0.10	-	-	-	-	-	-	66
Facilities Maintenance Supervisor	1.00	-	-	-	-	-	-	45
Facilities Maintenance Technician	1.00	1.00	1.00	1.00	1.00	1.00	1.00	30
Maintenance Worker III	-	-	-	-	-	0.25	0.25	28
Lead Custodial Worker	1.00	0.50	0.50	0.50	-	-	-	15
Maintenance Worker I	-	-	-	-	0.50	0.50	0.50	15
Total Regular Staffing	**3.10**	**1.50**	**1.50**	**1.50**	**1.50**	**1.75**	**1.75**	
Change from prior year	n/a	(1.60)	-	-	-	0.25	-	

PARKS, RECREATION & COMMUNITY SERVICES PROPERTY MANAGEMENT

Responsible Manager: ***Scott Williams, Operations Superintendent***

HIGHLIGHTS / CHANGES

The adopted operating budget totals $590K in 2017 and $591K in 2018. The 2017 proposed budget is a 21.3% or $160K decrease from the 2016 adjusted budget. Highlights of the 2017 adopted budget compared to the 2016 adjusted budget are as follows:

- Salaries & Wages/Benefits – the decrease is due primarily to employee turnover and new employees starting at the lower end of the pay scale.
- Other Supplies – the decrease is due to reductions based on historical needs.
- Professional Services – the decrease is due to the removal of janitorial services at the Parks and Public Works O&M buildings.
- Travel & Training - decreased due to reduction based on historical needs
- Operating Rental/Lease - decreased due to reduction based on historical needs
- Utilities – the decrease is due primarily to removal of garbage utility fees per the new Waste Connections Franchise agreement.
- Other Charges & Services – the decrease is due to the removal of contracted security services from Pierce Transit.

REVENUE & EXPENDITURE SUMMARY

		2014	2015	2016			2017	2018	17 Proposed - 16 Adj	
Code	Item	Actual	Actual	Adopted	Adjusted	Year-end	Proposed	Proposed	$ Chg	% Chg
Revenue Summary:										
502	M&O	$ -	$ 727,434	$ 749,800	$ 962,279	$ 962,279	$ 590,060	$ 591,390	(372,219)	-38.7%
502	Replacement Reserves	-	-	-	-	-	100,000	100,000	100,000	n/a
502	Interest Earnings	703	1,547	-	-	-	-	-	-	n/a
001	General Government	853,109	-	-	-	-	-	-	-	n/a
	Total Revenues:	**$ 853,812**	**$ 728,981**	**$ 749,800**	**$ 962,279**	**$ 962,279**	**$ 690,060**	**$ 691,390**	**$ (272,219)**	**-28.3%**
Expenditure Summary:										
11.xxx	Salaries & Wages	219,189	81,777	99,310	99,310	99,310	87,600	88,660	(11,710)	-11.8%
11.002/4	Overtime	88	-	500	500	500	200	200	(300)	-60.0%
21.xxx	Benefits	70,446	22,500	31,360	31,360	31,360	27,830	28,100	(3,530)	-11.3%
31.xxx	Other Operating Supplies	58,579	47,235	70,140	69,140	69,140	59,360	59,360	(9,780)	-14.1%
31.008	Clothing/Uniform	985	706	-	1,000	1,000	1,000	1,000	-	0.0%
32.xxx	Fuel	1,148	-	4,200	4,200	4,200	4,200	4,200	-	0.0%
35.xxx	Small Tools/Minor Equip	452	-	2,950	2,950	2,950	2,950	2,950	-	0.0%
41.xxx	Professional Service	89,900	146,924	96,890	96,890	96,890	90,640	90,640	(6,250)	-6.5%
42.xxx	Communication	7,448	-	-	-	-	-	-	-	n/a
43/49.003	Travel & Training	-	36	100	100	100	-	-	(100)	-100.0%
44.xxx	Advertising	-	-	-	-	-	-	-	-	n/a
45.xxx	Operating Rental/Lease	-	-	1,000	1,000	1,000	-	-	(1,000)	-100.0%
47.xxx	Utilities	240,681	215,080	233,090	233,090	233,090	219,520	219,520	(13,570)	-5.8%
48.xxx	Repairs & Maintenance	32,167	16,577	48,150	48,150	48,150	48,150	48,150	-	0.0%
49.001	Membership Dues	16	-	300	300	300	-	-	(300)	-100.0%
49.xxx	Other Charges & Services	-	128,812	160,500	160,500	160,500	47,500	47,500	(113,000)	-70.4%
5x.xxx	Intergovernmental	104,625	1,022	1,310	1,310	1,310	1,110	1,110	(200)	-15.3%
6x.xxx	Capital	-	880	-	-	-	-	-	-	n/a
	Subtotal Operating Exp:	**$ 825,724**	**$ 661,549**	**$ 749,800**	**$ 749,800**	**$ 749,800**	**$ 590,060**	**$ 591,390**	**$ (159,740)**	**-21.3%**
Capital & One-time Funding:										
	Capital & One-Time	34,774	67,432	-	212,479	212,479	109,000	75,000	(103,479)	-48.7%
	Subtotal One-time Exp:	**$ 34,774**	**$ 67,432**	**$ -**	**$ 212,479**	**$ 212,479**	**$ 109,000**	**$ 75,000**	**$ (103,479)**	**-48.7%**
	Total Expenditures:	**$ 860,498**	**$ 728,981**	**$ 749,800**	**$ 962,279**	**$ 962,279**	**$ 699,060**	**$ 666,390**	**$ (263,219)**	**-27.4%**

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2017/2018
Budget Line Item Detail

2017/2018 Budget Detail

PARKS, RECREATION & COMMUNITY SERVICES - ADMINISTRATION

001.0000.11.571.10.31.001	OFFICE & OPERATING SUPPLIES		2017		2018
GENERAL OFFICE SUPPLIES		$	50	$	50
	Subtotal:	**$**	**50**	**$**	**50**

001.0000.11.571.10.49.001	MEMBERSHIP DUES		2017		2018
WASHINGTON RECREATION & PARK ASSOCIATION		$	1,250	$	1,250
	Subtotal:	**$**	**1,250**	**$**	**1,250**

001.0000.11.571.10.49.003	REGISTRATION		2017		2018
WASHINGTON RECREATION & PARK ASSOCIATION ANNUAL CONFERENCE		$	350	$	350
	Subtotal:	**$**	**350**	**$**	**350**

001.0000.11.571.10.53.003	B&O TAXES TO THE STATE		2017		2018
TRAINING FOR HUMAN SERVICES COORDINATOR		$	7,000	$	7,000
	Subtotal:	**$**	**7,000**	**$**	**7,000**
	Total Budget:	**$**	**8,650**	**$**	**8,650**

2017/2018 Budget Detail

PARKS, RECREATION & COMMUNITY SERVICES - HUMAN SERVICES

001.0000.11.565.10.31.001	OFFICE & OPERATING SUPPLIES	2017	2018
SUPPLIES TO SUPPORT THE LAKEWOOD COMMUNITY		$ 300	$ 300
	Subtotal:	**$ 300**	**$ 300**

001.0000.11.565.10.31.005	MEETING MEALS EXPENSE	2017	2018
HS FUNDING ADVISORY BOARD & COMMUNITY COLLABORATION		$ 150	$ 150
	Subtotal:	**$ 150**	**$ 150**

001.0000.11.565.10.41.020	HUMAN SERVICES	2017	2018
GEN FUND ALLOTMENT OF HUMAN SERVICES PROGRAMS (1%)		$ 360,000	$ 360,000
	Subtotal:	**$ 360,000**	**$ 360,000**

001.0000.11.565.10.43.001	TRANSPORTATION CHARGES	2017	2018
TRAINING FOR HUMAN SERVICES COORDINATOR		$ 200	$ 200
	Subtotal:	**$ 200**	**$ 200**

001.0000.11.565.10.43.003	MILEAGE REIMBURSEMENTS	2017	2018
SITE VISITS		$ 120	$ 120
	Subtotal:	**$ 120**	**$ 120**

001.0000.11.565.10.43.005	PARKING REIMBURSEMENTS	2017	2018
SITE VISITS AND MEETINGS		$ 50	$ 50
	Subtotal:	**$ 50**	**$ 50**

001.0000.11.565.10.49.001	MEMBERSHIPS/DUES	2017	2018
PIERCE COUNTY HUMAN SERVICES COALITION		$ 200	$ 200
	Subtotal:	**$ 200**	**$ 200**

001.0000.11.565.10.49.003	REGISTRATION	2017	2018
REGISTRATION FOR LOCAL/REGIONAL CONFERENCE		$ 200	$ 200
	Subtotal:	**$ 200**	**$ 200**

001.0000.11.565.10.53.001	PIERCE COUNTY LIQUOR EXCISE	2017	2018
2% REQUIREMENT LIQUOR EXCISE TAX		$ 15,430	$ 15,430
	Subtotal:	**$ 15,430**	**$ 15,430**
	Total Budget:	**$ 376,650**	**$ 376,650**

2017/2018 Budget Detail

PARKS, RECREATION & COMMUNITY SERVICES - RECREATION

001.0000.11.571.20.11.002	OVERTIME		2017		2018
OVERTIME FOR EVENTS		$	1,000	$	1,000
	Subtotal:	**$**	**1,000**	**$**	**1,000**

001.0000.11.571.20.11.011	TEMPORARY WORKER WAGES		2017		2018
SPECIAL EVENTS, PROGRAMS AND YOUTH ATHLETICS		$	96,130	$	96,130
	Subtotal:	**$**	**96,130**	**$**	**96,130**

001.0000.11.571.20.31.001	OFFICE & OPERATING SUPPLIES		2017		2018
SUMMER AND SCHOOL-BASED PROGRAMS		$	11,230	$	11,230
	Subtotal:	**$**	**11,230**	**$**	**11,230**

001.0000.11.571.20.31.008	UNIFORMS		2017		2018
LIFEGUARD UNIFORM REPLACEMENT		$	800	$	800
	Subtotal:	**$**	**800**	**$**	**800**

001.0000.11.571.20.31.050	SPECIAL EVENT SUPPLIES		2017		2018
BANNERS, DECORATIONS, ARTS & CRAFTS, LOGISTICS		$	10,700	$	10,700
RAY EVANS MEMORIAL FISHING EVENT FOR KIDS		$	9,200	$	9,200
	Subtotal:	**$**	**19,900**	**$**	**19,900**

001.0000.11.571.20.41.001	PROFESSIONAL SERVICES		2017		2018
INSTRUCTORS, SPECIAL SERVICES FOR PROGRAMS		$	2,500	$	2,500
	Subtotal:	**$**	**2,500**	**$**	**2,500**

001.0000.11.571.20.41.082	SPECIAL EVENT PROF SERVICES		2017		2018
ENTERTAIN, SANITATION, STAGING, OFFICIALS, SAFETY		$	5,780	$	5,780
	Subtotal:	**$**	**5,780**	**$**	**5,780**

001.0000.11.571.20.49.003	REGISTRATION		2017		2018
STAFF TRAINING OPPORTUNITIES		$	800	$	800
	Subtotal:	**$**	**800**	**$**	**800**

001.0000.11.571.20.49.005	PRINTING & BINDING		2017		2018
MARKETING/ADVERTISING		$	750	$	750
	Subtotal:	**$**	**750**	**$**	**750**

001.0000.11.571.20.51.001	INTER-GOVERNMENTAL SERVICES		2017		2018
AFTER-SCHOOL PROGRAM TRANSPORTATION		$	7,000	$	7,000
	Subtotal:	**$**	**7,000**	**$**	**7,000**
	Total Budget:	**$**	**145,890**	**$**	**145,890**

2017/2018 Budget Detail

PARKS, RECREATION & COMMUNITY SERVICES - RECREATION/FARMERS MARKET

001.0000.11.571.22.11.011	TEMPORARY WORKER WAGES		2017		2018
REC ASSISTANT FOR SETUP AND TAKEDOWN		$	3,580	$	3,580
	Subtotal:	**$**	**3,580**	**$**	**3,580**

001.0000.11.571.22.31.001	OFFICE & OPERATING SUPPLIES		2017		2018
GARBAGE BAGS, PAPER, MARKETS, ETC		$	100	$	100
	Subtotal:	**$**	**100**	**$**	**100**

001.0000.11.571.22.41.001	PROFESSIONAL SERVICE		2017		2018
LIVE ENTERTAINMENT		$	3,000	$	3,000
	Subtotal:	**$**	**3,000**	**$**	**3,000**

001.0000.11.571.22.44.001	ADVERTISING		2017		2018
MARKETING, ADVERTISING		$	5,400	$	5,400
	Subtotal:	**$**	**5,400**	**$**	**5,400**

001.0000.11.571.22.49.001	MEMBERSHIPS/DUES		2017		2018
WA FARMERS MARKET ASSOC. MEMBERSHIP		$	350	$	350
	Subtotal:	**$**	**350**	**$**	**350**

001.0000.11.571.22.49.003	REGISTRATION		2017		2018
WA FARMERS MARKET ASSOC. CONFERENCE & LODGING		$	300	$	300
	Subtotal:	**$**	**300**	**$**	**300**
	Total Budget:	**$**	**12,730**	**$**	**12,730**

2017/2018 Budget Detail

PARKS, RECREATION & COMMUNITY SERVICES - RECREATION/SUMMERFEST

001.0000.11.571.21.11.011	TEMPORARY WORKER WAGES	2017	2018
2 REC LEADERS & 5 REC ASSTS FOR SETUP & TAKEDOWN		$ 900.00	$ 900.00
	Subtotal:	**$ 900.00**	**$ 900.00**

001.0000.11.571.21.31.001	OFFICE & OPERATING SUPPLIES	2017	2018
OFFICE & OPERATING SUPPLIES		$ 500.00	$ 500.00
	Subtotal:	**$ 500.00**	**$ 500.00**

001.0000.11.571.21.41.001	PROFESSIONAL SERVICE	2017	2018
SCREEN, STAGE SOUND, PAC RIM ATM, KIDZ ZONE		$ 15,000.00	$ 15,000.00
	Subtotal:	**$ 15,000.00**	**$ 15,000.00**

001.0000.11.571.21.44.001	ADVERTISING	2017	2018
POSTER, FLYER & BUS ADVERTISEMENTS		$ 9,050.00	$ 9,050.00
	Subtotal:	**$ 9,050.00**	**$ 9,050.00**
	Total Budget:	**$ 25,450.00**	**$ 25,450.00**

2017/2018 Budget Detail

PARKS, RECREATION & COMMUNITY SERVICES - RECREATION/ARTS COMMISSION

106.0000.11.573.20.31.001	OFFICE & OPERATING SUPPLIES		2017		2018
ARTS COMMISSION		$	2,000	$	2,000
	Subtotal:	**$**	**2,000**	**$**	**2,000**
	Total Budget:	**$**	**2,000**	**$**	**2,000**

2017/2018 Budget Detail

PARKS, RECREATION & COMMUNITY SERVICES - SENIOR CENTER

001.0000.11.569.50.31.001	OFFICE & OPERATING SUPPLIES		2017		2018
FITNESS EQUIP, FURNITURE, PROGRAMS & EVENTS		$	4,000	$	4,000
	Subtotal:	**$**	**4,000**	**$**	**4,000**

001.0000.11.569.50.41.001	PROFESSIONAL SERVICES		2017		2018
INSTRUCTORS FOR ART, EXCERCISE, COMPUTER CLASSES		$	25,000	$	25,000
	Subtotal:	**$**	**25,000**	**$**	**25,000**

001.0000.11.569.50.49.003	REGISTRATION		2017		2018
WA ASSOC. OF SENIOR CENTERS CONFERENCE		$	400	$	400
	Subtotal:	**$**	**400**	**$**	**400**

001.0000.11.569.50.51.001	INTER-GOVERNMENTAL SERVICES		2017		2018
RENT AND PHONE FEES TO PIERCE COUNTY FOR SR CENTER		$	60,021	$	62,491
	Subtotal:	**$**	**60,021**	**$**	**62,491**
	Total Budget:	**$**	**89,421**	**$**	**91,891**

2017/2018 Budget Detail

PARKS, RECREATION & COMMUNITY SERVICES - PARK FACILITIES

001.0000.11.576.80.11.002	OVERTIME		2017		2018
SPECIAL EVENTS AND STORMS		$	2,000	$	2,000
	Subtotal:	**$**	**2,000**	**$**	**2,000**

001.0000.11.576.80.11.011	TEMPORARY WORKER WAGES		2017		2018
1 SEASONAL WORKER- 520 HRS @ $15.50/HR		$	8,060	$	8,060
BENEFITS AT 13%		$	1,050	$	1,050
POSITION CONTROL		$	9,500	$	9,500
	Subtotal:	**$**	**18,610**	**$**	**18,610**

001.0000.11.576.80.31.001	OFFICE & OPERATIONAL SUPPLIES		2017		2018
IRRIGATION, JANITORIAL, TURF, AND GEN SUPPLIES		$	31,310	$	31,310
	Subtotal:	**$**	**31,310**	**$**	**31,310**

001.0000.11.576.80.31.008	CLOTHING		2017		2018
RAINGEAR FOR 3 EMPLOYEES		$	300	$	300
SEASONAL WORKER BOOTS AND UNIFORMS		$	60	$	60
UNIFORMS FOR FULL-TIME EMPLOYEES		$	1,500	$	1,500
	Subtotal:	**$**	**1,860**	**$**	**1,860**

001.0000.11.576.80.35.001	SMALL TOOLS & MINOR EQUIPMENT		2017		2018
REPLACEMENT OF MINOR EQUIPMENT		$	2,500	$	2,500
	Subtotal:	**$**	**2,500**	**$**	**2,500**

001.0000.11.576.80.41.001	PROFESSIONAL SERVICES		2017		2018
JANITORIAL SERVICES FOR PARKS FACILITIES		$	6,800	$	6,800
	Subtotal:	**$**	**6,800**	**$**	**6,800**

001.0000.11.576.80.47.001	WATER CHARGES		2017		2018
ALL PARKS EXCEPT FORT STEILACOOM		$	10,000	$	10,000
	Subtotal:	**$**	**10,000**	**$**	**10,000**

001.0000.11.576.80.47.004	SEWER CHARGES		2017		2018
AMERICAN LAKE, WARDS LAKE, AND KIAWANIS PARK		$	1,100	$	1,100
	Subtotal:	**$**	**1,100**	**$**	**1,100**

001.0000.11.576.80.47.005	ELECTRICITY CHARGES		2017		2018
RESTROOMS, SHELTERS, LIGHTING, AND IRRIGATION		$	10,500	$	10,500
	Subtotal:	**$**	**10,500**	**$**	**10,500**

001.0000.11.576.80.48.001	REPAIR & MAINTENANCE		2017		2018
MAINTENANCE EQUIPMENT FOR THE PARKS		$	5,000	$	5,000
	Subtotal:	**$**	**5,000**	**$**	**5,000**

001.0000.11.576.80.51.068	SWM CHARGES		2017		2018
SURFACE WATER MANAGEMENT CHARGES		$	13,000	$	13,000
	Subtotal:	**$**	**13,000**	**$**	**13,000**
	Total Budget:	**$**	**102,680**	**$**	**102,680**

2017/2018 Budget Detail

PARKS, RECREATION & COMMUNITY SERVICES - FORT STEILACOOM PARK

001.0000.11.576.81.11.002	OVERTIME		2017		2018
SPECIAL EVENTS		$	1,000	$	1,000
	Subtotal:	**$**	**1,000**	**$**	**1,000**

001.0000.11.576.81.11.011	TEMPORARY WORKER WAGES		2017		2018
5 SEASONAL WORKERS 520 HOURS X $15.50 + 13%		$	45,540	$	45,540
	Subtotal:	**$**	**45,540**	**$**	**45,540**

001.0000.11.576.81.31.001	OFFICE & OPERATING SUPPLIES		2017		2018
JANITORIAL, IRRIGATION, SANICANS & GENERAL MAINTENANCE		$	43,610	$	43,610
	Subtotal:	**$**	**43,610**	**$**	**43,610**

001.0000.11.576.81.31.008	CLOTHING		2017		2018
BOOTS & UNIFORMS FOR FIVE SEASONAL WORKERS		$	300	$	300
UNIFORMS FOR FULL-TIME FIELD EMPLOYEES AT FSP		$	1,300	$	1,300
	Subtotal:	**$**	**1,600**	**$**	**1,600**

001.0000.11.576.81.41.001	PROFESSIONAL SERVICES		2017		2018
RELATED TO SANICANS		$	13,000	$	13,000
	Subtotal:	**$**	**13,000**	**$**	**13,000**

001.0000.11.576.81.47.001	WATER CHARGES		2017		2018
IRRIGATION AND RESTROOM WATER CHARGES AT FSP		$	36,000	$	36,000
	Subtotal:	**$**	**36,000**	**$**	**36,000**

001.0000.11.576.81.47.004	SEWER CHARGES		2017		2018
SEWER CHARGES FOR RESTROOMS AT FSP		$	1,500	$	1,500
	Subtotal:	**$**	**1,500**	**$**	**1,500**

001.0000.11.576.81.47.005	ELECTRICITY CHARGES		2017		2018
ELECTRICITY CHARGES AT FSP		$	9,600	$	9,600
	Subtotal:	**$**	**9,600**	**$**	**9,600**

001.0000.11.576.81.48.001	REPAIR & MAINTENANCE		2017		2018
REPAIRS FOR EQUIPMENT TO MAINTAIN FSP		$	5,000	$	5,000
	Subtotal:	**$**	**5,000**	**$**	**5,000**
	Total Budget:	**$**	**156,850**	**$**	**156,850**

2017/2018 Budget Detail

PARKS, RECREATION & COMMUNITY SERVICES - STREET LANDSCAPE MAINTENANCE

001.0000.11.542.70.11.011	TEMPORARY WORKER WAGES		2017		2018
6 MONTH SEASONAL POSITION 1039HRS X $15.50 +13%		$	15,860	$	15,860
	Subtotal:	**$**	**15,860**	**$**	**15,860**

001.0000.11.542.70.31.030	RAW MATERIALS		2017		2018
FERTILIZER, SOIL, SEED, IRRIGATION PARTS		$	8,000	$	8,000
	Subtotal:	**$**	**8,000**	**$**	**8,000**

001.0000.11.542.70.35.001	SMALL TOOLS & MINOR EQUIPMENT		2017		2018
REPLACE MINOR EQUIPMENT AS NEEDED		$	2,500	$	2,500
	Subtotal:	**$**	**2,500**	**$**	**2,500**

001.0000.11.542.70.48.001	REPAIR & MAINT.		2017		2018
REPAIRS AND MAINTENANCE		$	5,000	$	5,000
	Subtotal:	**$**	**5,000**	**$**	**5,000**

001.0000.11.542.70.49.003	REGISTRATION		2017		2018
PESTICIDE CEU'S		$	300	$	300
	Subtotal:	**$**	**300**	**$**	**300**
	Total Budget:	**$**	**31,660**	**$**	**31,660**

2017/2018 Budget Detail

PARKS - STREETS OPERATIONS & MAINTENANCE

101.0000.11.542.30.11.002	OVERTIME		2017		2018
OVERTIME		$	5,000	$	5,000
	Subtotal:	**$**	**5,000**	**$**	**5,000**

101.0000.11.542.30.11.005	ON CALL PAY		2017		2018
STANDBY PAY		$	18,000	$	18,000
	Subtotal:	**$**	**18,000**	**$**	**18,000**

101.0000.11.542.30.11.011	TEMPORARY WORKER WAGES		2017		2018
2 SIX MONTH SEASONAL WORKERS: 1039 X $15.50 + 13%		$	36,400	$	36,400
	Subtotal:	**$**	**36,400**	**$**	**36,400**

101.0000.11.542.30.31.001	OFFICE & OPERATING SUPPLIES		2017		2018
GENERAL SUPPLIES		$	5,000	$	5,000
PROPANE INFRARED BURNER SUPPLIES		$	700	$	700
	Subtotal:	**$**	**5,700**	**$**	**5,700**

101.0000.11.542.30.31.030	RAW MATERIALS		2017		2018
RAW MATERIALS		$	20,000	$	20,000
CRACK SEALER SUPPLIES		$	7,500	$	7,500
	Subtotal:	**$**	**27,500**	**$**	**27,500**

101.0000.11.542.30.31.090	TOOL/EQUIPMENT SUPPLIES		2017		2018
EQUIPMENT		$	1,000	$	1,000
	Subtotal:	**$**	**1,000**	**$**	**1,000**

101.0000.11.542.30.35.001	SMALL TOOLS & MINOR EQUIPMENT		2017		2018
SMALL TOOLS & MINOR EQUIPMENT		$	1,000	$	1,000
	Subtotal:	**$**	**1,000**	**$**	**1,000**

101.0000.11.542.30.41.001	PROFESSIONAL SERVICE		2017		2018
JANITORIAL SERVICES FOR PUBLIC WORKS OPERATIONS & MAINTENANCE		$	2,400	$	2,400
	Subtotal:	**$**	**2,400**	**$**	**2,400**

101.0000.11.542.30.41.079	ROAD CONTRACT		2017		2018
ROAD CONTRACT		$	5,000	$	5,000
	Subtotal:	**$**	**5,000**	**$**	**5,000**

101.0000.11.542.30.43.001	TRANSPORTATION CHARGES		2017		2018
TRANSPORTATION CHARGES		$	400	$	400
	Subtotal:	**$**	**400**	**$**	**400**

101.0000.11.542.30.45.004	RENTALS		2017		2018
RENTALS		$	2,500	$	2,500
	Subtotal:	**$**	**2,500**	**$**	**2,500**

101.0000.11.542.30.48.001	REPAIR & MAINT.		2017		2018
REPAIR & MAINTENANCE		$	1,250	$	1,250
	Subtotal:	**$**	**1,250**	**$**	**1,250**

101.0000.11.542.30.49.001	MEMBERSHIPS/DUES		2017		2018
MEMBERSHIPS		$	100	$	100
	Subtotal:	**$**	**100**	**$**	**100**

101.0000.11.542.30.49.003	REGISTRATION		2017		2018
REGISTRATION		$	300	$	300
	Subtotal:	**$**	**300**	**$**	**300**

2017/2018 Budget Detail

PARKS - STREETS OPERATIONS & MAINTENANCE

101.0000.11.542.63.31.001	OFFICE & OPERATING SUPPLIES	2017	2018
GENERAL SUPPLIES		$ 1,000	$ 1,000
	Subtotal:	**$ 1,000**	**$ 1,000**

101.0000.11.542.63.31.030	RAW MATERIALS	2017	2018
RAW MATERIALS		$ 10,000	$ 10,000
	Subtotal:	**$ 10,000**	**$ 10,000**

101.0000.11.542.63.31.090	TOOL/EQUIPMENT SUPPLIES	2017	2018
TOOL/EQUIPMENT SUPPLIES		$ 500	$ 500
	Subtotal:	**$ 500**	**$ 500**

101.0000.11.542.63.35.016	STREET EQUIPMENT	2017	2018
STREET EQUIPMENT		$ 250	$ 250
	Subtotal:	**$ 250**	**$ 250**

101.0000.11.542.63.41.079	ROAD CONTRACT	2017	2018
ROAD CONTRACT		$ 1,500	$ 1,500
	Subtotal:	**$ 1,500**	**$ 1,500**

101.0000.11.542.63.47.006	STREET LIGHTING CHARGES	2017	2018
STREET LIGHTING CHARGES		$ 375,000	$ 375,000
LED RETROFIT SAVINGS - PUGET SOUND ENERGY		$ (115,920)	$ (115,920)
LED RETROFIT SAVINGS - LAKEVIEW LIGHT & POWER		$ (98,010)	$ (98,010)
LED RETROFIT SAVINGS - TACOMA PUBLIC UTILITIES		$ (19,560)	$ (19,560)
	Subtotal:	**$ 141,510**	**$ 141,510**

101.0000.11.542.63.48.001	REPAIRS & MAINTENANCE	2017	2018
REPAIRS & MAINTENANCE - STREET LIGHTS		$ 10,000	$ 10,000
	Subtotal:	**$ 10,000**	**$ 10,000**

101.0000.11.542.64.11.002	OVERTIME	2017	2018
OVERTIME		$ 5,000	$ 5,000
	Subtotal:	**$ 5,000**	**$ 5,000**

101.0000.11.542.64.11.005	ON CALL PAY	2017	2018
ON CALL PAY		$ 33,000	$ 33,000
	Subtotal:	**$ 33,000**	**$ 33,000**

101.0000.11.542.64.31.001	OFFICE & OPERATING SUPPLIES	2017	2018
SIGN MAINTENANCE PROGRAM		$ 50,000	$ 50,000
GENERAL SUPPLIES		$ 14,000	$ 14,000
	Subtotal:	**$ 64,000**	**$ 64,000**

101.0000.11.542.64.31.030	RAW MATERIALS	2017	2018
RAW MATERIALS		$ 25,000	$ 25,000
	Subtotal:	**$ 25,000**	**$ 25,000**

101.0000.11.542.64.31.090	TOOL/EQUIPMENT SUPPLIES	2017	2018
TOOL/EQUIPMENT SUPPLIES		$ 5,000	$ 5,000
	Subtotal:	**$ 5,000**	**$ 5,000**

101.0000.11.542.64.35.014	TRAFFIC EQUIPMENT	2017	2018
TRAFFIC EQUIPMENT		$ 5,500	$ 5,500
	Subtotal:	**$ 5,500**	**$ 5,500**

101.0000.11.542.64.41.001	PROFESSIONAL SERVICE	2017	2018
PROFESSIONAL SERVICES		$ 1,000	$ 1,000
	Subtotal:	**$ 1,000**	**$ 1,000**

101.0000.11.542.64.43.001	TRANSPORTATION CHARGES	2017	2018
TRANSPORTATION CHARGES		$ 500	$ 500
	Subtotal:	**$ 500**	**$ 500**

101.0000.11.542.64.47.005	ELECTRICITY CHARGES	2017	2018
ELECTRICITY CHARGES		$ 50,000	$ 50,000
	Subtotal:	**$ 50,000**	**$ 50,000**

101.0000.11.542.64.48.001	REPAIR & MAINT.	2017	2018
TRAFFIC EQUIPMENT REPAIR		$ 2,500	$ 2,500
	Subtotal:	**$ 2,500**	**$ 2,500**

101.0000.11.542.64.49.003	REGISTRATION	2017	2018
REGISTRATIONS		$ 1,000	$ 1,000
	Subtotal:	**$ 1,000**	**$ 1,000**

101.0000.11.542.64.49.005	PRINTING & BINDING	2017	2018
PRINTING & BINDING		$ 300	$ 300
	Subtotal:	**$ 300**	**$ 300**

101.0000.11.542.64.51.001	INTER-GOVERNMENTAL SERVICES	2017	2018
WASHINGTON STATE DEPT. OF TRANSPORTATION SIGNAL		$ 3,000	$ 3,000
	Subtotal:	**$ 3,000**	**$ 3,000**

101.0000.11.542.66.31.030	RAW MATERIALS	2017	2018
RAW MATERIALS		$ 15,000	$ 15,000
	Subtotal:	**$ 15,000**	**$ 15,000**

101.0000.11.542.66.31.090	TOOL/EQUIPMENT SUPPLIES	2017	2018
TOOLS/EQUIPMENT SUPPLIES		$ 500	$ 500
	Subtotal:	**$ 500**	**$ 500**

101.0000.11.542.70.11.002	OVERTIME	2017	2018
OVERTIME		$ 500	$ 500
	Subtotal:	**$ 500**	**$ 500**

101.0000.11.542.70.11.005	ON CALL PAY	2017	2018
STANDBY PAY		$ 2,500	$ 2,500
	Subtotal:	**$ 2,500**	**$ 2,500**

101.0000.11.542.70.31.001	OFFICE & OPERATING SUPPLIES	2017	2018
GENERAL SUPPLIES		$ 4,500	$ 4,500
STREET STRIPER SUPPLIES		$ 4,500	$ 4,500
	Subtotal:	**$ 9,000**	**$ 9,000**

101.0000.11.542.70.31.011	ADOPT A STREET SUPPLIES	2017	2018
ADOPT A STREET SUPPLIES		$ 250	$ 250
	Subtotal:	**$ 250**	**$ 250**

101.0000.11.542.70.31.030	RAW MATERIALS	2017	2018
RAW MATERIALS		$ 12,500	$ 12,500
	Subtotal:	**$ 12,500**	**$ 12,500**

101.0000.11.542.70.31.090	TOOL/EQUIPMENT SUPPLIES	2017	2018
TOOL/EQUIPMENT SUPPLIES		$ 500	$ 500
	Subtotal:	**$ 500**	**$ 500**

101.0000.11.542.70.35.001	SMALL TOOLS & MINOR EQUIPMENT	2017	2018
SMALL TOOLS & MINOR EQUIPMENT		$ 3,000	$ 3,000
	Subtotal:	**$ 3,000**	**$ 3,000**

2017/2018 Budget Detail

PARKS - STREETS OPERATIONS & MAINTENANCE

101.0000.11.542.70.41.079	ROAD CONTRACT		2017		2018
ROAD CONTRACT		$	6,000	$	6,000
	Subtotal:	**$**	**6,000**	**$**	**6,000**

101.0000.11.542.70.45.004	RENTALS		2017		2018
RENTALS		$	1,000	$	1,000
	Subtotal:	**$**	**1,000**	**$**	**1,000**

101.0000.11.542.70.47.001	WATER CHARGES		2017		2018
WATER CHARGES		$	17,000	$	17,000
	Subtotal:	**$**	**17,000**	**$**	**17,000**

101.0000.11.543.50.41.001	PROFESSIONAL SERVICE		2017		2018
PROFESSIONAL SERVICES		$	2,200	$	2,200
	Subtotal:	**$**	**2,200**	**$**	**2,200**

101.0000.11.543.50.45.004	RENTALS		2017		2018
RENTALS		$	1,500	$	1,500
	Subtotal:	**$**	**1,500**	**$**	**1,500**

101.0000.11.543.50.47.001	WATER CHARGES		2017		2018
WATER CHARGES		$	500	$	500
	Subtotal:	**$**	**500**	**$**	**500**

101.0000.11.543.50.47.004	SEWER CHARGES		2017		2018
SEWER CHARGES		$	1,200	$	1,200
	Subtotal:	**$**	**1,200**	**$**	**1,200**

101.0000.11.543.50.47.005	ELECTRICITY CHARGES		2017		2018
ELECTRICITY CHARGES		$	5,000	$	5,000
	Subtotal:	**$**	**5,000**	**$**	**5,000**

101.0000.11.544.90.31.001	OFFICE & OPERATING SUPPLIES		2017		2018
GENERAL SUPPLIES		$	2,250	$	2,250
	Subtotal:	**$**	**2,250**	**$**	**2,250**

101.0000.11.544.90.31.008	CLOTHING		2017		2018
CLOTHING		$	4,000	$	4,000
	Subtotal:	**$**	**4,000**	**$**	**4,000**

101.0000.11.544.90.31.010	SAFETY SUPPLIES		2017		2018
SAFETY SUPPLIES		$	750	$	750
	Subtotal:	**$**	**750**	**$**	**750**

101.0000.11.544.90.31.048	REPAIR PARTS		2017		2018
REPAIR PARTS		$	1,500	$	1,500
	Subtotal:	**$**	**1,500**	**$**	**1,500**

101.0000.11.544.90.41.001	PROFESSIONAL SERVICE		2017		2018
PROFESSIONAL SERVICE		$	4,000	$	4,000
	Subtotal:	**$**	**4,000**	**$**	**4,000**

101.0000.11.544.90.43.001	TRANSPORTATION CHARGES		2017		2018
TRANSPORTATION CHARGES		$	100	$	100
	Subtotal:	**$**	**100**	**$**	**100**

101.0000.11.544.90.48.001	REPAIR & MAINT.		2017		2018
REPAIR & MAINTENANCE		$	1,500	$	1,500
	Subtotal:	**$**	**1,500**	**$**	**1,500**

2017/2018 Budget Detail

PARKS - STREETS OPERATIONS & MAINTENANCE

101.0000.11.544.90.49.001	MEMBERSHIPS/DUES		2017		2018
MEMBERSHIP/DUES		$	300	$	300
	Subtotal:	**$**	**300**	**$**	**300**

101.0000.11.544.90.51.001	INTER-GOVERNMENTAL SERVICES		2017		2018
INTER-GOVERNMENTAL SERVICES		$	19,750	$	19,750
	Subtotal:	**$**	**19,750**	**$**	**19,750**

101.0000.11.595.63.48.001	REPAIR & MAINT.		2017		2018
STREET LIGHT REPAIR		$	5,000	$	5,000
	Subtotal:	**$**	**5,000**	**$**	**5,000**

101.0000.11.595.64.48.001	REPAIR & MAINT.		2017		2018
TRAFFIC EQUIPMENT REPAIR		$	10,000	$	10,000
	Subtotal:	**$**	**10,000**	**$**	**10,000**
	Total Budget:	**$**	**594,410**	**$**	**594,410**

2017/2018 Budget Detail

PARKS - SURFACE WATER MANAGEMENT - OPERATIONS & MAINTENANCE

401.0000.11.531.10.11.002	OVERTIME	2017	2018
OVERTIME AFTER HOURS FLOOD RESPONSE AND WEEKENDS		$ 4,000	$ 4,000
	Subtotal:	**$ 4,000**	**$ 4,000**

401.0000.11.531.10.11.005	ON CALL PAY	2017	2018
ON-CALL MAINTENANCE STAFF SURFACE WATER MANAGEMENT RELATED WORK		$ 1,000	$ 1,000
	Subtotal:	**$ 1,000**	**$ 1,000**

401.0000.11.531.10.31.001	OFFICE & OPERATING SUPPLIES	2017	2018
OPERATIONAL SUPPLIES		$ 1,000	$ 1,000
PESTICIDES FOR STORM POND SPRAYING		$ 2,000	$ 2,000
SPILL RESPONSE SUPPLIES: BOOMS, SOCKS, AND CATCH		$ 2,000	$ 2,000
	Subtotal:	**$ 5,000**	**$ 5,000**

401.0000.11.531.10.31.008	WORK GEAR	2017	2018
WORK GEAR FOR 2 EMPLOYEES		$ 500	$ 500
	Subtotal:	**$ 500**	**$ 500**

401.0000.11.531.10.31.030	RAW MATERIALS	2017	2018
STORM DRAIN FRAMES, GRATES, CATCH BASIN		$ 25,000	$ 25,000
	Subtotal:	**$ 25,000**	**$ 25,000**

401.0000.11.531.10.31.090	TOOL/EQUIPMENT SUPPLIES	2017	2018
TOOL/EQUIPMENT SUPPLIES		$ 500	$ 500
	Subtotal:	**$ 500**	**$ 500**

401.0000.11.531.10.35.001	SMALL TOOLS & MINOR EQUIPMENT	2017	2018
TOOLS/EQUIPMENT FOR PROJECTS, INSPECTIONS AND MAINTENANCE		$ 1,500	$ 1,500
	Subtotal:	**$ 1,500**	**$ 1,500**

401.0000.11.531.10.45.004	RENTALS	2017	2018
PUMPS, HOSES, GENERATORS, OTHER		$ 2,500	$ 2,500
	Subtotal:	**$ 2,500**	**$ 2,500**

401.0000.11.531.10.48.001	REPAIR & MAINT.	2017	2018
BEST PARKING LOT STREET SWEEPING CONTRACT		$ 135,000	$ 137,700
OTHER MAINTENANCE AND REPAIRS		$ 2,500	$ 2,500
PACIFIC HIGHWAY STORMWATER PUMP-STATION PREVENTATIVE MAINTENANCE		$ 2,040	$ 2,040
PREVENTATIVE MAINTENANCE ON 25 STORM FILTER / PERK FILTER VAULTS		$ 45,000	$ 45,000
PRO-VAC STORMWATER INFRASTRUCTURE CLEANING		$ 340,000	$ 347,000
PRO-VAC STORMWATER PIPE VIDEO INSPECTION CONTRACT		$ 127,000	$ 127,000
	Subtotal:	**$ 651,540**	**$ 661,240**

401.0000.11.531.10.49.018	DUMPING FEES	2017	2018
STORM DRAINAGE DEBRIS REMOVAL		$ 4,000	$ 4,000
	Subtotal:	**$ 4,000**	**$ 4,000**

401.0000.11.531.10.51.001	INTER-GOVERNMENTAL SERVICES	2017	2018
OPERATIONAL RADIO FEE PAID TO CITY OF TACOMA		$ 3,500	$ 3,500
PROP. SHARE OF WSDOT AFTER HOURS MAINT. CALL PHONE SVC. OLYMPIC RADIO		$ 4,500	$ 4,500
	Subtotal:	**$ 8,000**	**$ 8,000**
	Total Budget:	**$ 703,540**	**$ 713,240**

2017/2018 Budget Detail

PARKS, RECREATION & COMMUNITY SERVICES - PROPERTY MANAGEMENT

502.0000.17.518.30.11.002	OVERTIME	2017	2018
OVERTIME		$ 200	$ 200
	Subtotal:	**$ 200**	**$ 200**

502.0000.17.518.30.31.001	OFFICE & OPERATING SUPPLIES	2017	2018
GENERAL SUPPLIES		$ 20,000	$ 20,000
	Subtotal:	**$ 20,000**	**$ 20,000**

502.0000.17.518.30.35.001	SMALL TOOLS & MINOR EQUIPMENT	2017	2018
SMALL TOOLS/MINOR EQUIPMENT		$ 500	$ 500
	Subtotal:	**$ 500**	**$ 500**

502.0000.17.518.30.41.001	PROFESSIONAL SERVICE	2017	2018
CARPET CLEANING AT CITY HALL		$ 5,500	$ 5,500
OTHER GENERAL PROFESSIONAL SERVICES		$ 19,760	$ 19,760
	Subtotal:	**$ 25,260**	**$ 25,260**

502.0000.17.518.35.31.001	OFFICE & OPERATING SUPPLIES	2017	2018
GENERAL SUPPLIES		$ 12,360	$ 12,360
	Subtotal:	**$ 12,360**	**$ 12,360**

502.0000.17.518.35.31.008	CLOTHING	2017	2018
CLOTHING		$ 1,000	$ 1,000
	Subtotal:	**$ 1,000**	**$ 1,000**

502.0000.17.518.35.32.004	FACILITY FUEL	2017	2018
EMERGENCY GENERATOR SYSTEM AT CITY HALL		$ 700	$ 700
	Subtotal:	**$ 700**	**$ 700**

502.0000.17.518.35.35.001	SMALL TOOLS & MINOR EQUIPMENT	2017	2018
CITY HALL AND POLICE DEPARTMENT		$ 1,250	$ 1,250
	Subtotal:	**$ 1,250**	**$ 1,250**

502.0000.17.518.35.35.004	FURNITURE EQUIPMENT	2017	2018
FURNITURE EQUIPMENT		$ 500	$ 500
	Subtotal:	**$ 500**	**$ 500**

502.0000.17.518.35.35.018	CITY HALL TOOLS & EQUIPMENT	2017	2018
CITY HALL TOOLS & EQUIPMENT		$ 500	$ 500
	Subtotal:	**$ 500**	**$ 500**

502.0000.17.518.35.41.001	PROFESSIONAL SERVICE	2017	2018
CITY HALL ELEVATOR		$ 6,000	$ 6,000
CITY HALL POND MAINTENANCE		$ 500	$ 500
FIRE SUPPRESSION & FIRE EXTINGUISHING SYSTEMS		$ 1,500	$ 1,500
GLASS REPAIR, LOCKS, OTHER		$ 2,380	$ 2,380
MAINTENANCE CONTRACT OF CITY HALL SECURITY SYSTEM		$ 2,500	$ 2,500
MAINTENANCE OF CITY HALL STORM DRAINAGE		$ 3,000	$ 3,000
SWEEPING CITY HALL PARKING LOT		$ 1,300	$ 1,300
TESTING AND CERTIFYING BACK FLOW PROTECTION		$ 100	$ 100
	Subtotal:	**$ 17,280**	**$ 17,280**

502.0000.17.518.35.41.124	PROFESSIONAL CERTIFICATIONS	2017	2018
BOILER CERTIFICATION		$ 200	$ 200
	Subtotal:	**$ 200**	**$ 200**

502.0000.17.518.35.47.001	WATER CHARGES	2017	2018
WATER CHARGES		$ 6,000	$ 6,000
	Subtotal:	**$ 6,000**	**$ 6,000**

502.0000.17.518.35.47.004	SEWER CHARGES	2017	2018
SEWER CHARGES		$ 2,200	$ 2,200
	Subtotal:	**$ 2,200**	**$ 2,200**

502.0000.17.518.35.47.005	ELECTRICITY CHARGES	2017	2018
ELECTRICITY CHARGES		$ 96,820	$ 96,820
	Subtotal:	**$ 96,820**	**$ 96,820**

502.0000.17.518.35.47.011	NATURAL GAS CHARGES	2017	2018
NATURAL GAS CHARGES		$ 26,270	$ 26,270
	Subtotal:	**$ 26,270**	**$ 26,270**

502.0000.17.518.35.48.001	REPAIR & MAINT.	2017	2018
ALARM REPAIR PUBLIC WORKS O&M		$ 500	$ 500
CITY HALL OPERATING SYSTEMS		$ 25,000	$ 25,000
	Subtotal:	**$ 25,500**	**$ 25,500**

502.0000.17.518.35.51.054	INTERGOVERNMENTAL SWM CHARGES	2017	2018
SWM CHARGES ASSOCIATED WITH THE CITY HALL SITE		$ 620	$ 620
	Subtotal:	**$ 620**	**$ 620**

502.0000.17.521.50.31.001	OFFICE & OPERATING SUPPLIES	2017	2018
POLICE FACILITY CUSTODIAL SUPPLIES		$ 7,000	$ 7,000
GUN RANGE FILTERS, OTHER		$ 15,000	$ 15,000
	Subtotal:	**$ 22,000**	**$ 22,000**

502.0000.17.521.50.32.004	FACILITY FUEL	2017	2018
POLICE FACILITY EMERGENCY POWER SYSTEM		$ 3,500	$ 3,500
	Subtotal:	**$ 3,500**	**$ 3,500**

502.0000.17.521.50.35.001	SMALL TOOLS & MINOR EQUIPMENT	2017	2018
SMALL TOOLS AND MINOR EQUIPMENT		$ 200	$ 200
	Subtotal:	**$ 200**	**$ 200**

502.0000.17.521.50.41.001	PROFESSIONAL SERVICE	2017	2018
CARPET & WINDOW CLEANING		$ 2,500	$ 2,500
CONTRACT MAINTENANCE OF ON SITE STORM SYSTEM		$ 3,000	$ 3,000
CUSTODIAL SERVICES AT POLICE FACILITY		$ 37,250	$ 37,250
ELEVATOR REPAIR AND CERTIFICATION		$ 2,500	$ 2,500
FIRE SUPPRESSION & FIRE EXTINGUISHER SYSTEMS		$ 2,000	$ 2,000
GLASS REPAIR, DOOR LOCKS, OTHER		$ 500	$ 500
TESTING BACK FLOW DEVICES AT THE POLICE FACILITY		$ 150	$ 150
	Subtotal:	**$ 47,900**	**$ 47,900**

502.0000.17.521.50.47.001	WATER CHARGES	2017	2018
WATER CHARGES		$ 1,040	$ 1,040
	Subtotal:	**$ 1,040**	**$ 1,040**

502.0000.17.521.50.47.004	SEWER CHARGES	2017	2018
SEWER CHARGES		$ 1,000	$ 1,000
	Subtotal:	**$ 1,000**	**$ 1,000**

502.0000.17.521.50.47.005	ELECTRICITY CHARGES	2017	2018
ELECTRICITY CHARGES		$ 77,950	$ 77,950
	Subtotal:	**$ 77,950**	**$ 77,950**

2017/2018 Budget Detail

PARKS, RECREATION & COMMUNITY SERVICES - PROPERTY MANAGEMENT

502.0000.17.521.50.47.011	NATURAL GAS CHARGES		2017		2018
NATURAL GAS CHARGES		$	8,240	$	8,240
	Subtotal:	**$**	**8,240**	**$**	**8,240**

502.0000.17.521.50.48.001	REPAIR & MAINT.		2017		2018
POLICE FACILITY REPAIR AND MAINTENANCE		$	5,500	$	5,500
	Subtotal:	**$**	**5,500**	**$**	**5,500**

502.0000.17.521.50.48.009	MTN & REPAIR, LANDSCAPE MTN		2017		2018
POLICE FACILITY PORP. OF THE LIP M&O COSTS		$	12,500	$	12,500
	Subtotal:	**$**	**12,500**	**$**	**12,500**

502.0000.17.521.50.51.054	INTERGOVERNMENTAL SWM CHARGES		2017		2018
SWM CHARGES ASSOCIATED WITH THE POLICE FACILITY		$	490	$	490
	Subtotal:	**$**	**490**	**$**	**490**

502.0000.17.542.65.31.001	OFFICE & OPERATING SUPPLIES		2017		2018
GENERAL SUPPLIES SOUNDER STATION		$	5,000	$	5,000
	Subtotal:	**$**	**5,000**	**$**	**5,000**

502.0000.17.542.65.48.011	CONTRACT & ROUTINE MAINTENANCE		2017		2018
ANNUAL TESTING AND CERTIFICATION OF THE BACK FLOW		$	150	$	150
CLEANING AND MAINTENANCE OF THE ONSITE STORM		$	1,500	$	1,500
MAINTAINING FIRE SUPPRESION AND FIRE EXTINGUISHER		$	3,000	$	3,000
	Subtotal:	**$**	**4,650**	**$**	**4,650**

502.0000.17.542.65.49.010	CONTRACTUAL SERVICES		2017		2018
CUSTODIAL SERVICES		$	26,000	$	26,000
ELEVATOR MAINTENANCE		$	4,500	$	4,500
PRESSURE WASH, CLEAN PARKING AREA AND GARAGE		$	4,500	$	4,500
SWEEPING SOUNDER STATION		$	12,500	$	12,500
	Subtotal:	**$**	**47,500**	**$**	**47,500**
	Total Budget:	**$**	**474,630**	**$**	**474,630**

PUBLIC WORKS DEPARTMENT

Don Wickstrom
Director
1.0 FTE
Total FTE: 20.50

- City Engineer per RCW
- Department Leadership
- Department Budget Management
- Intradepartmental Coordination
- Solid Waste/Recycle Franchise Agreement
- Sewer Availability Oversite
- Intergovenmental Relationship
- Dangerous Dog Official

ADMINISTRATIVE SUPPORT

Karen Devereux
Administrative Assistant
.50 FTE (shared w/CED)

- Budget Assistance
- Administrative support
- Purchasing Assistance
- PDD Hearing support
- Manage Adopt-A-Street Program
- Streetlighting Requests
- Facilities Use Agreements
- Department phone support
- Central Filing

TRANSPORTATION CAPITAL & ENGINEERING SERVICES

Weston Ott
Transportation Manager
10.65 FTE *

- Division Leadership
  - Division Budget Preparation
  - Interdepartmental Coordination
  - Capital Improvement Program
- Traffic Engineering
  - Traffic Signal, Signing, Lighting, Pavement Marking
  - Neighborhood Traffic Control Program
  - Transportation Planning
  - Traffic Signal Timing & Coordination
  - Manage Capital Improvement Projects
  - Contract Admistration & Grants
  - Development Review - Tranportation Impacts & Mitigation
- Street Capital
  - Manage Capital Improvement Projects
  - Contract Admistration & Grants
  - Manage Pavement Conditions & Street Preservation Program
  - Administer Right-of-Way Permits

SURACE WATER MANAGEMENT ENGINEERING SERVICES

Greg Vigoren
Surface Water Manager
8.35 FTE **

- Division Leadership
- Water quality and quantity Management
- NPDES Permit Implementation & Compliance
- Support Stormwater & Infrastructure
- Oversee Public Works Development Review Activities
- Manage Stormwater Capital Improvement Projects
- Prepare & Manage Stormwater Utility Budget
- Contract & Grant Administration
- Emergency Management Activities
- Administer Public Works Engineering Standards Manual
- Manage Sewer Availability Fee Program
- Manage Sewer Capital Projects & Grants

** Associate Civil Engineer 1.0 FTE is a limited term positions with end date of 12/31/2018.*
Associate Engineering Technician 2.0 FTEs are limited term positions with end date of 12/31/2018.

*** Construction Inspector 1.0 FTE is a limited term position with end date of 8/15/2017 (one year from start date).*

PUBLIC WORKS DEPARTMENT OVERVIEW

Responsible Manager: ***Don Wickstrom, Public Works Director***

2015/2016 ACCOMPLISHMENTS

Overlay Projects:

- Completed the Bridgeport Way Overlay (Railroad Tracks to 112th St) project.
- Completed the Steilacoom Blvd Overlay (Lakewood Drive to just west of S Tacoma Way) project
- Completed the Main St Overlay project (Gravelly Lake Dr. to 108th St.)
- Completed the 59th Ave Overlay project (100th St. to Bridgeport Way).
- Completed the Lakewood Dr. Overlay project (100th St. to Steilacoom Blvd.)
- Completed the 108th St Overlay project (Main St. to Bridgeport Way)

Chip Seal:

- Completed the 1st and 2nd year of the street chip seal program within the Oakbrook neighborhood

Sidewalk Improvements:

- Completed the San Francisco (Bridgeport Way to Addisson) Sidewalk Improvement project.
- Awarded the construction contract for the Gravelly Lake Drive (100th St to Bridgeport Way) Sidewalk Improvements
- Completed the right of way acquisition for the Steilacoom Blvd Sidewalk & Intersection (88th St to Custer Rd)
- Secured a $2,000,000 grant for the Lake City Business District (American Lake Park-Alameda) Sidewalk Improvements
- Secured a $400,000 grant from TIB for Gravelly Lake Drive (59th Ave to Steilacoom Blvd.) Sidewalk Improvements

Intersection Improvements:

- Awarded the S Tacoma way (Steilacoom Blvd to 88th St) Street & Intersection improvement project.

Street Improvements:

- Secured a $950,000 grant for the design of the Steilacoom Blvd (Phillips RD. to Puyallup St) Street Improvements
- Completed the design of the 111th/112th Street Improvement project from Bridgeport Way to Kendrick St
- Completed the Bridgeport Way (83rd St to 75th St) Street & Watermain Improvement project.
- Completed the Bridgeport Way (I-5 to McChord gate) Street & Watermain Improvement project.
- Completed the S Tacoma Way (SR 512 to 96th St) Street and Watermain Improvement project
- Completed the Woodbrook Sanitary Sewer Extension-Phase II project
- Completed the Madigan Access Phase I & II Improvement projects

Safe Routes to Schools:

- Secured a $650,000 grant for the Phillips (Steilacoom Blvd to Hudtloff) SR to School project
- Secured a $700,000 grant for the John Dower (Custer to Steilacoom Blvd) SR to School project
- Secured a $600,000 grant for the Steilacoom Blvd (Weller to Phillips) SR to School project.

Streetlights:

- Completed the conversion of 1,982 streetlights to LED in the Lakeview Light& Power and TPU service areas
- Completed the conversion of 1,000 streetlights within the PSE service area

Traffic Systems:

- Completed the Intelligent Transportation System Phase IV& V Improvement Projects

Non-Motorized Trail:

- Secured a $2,640,000 grant for the Gravelly Lake Dr. Non-Motorized Trail (112th St to Washington Blvd) project.

Stormwater:

- Completed the Waughop Lake Water Quality Management Plan
- Continue to be in compliance with the requirements of the City's NPDES permit
- Completed the Clover Creek Fish Passage project
- Secured as $268,000 DOE for Storm Water Source Control Study.
- Completed the Steilacoom Blvd & Bridgeport Way Storm Pipe Repair project.:

Other:

- Completed the construction of the Public Works shop building
- Continue to pursue and secure grants for the improvement of the City's transportation system and storm water system

2017/2018 ANTICIPATED KEY PROJECTS

Overlay Projects:
- Complete the 59th Ave (Main St. to 100th St.) Overlay project
- Complete the 108th St (Bridgeport Way to Pacific Hwy.) Overlay project
- Complete the Steilacoom Blvd/88th St. (Phillips Rd to Custer) Overlay project

Chip Seal:
- Complete the 3rd and 4th year of the street chip seal program within the Oakbrook neighborhood

Sidewalk Improvements:
- Complete the Gravelly Lake Dr. (100th St to Bridgeport Way) Sidewalk Improvement project
- Secure grant funding (SR to School or TIB) for the Gravelly Lake Dr. (Bridgeport way to 59th St.) sidewalk Improvement project
- Complete the 111th St/Lakeview Dr. (Kendrick to CPTC campus) Sidewalk & Bike lane improvement project

Intersection Improvements:
- Complete the Traffic Signal Reconstruction/Upgrade and Intersection Improvement (Military Rd & 112th St) project
- Complete the S Tacoma way (Steilacoom Blvd to 88th St) Street & Intersection improvement project

Street Improvements:
- Secure TIB grant funding for the Lakewood Dr. (Steilacoom Blvd. to 75th St) Street Improvement project
- Complete the 40th Ave/96th St Street Improvement project
- Secure grant funding to complete the street improvements on Steilacoom Blvd (88th St to Weller) with curb & gutter, concrete sidewalks, bike sharrow lanes, drainage improvements, traffic signal upgrades at Weller, Phillips and at 88th St and street lighting
- Complete the Design of the Steilacoom Blvd (Phillips to Puyallup St.) Street Improvement project
- Secure grant funding for the Washington Blvd. (Gravelly Lake Dr. to Edgewood Dr.) Street Improvement project
- Secure grant funding for the Edgewood Dr./N Gate Rd (Nottingham to Washington Blvd.) Street Improvement project

Safe Routes to Schools:
- Complete the Steilacoom Blvd. (Weller to Phillips Rd) SR to School project
- Complete the John Dower Rd (Custer to Steilacoom Blvd.) SR to School project
- Complete the Phillips Rd. (Steilacoom Blvd. to Hudtloff) SR to School project

Traffic Systems:
- Complete the reconstruction/upgrade of the traffic signal on Steilacoom Blvd. at Western State Hospital main driveway entrance
- Complete the reconstruction/upgrade of the traffic signal on Steilacoom Blvd. at Lakeview Drive

Non-Motorized Trail:
- Complete the Gravelly Lake Non-Motorized Trail (112th St to Washington Blvd.) Improvement project

Stormwater:
- Condition assessment of SWM infrastructure

PUBLIC WORKS DEPARTMENT OVERVIEW

Responsible Manager: ***Don Wickstrom, Public Works Director***

DEPARTMENT FUNCTIONS BY CRITERIA:

Legally Mandated

- Public Works Director serves as City Engineer per RCW.
- Comply with the City's storm water NPDES permit requirements.
- Update annually the City's 6 Yr. Transportation Improvement Plan.
- On a biannually basis perform safety inspections of all of the City's bridges.
- Every 5 years perform a safety inspection on the City's Lake Steilacoom Dam.
- Every even year perform a pavement condition evaluation on all of the City's streets & roads.
- Spend SWM revenue only on SWM related activities and/or infrastructure.
- Spend Motor Vehicle Fuel tax revenue only on transportation related activities and/or infrastructure
- Maintain Mandatory solid waste collection service and restrict the service provide to the city's contracted hauler.
- Offer residential curb side recycling service

Important

- Certified agency to administer DOT and FHWA programs
- Right-of-way acquisition
- Emergency Management

Discretionary

- Much of what the Department does relates to providing and maintaining basis services in terms of transportation (vehicular, bicyclist and pedestrian), surface water management and solid waste/recycling to the citizens and businesses of the City. Within same there are very few edicts which dictate the minimum level of service the City is to provide. Thus in that sense much can be considered discretionary subject to the desired outcome of the City Council & the Citizens.

PUBLIC WORKS DEPARTMENT OVERVIEW

Responsible Manager: ***Don Wickstrom, Public Works Director***

DEPARTMENT FUNCTIONS BY CITY COUNCIL GOALS & OBJECTIVES:

Fiscal Responsibility

- Much of the City's 6 Yr. Transportation Capital Facilities is grant financed.
- Most of the Public Works capital improvement projects are in house designed and construction managed which reduces costs and provides for a better product.
- The LED city street light conversion project saves both in energy consumed and annual dollars spent.
- The City's ITS project has saved in M & O costs while giving the staff more capability to do more with no additional staffing. In addition thru better signal timing, coordination and synchronization our citizen spend less time stopped in traffic at signals.

Public Safety

- Many of the Public Works capital improvement projects from installing street lights to traffic signals to street improvements with sidewalks and/or bike lanes and/or just an asphalt overlay, all improve the safety condition for the travelling public.
- Some of the Public Works capital improvement projects were specifically awarded grants based on improved safety conditions that they would provide.
- The everyday maintenance of the street and storm drainage infrastructure provides safety enhancement on and on-going bases.

Economic Development

- Good infrastructure attracts development and supports development.
- The Public Work department has a heavy funded capital improvement program over the next couple of years which should induce some new developments. Prime examples include:1) S Tacoma Way (SR512-96th St) Street improvement project; 2) Bridgeport Way (I-5 to McChord gate) Street improvement project; 3) Woodbrook Sanitary sewer extension phase II; and 4) I-5 Berkeley Interchange Madigan Access improvement project.

Dependable Infrastructure

- It's the bulk of what we do via the Transportation Capital facility plan, SWM Capital facility plan and Sanitary Sewer Capital facility plan.

PUBLIC WORKS DEPARTMENT OVERVIEW

Responsible Manager: ***Don Wickstrom, Public Works Director***

PROPOSED SERVICE/PROGRAM CHANGES

Service/ Program	Description & Justification, and Operational Impact	Change FTE	Change Fleet	2017 1-Time	2017 Ongoing	2018 1-Time	2018 Ongoing
Utility Rate Analysis	This work would consist of hiring a consultant to perform a rate analysis/capital improvement plan for the stormwater utility. A subtask would be to review the sanitary sewer system availability charge for the Tillicum/Woodbrook neighborhoods, sewer capital projects and related work. The last stormwater rate study was completed in 1998. An update is needed to look at the current rate structure along with capital needs. Estimated cost is $50,000 to be paid from SWM Fund for stormwater portion and Sanitary Sewer Connection CIP Fund for sanitary sewer portion (amounts to be determined).	-	-	$ 50,000	$ -	$ -	$ -
	Total - Public Works	**-**	**-**	**$ 50,000**	**$ -**	**$ -**	**$ -**

PROPOSED CAPITAL PROJECTS

	Transportation CIP	2017	2018
1	Chip Seal Program - Local Access Roads Overlay	330,000	330,000
4	Overlay: 59th - Main Street to 100th	-	496,000
5	Overlay: 88th -Steilacoom Blvd to Custer	60,000	215,000
7	Overlay: Lakewood Drive - Steilacoom Blvd Creek to North City Limits	1,210,000	-
8	Overlay: Steilacoom Blvd/88th Street (Weller to Custer)	11,500	1,010,500
11	Street: 123rd St - Bridgeport to 47th Ave	-	333,000
12	Street: Oakbrook - Onyx Dr. (87th -89th)	-	407,000
13	Street: Roadway Safety Improvements on 40th & 96th	777,500	
14	Street: Steilacoom Blvd - Farwest to Phillips	88,000	78,000
18	Street: Lakewood Drive - Steilacoom Blvd to North City Limits	376,000	3,794,100
19	Street: Northgate Road/Edgewood Ave - From JBLM to Washington Blvd	200,000	1,932,000
20	Street: Steilacoom Blvd (Phillips Dr to Farwest Dr) ROW Phase I (Weller to Phillips) & Phase II (Weller to Farwest)	702,000	
21	Street: Steilacoom Blvd (Weller to 88th St)	-	304,000
23	Street: Washington Blvd Sidewalks (Edgewood Ave to Vernon Ave)	150,000	1,155,000
24	Street: Washington Blvd Sidewalks (Vernon Ave to Gravelly Lake Drive)	650,000	4,200,000
27	Sidewalk: Gravelly Lake Drive Phase I (59th St to Steilacoom Blvd) and Phase II (Bridgeport Way to 59th St)	70,000	630,000
28	Traffic Signal: Durango Street & Steilacoom Blvd (LID Option)	-	220,000
29	Traffic Signal: Safety Improvements at Military & 112th	675,000	-
30	Traffic Signal: Signal Projects	-	60,000
33	New LED Streetlight	160,000	165,000
34	Minor Capital	-	50,000
35	Street Striping/Pavement Patching/Marking	200,000	200,000
36	Safety: Neighborhood Traffic Safety/Traffic Calming	25,000	25,000
37	Safety: Safe Routes to School - John Dower Road Sidewalks	700,000	
38	Safety: Safe Routes to School - Steilacoom Blvd - Weller to Phillips	-	652,000
39	Safety: Phillips Rd Sidewalk & Bike Lanes Phase I-II (Steilacoom to Onyx)	650,000	120,000
40	Safety: Safety Projects - 2 Projects	450,000	
41	Non-Motorized Trail: GLD Phase I - Washington Blvd to 112th (Nyanza North)	150,000	2,840,000
42	Motor Avenue Complete Streets	-	250,000
43	Personnel, Engineering and Professional Services	478,000	492,000
	Total	**$ 8,113,000**	**$19,958,600**

	Sewer CIP	2017	2018
1	Side Sewer Capital	50,000	50,000
2	150th Street Sewer Extension	240,000	-
3	North Thorne Lane Sewer Extension	-	35,000
	Total	**$ 290,000**	**$ 85,000**

DEPARTMENT POSITION INVENTORY

Positions	2014 Actual	2015 Actual	2016 Adopted	2016 Adjusted	2016 Year-end	2017 Proposed	2018 Proposed	Grade
Public Works Director	0.90	1.00	1.00	1.00	1.00	1.00	1.00	66
Transportation Division Manager	1.00	1.00	1.00	1.00	1.00	1.00	1.00	54
Surface Water Division Manager	1.00	1.00	1.00	1.00	1.00	1.00	1.00	54
Associate Civil Engineer II	3.00	3.00	3.00	3.00	-	-	-	49
Civil Engineer	-	-	-	-	3.00	3.00	3.00	
PW Operations Manager	1.00	-	-	-	-	-	-	45
Associate Civil Engineer I	2.50	2.50	2.50	2.50	-	-	-	43
Associate Civil Engineer*	1.50	1.50	0.50	0.50	2.50	3.00	3.00	43
Assistant Civil Engineer	1.00	1.00	1.00	1.00	2.50	3.00	3.00	39
GIS Specialist II	1.00	-	-	-	-	-	-	38
Construction Inspector*	2.00	2.00	2.00	2.00	3.00	3.00	2.00	33
Compliance Inspector	1.00	1.00	1.00	1.00	1.00	1.00	1.00	33
Engineering Technician II	2.00	2.00	2.00	2.00	-	-	-	31
Engineering Technician	-	-	-	-	2.00	1.00	1.00	31
Maintenance Worker III	1.00	1.00	1.00	1.00	1.00	-	-	28
Administrative Assistant	1.00	1.00	1.00	1.00	1.00	0.50	0.50	25
Engineering Technician I*	2.00	2.00	1.00	1.00	-	-	-	25
Associate Engineering Technician*	-	-	-	-	2.00	3.00	3.00	25
Maintenance Worker II	2.00	2.00	2.00	2.00	2.00	-	-	24
Senior Office Assistant	1.00	1.00	1.00	1.00	1.00	-	-	18
Maintenance Worker I	2.00	2.00	2.00	2.00	2.00	-	-	15
Office Assistant	1.00	1.00	1.00	1.00	1.00	-	-	12
Total Regular Staffing	**27.90**	**26.00**	**24.00**	**24.00**	**27.00**	**20.50**	**19.50**	
Change from prior year	n/a	(1.90)	(2.00)	-	3.00	(6.50)	(1.00)	

** Associate Civil Engineer 1.0 FTE is a limited term positions with end date of 12/31/2018.*
Associate Engineering Technician 2.0 FTEs are limited term positions with end date of 12/31/2018.
Construction Inspector 1.0 FTE is a limited term position with end date of 8/15/2017 (one year from start date).

PUBLIC WORKS DEPARTMENT OVERVIEW

Responsible Manager: ***Don Wickstrom, Public Works Director***

DEPARTMENT POSITION INVENTORY (Continued)

Position Title	Group	Range	FTE	2017 Salary	2017 Benefits	2017 Total 2017	2018 Salary	2018 Benefits	2018 Total 2018
Transportation Division Manager	Non-Rep	54	0.20	$ 21,316	$ 9,011	$ 30,327	$ 21,955	$ 9,372	$ 31,327
Civil Engineer	AFSCME	49	0.25	24,864	11,165	36,029	24,864	11,669	36,533
Civil Engineer	AFSCME	49	0.25	19,122	9,459	28,581	19,122	9,808	28,930
Associate Civil Engineer	AFSCME	43	0.50	43,080	13,151	56,231	44,148	13,609	57,757
Associate Civil Engineer	AFSCME	43	0.50	37,776	11,550	49,326	37,776	11,900	49,676
Assistant Civil Engineer	AFSCME	39	0.50	33,778	9,279	43,057	35,191	9,561	44,752
Engineering Technician	AFSCME	31	0.20	13,925	5,810	19,735	13,925	5,989	19,914
Commute Trip Reduction	-		-	5,300	-	5,000	5,300	-	5,000
CTR/Standby/On Call Pay	-	-	-	100	-	100	100	-	100
Total - Street (Engineering Services)			**2.40**	**199,261**	**69,425**	**268,386**	**202,380**	**71,908**	**273,988**
Public Works Director	Non-rep	68	0.60	$ 80,726	$ 26,299	$ 107,025	$ 83,146	$ 27,653	$ 110,798
Transportation Division Manager	AFSCME	49	0.65	69,248	29,288	98,537	71,323	30,465	101,788
Civil Engineer	AFSCME	49	0.60	59,674	26,794	86,468	59,674	28,005	87,679
Civil Engineer	AFSCME	49	0.60	45,892	22,703	68,595	45,893	23,539	69,432
Associate Civil Engineer	AFSCME	43	0.50	39,365	17,489	56,854	40,925	18,327	59,252
Associate Civil Engineer	AFSCME	43	0.50	43,080	13,150	56,230	44,148	13,608	57,756
Associate Civil Engineer (Limited Term 12/31/2018)	AFSCME	43	1.00	69,582	23,719	93,301	72,619	24,771	97,390
Construction Inspector	AFSCME	33	0.50	36,228	15,938	52,166	36,228	16,625	52,853
Construction Inspector	AFSCME	33	0.50	31,504	19,093	50,597	32,752	20,322	53,074
Construction Inspector (Limited Term 8/15/2017)	AFSCME	33	1.00	44,778	19,016	63,794	-	-	-
Engineering Technician	AFSCME	31	0.40	27,850	11,625	39,475	27,850	12,004	39,853
Associate Engineering Technician	AFSCME	25	1.00	63,096	34,435	97,531	63,096	35,631	98,727
Associate Engineering Technician (Limited Term 12/31/2018)	AFSCME	25	1.00	59,790	37,054	96,844	60,312	38,540	98,852
Associate Engineering Technician (Limited Term 12/31/2018)	AFSCME	25	1.00	50,772	33,903	84,675	52,896	35,613	88,509
Administrative Assistant	AFSCME	25	0.25	15,462	4,837	20,299	15,462	4,967	20,429
Total - Transportation CIP Fund			**10.10**	**737,047**	**335,344**	**1,072,391**	**706,322**	**330,068**	**1,036,391**
Public Works Director	Non-rep	68	0.40	$ 53,814	$ 17,526	71,340	55,427	18,433	73,861
Surface Water Division Manager	Non-rep	54	1.00	106,080	40,362	146,442	109,248	42,682	151,930
Transportation Division Manager	Non-rep	54	0.15	15,980	6,759	22,740	16,459	7,031	23,490
Civil Engineer	AFSCME	49	0.15	11,473	5,676	17,149	11,473	5,885	17,358
Civil Engineer	AFSCME	49	0.15	14,918	6,698	21,617	14,918	7,001	21,920
Civil Engineer	AFSCME	49	1.00	98,951	44,590	143,541	99,456	46,674	146,130
Associate Civil Engineer	AFSCME	43	1.00	88,296	40,861	129,157	88,296	42,259	130,555
Associate Civil Engineer	AFSCME	43	0.50	39,365	17,490	56,855	40,925	18,326	59,251
Associate Civil Engineer	AFSCME	43	0.50	37,776	11,551	49,327	37,776	11,899	49,675
Assistant Civil Engineer	AFSCME	39	0.50	33,779	9,279	43,057	35,191	9,560	44,751
Construction Inspector	AFSCME	33	0.50	36,228	15,940	52,168	36,228	16,627	52,855
Construction Inspector	AFSCME	33	0.50	31,504	19,094	50,598	32,752	20,323	53,075
Compliance Inspector	AFSCME	33	1.00	72,456	28,947	101,403	72,456	29,737	102,193
Engineering Technician	AFSCME	31	0.40	27,850	11,625	39,475	27,850	12,003	39,853
Administrative Assistant	AFSCME	25	0.25	15,462	4,837	20,299	15,462	4,967	20,429
CTR/Standby/On Call Pay	-		-	1,000	-	1,000	1,000	-	1,000
Total - Surface Water Management Engineering Services			**8.00**	**684,932**	**281,235**	**966,167**	**694,917**	**293,408**	**988,325**
Total - Public Works			**20.50**	**$ 1,621,240**	**$ 686,004**	**$ 2,306,944**	**$ 1,603,620**	**$ 695,384**	**$ 2,298,704**

PUBLIC WORKS DEPARTMENT OVERVIEW

Responsible Manager: ***Don Wickstrom, Public Works Director***

PURPOSE & DESCRIPTION

The Public Works Department is responsible for the City's street and drainage infrastructure as well as providing oversite of the City's solid waste & recycling service provider. This includes providing safe and efficient movement of vehicles, pedestrians, and bicyclists through effective asset management and implementation of capital improvements; and supporting public health, safety, and welfare as it relates to sanitary sewer service & surface water management through effective planning, construction, and asset management. Programs include the following: street, traffic and storm engineering services; neighborhood traffic control program; development review and right-of-way permitting and inspection; National Pollutant Discharge Elimination System (NPDES) Permit Compliance; street, stormwater and sewer capital improvement programs; and sewer connections and sewer availability.

GOALS/OBJECTIVES

- Maintain overall pavement rating to a minimum level of 70 via conducting appropriate level of pavement maintenance and preservation as outlined in the pavement management system and improve pavement management rating (PCI = 75) through effective pavement preservation.
- Evaluate the cost effectiveness of outside maintenance contracts versus City employees of the Street operations and maintenance division performing the work
- Update City standard plans and public works standards for the consistent development of City infrastructure
- Identify future transportation upgrades from the Travel Demand Model (TDM) and update the Comprehensive Plan when necessary and annually update the 6-Year TIP
- Implement the annual elements of the Transportation Capital Improvement Plan including pursuing grant funding for projects.
- Analyze and upgrade traffic signal timing and coordination in response to development, growth, JBLM population changes to provide efficient travel through the City's major corridors
- Evaluate City's top 20 accident locations & implement safety improvements and/or include project(s) in 6-Year TIP
- Implement recommendations from the Non-Motorized Plan including completing high priority pedestrian bikeway improvements
- Implement the City's Intelligent Transportation System (ITS) including: expanding the existing closed circuit television (CCTV) capability thereof along with its web-based traffic information system for providing real-time traffic information. Continue to replace the copper wire interconnection system with photo optic wire.
- Implement the annual capital elements of the current Surface Water Management Program and Capital Facility Improvements and pursue any available grant funding for same.
- Continue to implement a stormwater management program that meets the requirements of the NPDES Phase II permit
- Develop long-term management plans for American, Steilacoom and Waughop lakes
- Meet or exceed all state and federal stormwater requirements
- Pursue costs effective options for maintaining and operating the storm water infrastructure system.
- Review SWM's service rate structure to assure it is appropriate to meets the needs of the utility.
- Implement the capital elements of the Sewer Availability fund.
- Oversee the connecting to the sanitary sewer system and the collecting of the sanitary sewer availability fee.

PUBLIC WORKS DEPARTMENT OVERVIEW

Responsible Manager: ***Don Wickstrom, Public Works Director***

DEPARTMENT SUMMARY

Code	Item	2014 Actual	2015 Actual	2016 Adopted	2016 Adjusted	2016 Year-end	2017 Proposed	2018 Proposed	17 Proposed - 16 Adj $ Chg	17 Proposed - 16 Adj % Chg
Street Engineering Services										
Revenue Summary:										
101	Permits	$ 84,653	$ 62,002	$ 28,000	$ 28,000	$ 98,500	$ 98,500	$ 98,500	$ 70,500	251.8%
101	Engineering Review Fees	1,303	1,050	300	300	1,000	1,000	1,000	700	233.3%
101	Motor Vehicle Fuel Tax	139,772	215,431	209,350	210,175	217,330	217,507	217,500	7,332	3.5%
101	Misc/Interest	2	-	-	-	-	-	-	-	n/a
101	Donations/Contributions	4,146	9,780	-	-	10,000	-	-	-	n/a
101	Proceeds from Sale of Assets	(2,096)	2,288	-	-	-	-	-	-	n/a
101	Judgments/Settlements	-	-	-	-	-	-	-	-	n/a
101	Transfer-In General Fund	21,270	160,470	134,351	269,724	182,163	227,790	206,153	(41,934)	-15.5%
	Total Revenues	**$ 249,050**	**$ 451,021**	**$ 372,001**	**$ 508,199**	**$ 508,993**	**$ 544,797**	**$ 523,153**	**$ 36,598**	**7.2%**
Expenditure Summary:										
101	Operating	236,770	445,961	372,001	508,199	508,993	492,156	500,716	(16,043)	-3.2%
101	Capital & 1-Time	12,280	5,060	-	-	-	52,641	22,437	52,641	n/a
	Total Expenditures	**$ 249,050**	**$ 451,021**	**$ 372,001**	**$ 508,199**	**$ 508,993**	**$ 544,797**	**$ 523,153**	**$ 36,598**	**7.2%**

Code	Item	2014 Actual	2015 Actual	2016 Adopted	2016 Adjusted	2016 Year-end	2017 Proposed	2018 Proposed	17 Proposed - 16 Adj $ Chg	17 Proposed - 16 Adj % Chg
SWM Engineering Services										
Revenue Summary:										
401	Charges for Services & Fees	$ 2,723,885	$ 2,740,257	$ 2,702,500	$ 2,702,500	$ 2,756,000	$ 1,851,107	$ 1,837,945	$ (851,393)	-31.5%
401	Grants/Contributions	276,528	210,814	-	276,949	276,949	-	-	(276,949)	-100.0%
401	Interest/Miscellaneous	11,807	14,782	-	-	17,000	4,000	2,000	4,000	n/a
401	Judgments/Settlements	9,437	500	-	-	-	-	-	-	n/a
401	Transfer-Street/Trans CIP	487,975	268,989	-	-	-	-	-	-	n/a
401	Transfer-In CDBG	31,237	-	-	-	-	-	-	-	n/a
401	Transfer-Fleet & Equip	-	-	-	-	-	-	-	-	n/a
	Total Revenues	**$ 3,540,869**	**$ 3,235,342**	**$ 2,702,500**	**$ 2,979,449**	**$ 3,049,949**	**$ 1,855,107**	**$ 1,839,945**	**$ (1,124,342)**	**-37.7%**
Expenditure Summary:										
401	Operating	2,224,430	2,213,440	2,616,060	2,751,648	2,731,532	1,859,944	1,893,672	(891,704)	-32.4%
401	Capital & 1-Time	608,276	1,064,633	523,000	1,139,040	1,139,040	87,102	15,811	(1,051,938)	-92.4%
401	Transfer Out to CIP	44,890	1,024,061	400,000	1,567,653	1,948,641	543,650	1,572,000	(1,024,003)	-65.3%
	Total Expenditures	**$ 2,877,596**	**$ 4,302,134**	**$ 3,539,060**	**$ 5,458,341**	**$ 5,819,213**	**$ 2,490,696**	**$ 3,481,483**	**$ (2,967,645)**	**-54.4%**

Note - SWM Engineering Services (Public Works) and SWM Operations & Maintenance (Parks) combined prior to 2017.

Code	Item	2014 Actual	2015 Actual	2016 Adopted	2016 Adjusted	2016 Year-end	2017 Proposed	2018 Proposed	17 Proposed - 16 Adj $ Chg	17 Proposed - 16 Adj % Chg
Capital & Debt										
Revenue Summary:										
302	Transportation CIP	$ -	$12,998,504	$ 7,541,500	$23,643,494	$26,189,680	$ 8,228,836	$20,022,901	$ (15,414,658)	-65.2%
204	Sewer Project Debt Service	601,040	689,899	600,000	600,000	683,520	684,729	684,729	$ 84,729	14.1%
311	Sewer Capital Projects	304	1,032,814	-	532,190	1,132,190	290,000	85,000	(242,190)	-45.5%
312	Sanitary Sewer Connection CIP	196,310	-	-	-	-	-	-	-	n/a
	Total Revenues	**$ 797,654**	**$ 14,721,217**	**$ 8,141,500**	**$ 24,775,684**	**$ 28,005,390**	**$ 9,203,565**	**$ 20,792,630**	**$ (15,572,119)**	**-62.9%**
Expenditure Summary:										
302	Transportation CIP	-	11,393,977	7,276,500	24,754,183	27,522,257	8,113,000	19,958,600	(16,641,183)	-67.2%
204	Sewer Project Debt Service	458,435	723,819	497,860	497,857	458,775	744,406	537,491	246,549	49.5%
311	Sewer Capital Projects	20,443	784,081	-	802,820	1,402,820	290,000	85,000	(512,820)	-63.9%
312	Sanitary Sewer Connection CIP	32,218	20,036	-	35,000	635,000	-	35,000	(35,000)	-100.0%
	Total Expenditures	**$ 511,096**	**$ 12,921,913**	**$ 7,774,360**	**$ 26,089,860**	**$ 30,018,852**	**$ 9,147,406**	**$ 20,616,091**	**$ (16,942,454)**	**-64.9%**

REVENUE & EXPENDITURE SUMMARY - STREET & SURFACE WATER MANAGEMENT ENGINEERING SERVICES

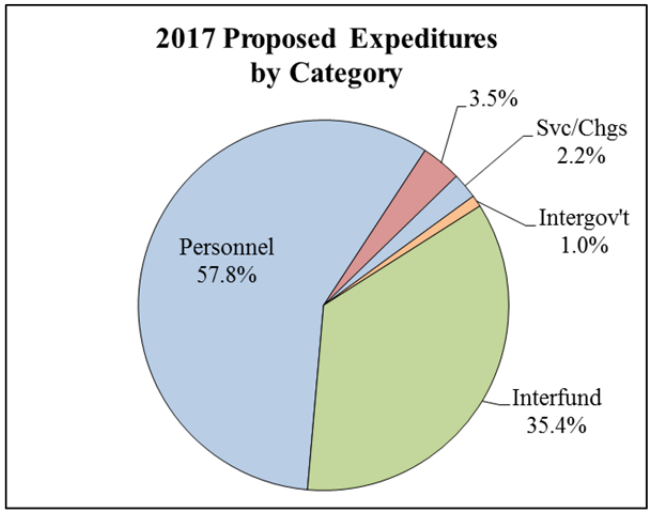
Code	Item	2014 Actual	2015 Actual	2016 Adopted	2016 Adjusted	2016 Year-end	2017 Proposed	2018 Proposed	17 Proposed - 16 Adj $ Chg	17 Proposed - 16 Adj % Chg
Revenue Summary:										
101	Permits	$ 84,653	$ 62,002	$ 28,000	$ 28,000	$ 98,500	$ 98,500	$ 98,500	$ 70,500	251.8%
101	Engineering Review Fees	1,303	1,050	300	300	1,000	1,000	1,000	700	233.3%
101	Motor Vehicle Fuel Tax	139,772	215,431	209,350	210,175	217,330	217,507	217,500	7,332	3.5%
101	Misc/Interest	2	-	-	-	-	-	-	-	n/a
101	Donations/Contributions	4,146	9,780	-	-	10,000	-	-	-	n/a
101	Proceeds from Sale of Assets	(2,096)	2,288	-	-	-	-	-	-	n/a
101	Transfer-In General Fund	21,270	160,470	134,351	269,724	182,163	227,790	206,153	(41,934)	-15.5%
401	Charges for Services & Fees	2,723,885	2,740,257	2,702,500	2,702,500	2,756,000	1,851,107	1,837,945	(851,393)	-31.5%
401	Grants/Contributions	276,528	210,814	-	276,949	276,949	-	-	(276,949)	-100.0%
401	Interest/Miscellaneous	11,807	14,782	-	-	17,000	4,000	2,000	4,000	n/a
401	Judgments/Settlements	9,437	500	-	-	-	-	-	-	n/a
401	Transfer-Street/Trans CIP	487,975	268,989	-	-	-	-	-	-	n/a
401	Transfer-In CDBG	31,237	-	-	-	-	-	-	-	n/a
	Total Revenues:	**$ 3,789,919**	**$ 3,686,363**	**$ 3,074,501**	**$ 3,487,648**	**$ 3,558,942**	**$ 2,399,904**	**$ 2,363,098**	**$ (1,087,744)**	**-31.2%**
Expenditure Summary:										
11.xxx	Salaries & Wages	722,695	644,063	1,096,950	1,071,344	1,071,344	884,193	897,297	(187,151)	-17.5%
11.002/4	Overtime	5,742	6,771	6,000	6,000	6,000	2,000	2,000	(4,000)	-66.7%
11.011	Temporary Help	-	-	15,000	15,000	15,000	15,000	15,000	-	0.0%
21.xxx	Benefits	321,254	235,512	443,220	441,435	441,435	350,660	365,316	(90,775)	-20.6%
31.xxx	Office Supplies	8,809	9,497	38,600	12,050	12,050	6,550	6,550	(5,500)	-45.6%
31.003/00	Forms & Publications	-	-	200	300	300	300	300	-	0.0%
31.005	Meeting Food & Beverage	107	16	1,000	1,200	1,200	1,200	1,200	-	0.0%
31.008	Clothing/Uniform	7,399	1,234	2,000	3,250	3,250	2,750	2,750	(500)	-15.4%
31.030	Maintenance Supplies	31,136	35,181	-	25,000	25,000	-	-	(25,000)	-100.0%
32.xxx	Fuel	17,590	-	-	-	-	-	-	-	n/a
35.xxx	Small Tools/Minor Equip	10,587	2,330	12,100	12,950	12,950	11,450	11,450	(1,500)	-11.6%
41.xxx	Professional Service	138,587	23,667	26,200	26,200	26,200	26,200	26,200	-	0.0%
42.xxx	Communication	8,451	-	-	-	-	-	-	-	n/a
43/49.003	Travel & Training	9,274	1,711	8,650	8,650	8,650	14,150	14,150	5,500	63.6%
44.xxx	Advertising	4,792	238	3,000	3,000	3,000	3,000	3,000	-	0.0%
45.xxx	Operating Rental/Lease	6,263	3,856	2,500	2,500	2,500	2,500	2,500	-	0.0%
47.xxx	Utilities	9,022	2,138	3,500	3,500	3,500	-	-	(3,500)	-100.0%
48.xxx	Repairs & Maintenance	483,527	718,372	628,640	628,640	628,640	-	-	(628,640)	-100.0%
49.001	Membership Dues	3,874	3,158	3,900	3,900	3,900	2,400	2,400	(1,500)	-38.5%
49.xxx	Other Charges & Services	3,732	7,727	6,500	6,500	6,500	4,100	4,100	(2,400)	-36.9%
597	Interfund Transfers	477,028	449,000	452,700	452,700	452,700	452,700	452,700	-	0.0%
5x.xxx	Intergovernmental	173,556	138,852	165,000	165,000	165,000	192,770	194,370	27,770	16.8%
9x.xxx	IS Charges - M&O	-	349,785	33,781	329,358	323,113	341,168	346,237	11,810	3.6%
9x.xxx	IS Charges - Reserves	17,775	26,292	38,620	41,370	28,293	39,008	46,868	(2,362)	-5.7%
	Subtotal Operating Exp:	**$ 2,461,200**	**$ 2,659,400**	**$ 2,988,061**	**$ 3,259,847**	**$ 3,240,525**	**$ 2,352,099**	**$ 2,394,388**	**$ (907,748)**	**-27.8%**
Capital & One-time Funding:										
	Street Engineering Services	12,280	5,060	-	-	-	52,641	22,437	52,641	n/a
	SWM Engineering Services	608,276	1,064,633	523,000	1,139,040	1,139,040	87,102	15,811	(1,051,938)	-92.4%
	SWM Transfers to CIP	44,890	1,024,061	400,000	1,567,653	1,948,641	543,650	1,572,000	(1,024,003)	-65.3%
	Subtotal One-time Exp:	**$ 665,446**	**$ 2,093,754**	**$ 923,000**	**$ 2,706,693**	**$ 3,087,681**	**$ 683,393**	**$ 1,610,248**	**$ (2,023,300)**	**-74.8%**
	Total Expenditures:	**$ 3,126,646**	**$ 4,753,154**	**$ 3,911,061**	**$ 5,966,540**	**$ 6,328,206**	**$ 3,035,492**	**$ 4,004,636**	**$ (2,931,048)**	**-49.1%**

PUBLIC WORKS STREET ENGINEERING SERVICES

Responsible Manager: Weston Ott, Transportation Division Manager

PURPOSE/DESCRIPTION

The Street Engineering Services conducts various technical duties and provides professional engineering support for the Maintenance and Operations division. This includes the pavement management system, school zone lights, traffic signal timing and coordination, minor capital repairs, and roadway markings. The Public Works Department Transportation Division provided pavement condition field rating which is conducted every even year in addition overseeing the required safety inspections of all the City's 13 bridges. The City's 70 traffic signals are timed, coordinated, and synchronized by the Transportation Division Staff. The department also develops and maintains the City's standard plans.



GOALS/OBJECTIVES

- Maintain an overall pavement condition rating level of 70. Analyze and recommend pavement maintenance and preservation projects based upon the pavement management system.
- Evaluate the signal timing of the City's signals and make recommendations on maintenance and timing changes.
- Staff and operate the City's traffic management center located at City Hall.
- Develop engineering documents to bid for construction services for minor capital projects related to transportation preservation.
- Liaison to Clover Park school district related to school hours of operations and programing the 33 school zone lights within the City.

POSITION INVENTORY

Positions	2014 Actual	2015 Actual	2016 Adopted	2016 Adjusted	2016 Year-end	2017 Proposed	2018 Proposed	Grade
Public Works Director	0.30	-	-	-	-	-	-	66
Transportation Division Manager	0.20	0.20	0.20	0.20	0.20	0.20	0.20	54
Associate Civil Engineer II	0.50	0.50	0.50	0.50	-	-	-	49
Civil Engineer	-	-	-	-	0.50	0.50	0.50	49
PW Operations Manager	0.50	-	-	-	-	-	-	45
Associate Civil Engineer I	1.00	1.00	1.00	1.00	-	-	-	43
Associate Civil Engineer	-	-	-	-	1.00	1.00	1.00	43
Assistant Civil Engineer	0.50	0.50	0.50	0.50	0.50	0.50	0.50	39
Engineering Technician II	0.20	0.20	0.20	0.20	-	-	-	31
Engineering Technician	-	-	-	-	0.20	0.20	0.20	31
Maintenance Worker III	1.00	1.00	1.00	1.00	1.00	-	-	28
Administrative Assistant	0.33	0.33	0.33	0.33	0.33	-	-	25
Maintenance Worker II	1.00	1.00	1.00	1.00	1.00	-	-	24
Senior Office Assistant	0.50	0.50	0.50	0.50	0.50	-	-	18
Maintenance Worker I	1.00	1.00	1.00	1.00	1.00	-	-	15
Office Assistant	0.34	0.34	0.34	0.34	0.34	-	-	12
Total Regular Staffing	**7.37**	**6.57**	**6.57**	**6.57**	**6.57**	**2.40**	**2.40**	
Change from prior year	n/a	(0.80)	-	-	-	(4.17)	-	

PUBLIC WORKS STREET ENGINEERING SERVICES

Responsible Manager: Weston Ott, Transportation Manager

HIGHLIGHTS / CHANGES

The proposed operating budget totals $492K in 2017 and $501K in 2018. The 2017 proposed budget is a 3.2% or $16K decrease from the 2016 adjusted budget. Highlights of the 2017 proposed budget compared to the 2016 adjusted budget are as follows:

- Salaries & Wages/Benefits - the decrease is due primarily to employee turnover and new employees starting at the lower end of the pay scale.
- Travel & Training increased due to training needs for newer and existing employees

REVENUE & EXPENDITURE SUMMARY

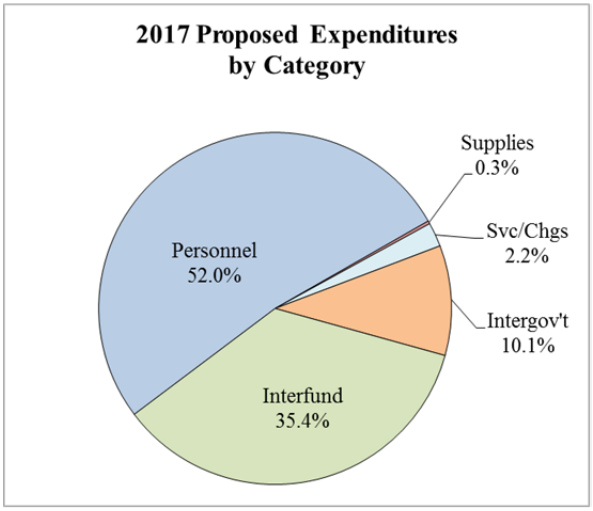
Code	Item	2014 Actual	2015 Actual	2016 Adopted	2016 Adjusted	2016 Year-end	2017 Proposed	2018 Proposed	17 Proposed - 16 Adj $ Chg	17 Proposed - 16 Adj % Chg
Revenue Summary:										
	Permits	$ 84,653	$ 62,002	$ 28,000	$ 28,000	$ 98,500	$ 98,500	$ 98,500	$ 70,500	251.8%
	Engineering Review Fees	1,303	1,050	300	300	1,000	1,000	1,000	700	233.3%
	Motor Vehicle Fuel Tax	139,772	215,431	209,350	210,175	217,330	217,507	217,500	7,332	3.5%
	Misc/Interest	2	-	-	-	-	-	-	-	n/a
	Donations/Contributions	4,146	9,780	-	-	10,000	-	-	-	n/a
	Proceeds from Sale of Assets	(2,096)	2,288	-	-	-	-	-	-	n/a
	Transfer-In General Fund	21,270	160,470	134,351	269,724	182,163	227,790	206,153	(41,934)	-15.5%
	Total Revenues:	**$ 249,050**	**$ 451,021**	**$ 372,001**	**$ 508,199**	**$ 508,993**	**$ 544,797**	**$ 523,153**	**$ 36,598**	**7.2%**
Expenditure Summary:										
11.xxx	Salaries & Wages	82,740	165,674	231,130	220,652	220,652	199,261	202,380	(21,391)	-9.7%
11.002/4	Overtime	692	171	1,000	1,000	1,000	1,000	1,000	-	0.0%
11.011	Temporary Help	-	-	15,000	15,000	15,000	15,000	15,000	-	0.0%
21.xxx	Benefits	70,817	60,332	80,190	82,122	82,122	69,425	71,908	(12,697)	-15.5%
31.xxx	Other Operating Supplies	6,016	3,787	3,750	3,750	3,750	3,750	3,750	-	0.0%
31.003/00	Forms & Publications	-	-	200	200	200	200	200	-	0.0%
31.005	Meeting Food & Beverage	107	16	1,000	1,000	1,000	1,000	1,000	-	0.0%
31.008	Clothing/Uniform	6,560	467	2,000	2,000	2,000	2,000	2,000	-	0.0%
32.xxx	Fuel	8,520	-	-	-	-	-	-	-	n/a
35.xxx	Small Tools/Minor Equip	633	2,330	9,400	10,250	10,250	10,250	10,250	-	0.0%
41.xxx	Professional Service	7,159	2,639	1,200	1,200	1,200	1,200	1,200	-	0.0%
42.xxx	Communication	2,856	-	-	-	-	-	-	-	n/a
43/49.003	Travel & Training	5,243	481	3,350	3,350	3,350	7,350	7,350	4,000	119.4%
45.xxx	Operating Rental/Lease	5,930	912	-	-	-	-	-	-	n/a
47.xxx	Utilities	-	892	-	-	-	-	-	-	n/a
48.xxx	Repairs & Maintenance	3,861	2,778	-	-	-	-	-	-	n/a
49.001	Membership Dues	2,749	1,650	2,400	2,400	2,400	2,400	2,400	-	0.0%
49.xxx	Other Charges & Services	7	129	100	100	100	100	100	-	0.0%
597	Interfund Transfers	28,360	-	-	-	-	-	-	-	n/a
5x.xxx	Intergovernmental	4,495	6,617	5,000	5,000	5,000	5,000	5,000	-	0.0%
9x.xxx	IS Charges - M&O	-	193,460	16,281	158,479	158,252	166,062	169,021	7,583	4.8%
9x.xxx	IS Charges - Reserves	25	3,625	-	1,696	2,717	8,157	8,157	6,461	381.0%
	Subtotal Operating Exp:	**$ 236,770**	**$ 445,961**	**$ 372,001**	**$ 508,199**	**$ 508,993**	**$ 492,156**	**$ 500,716**	**$ (16,043)**	**-3.2%**
Capital & One-time Funding:										
	Capital & One-Time	12,280	5,060	-	-	-	52,641	22,437	52,641	n/a
	Subtotal One-time Exp:	**$ 12,280**	**$ 5,060**	**$ -**	**$ -**	**$ -**	**$ 52,641**	**$ 22,437**	**$ 52,641**	**n/a**
	Total Expenditures:	**$ 249,050**	**$ 451,021**	**$ 372,001**	**$ 508,199**	**$ 508,993**	**$ 544,797**	**$ 523,153**	**$ 36,598**	**7.2%**

PUBLIC WORKS SURFACE WATER MANAGEMENT ENGINEERING SERVICES

Responsible Manager: ***Greg Vigoren, Surface Water Manager***

PURPOSE/DESCRIPTION

The Surface Water Management Division supports public health, safety, and welfare as it relates to surface water management and sanitary sewer through effective planning, construction, and support of maintenance.



GOALS/OBJECTIVES

- Implement the annual Capital Improvement Programs for Surface Water Management and Sanitary Sewer
- Continue to implement a stormwater management program that meets the requirements of the NPDES Phase II stormwater permit
- Develop long-term management plans for American and Steilacoom Lakes
- Meet or exceed all state and federal stormwater requirements
- Provide support for properties in the Woodbrook and Tillicum neighborhoods that connect to sanitary sewer

PERFORMANCE MEASURES

Measure	Target	2015 Actual	2016 Est	2017 Est	2017 Est
# of businesses/properties inspected for SWM compliance	200	425	400	400	400
# of charity car wash permits issued	60	27	25	25	25
# of volunteer hours for water quality sampling	100	111	100	100	100
% maintain compliance with NPDES Municipal Stormwater permit	100%	100%	100%	100%	100%

POSITION INVENTORY

Positions	2014 Actual	2015 Actual	2016 Adopted	2016 Adjusted	2016 Year-end	2017 Proposed	2018 Proposed	Grade
Public Works Director	0.30	0.50	0.50	0.50	0.50	0.40	0.40	66
Transportation Division Manager	0.25	0.25	0.25	0.25	0.25	0.15	0.15	54
Surface Water Division Manager	1.00	1.00	1.00	1.00	1.00	1.00	1.00	54
Associate Civil Engineer II	1.50	1.50	1.50	1.50	-	-	-	49
Civil Engineer	-	-	-	-	1.50	1.30	1.30	49
PW Operations Manager	0.50	-	-	-	-	-	-	45
Associate Civil Engineer I	1.50	1.50	1.50	1.50	-	-	-	43
Associate Civil Engineer	-	-	-	-	1.50	2.00	2.00	43
Assistant Civil Engineer	0.50	0.50	0.50	0.50	0.50	0.50	0.50	39
GIS Specialist II	1.00	-	-	-	-	-	-	38
Construction Inspector*	1.00	1.00	1.00	1.00	1.00	1.00	-	33
Compliance Inspector	1.00	1.00	1.00	1.00	1.00	1.00	1.00	33
Engineering Technician II	0.90	0.90	0.90	0.90	-	-	-	31
Engineering Technician	-	-	-	-	0.90	0.40	0.40	31
Administrative Assistant	0.34	0.34	0.34	0.34	0.34	0.25	0.25	25
Maintenance Worker II	1.00	1.00	1.00	1.00	1.00	-	-	24
Senior Office Assistant	0.50	0.50	0.50	0.50	0.50	-	-	18
Maintenance Worker I	1.00	1.00	1.00	1.00	1.00	-	-	15
Office Assistant	0.33	0.33	0.33	0.33	0.33	-	-	12
Total Regular Staffing	**12.62**	**11.32**	**11.32**	**11.32**	**11.32**	**8.00**	**7.00**	
Change from prior year	n/a	(1.30)	-	-	-	(3.32)	(1.00)	

** Construction Inspector 1.0 FTE is a limited term position with end date of 8/15/2017 (one year from start date).*

PUBLIC WORKS SURFACE WATER MANAGEMENT ENGINEERING SERVICES

Responsible Manager: ***Greg Vigoren, Surface Water Manager***

HIGHLIGHTS / CHANGES

The proposed operating budget totals $1.86M in 2017 and $1.89 in 2018. The 2017 proposed budget is a 32.4% or $892K decrease from the 2016 adjusted budget. The decrease is due primarily to moving the operations and maintenance budget to Parks, Recreation and Community Services Department.

REVENUE & EXPENDITURE SUMMARY – SWM ENGINEERING SERVICES

Code	Item	2014 Actual	2015 Actual	2016 Adopted	2016 Adjusted	2016 Year-end	2017 Proposed	2018 Proposed	17 Proposed - 16 Adj $ Chg	17 Proposed - 16 Adj % Chg
Revenue Summary:										
	Charges for Services & Fees	$ 2,723,885	$2,740,257	$2,702,500	$ 2,702,500	$ 2,756,000	$1,851,107	$1,837,945	$ (851,393)	-31.5%
	Grants/Contributions	276,528	210,814	-	276,949	276,949	-	-	(276,949)	-100.0%
	Interest/Miscellaneous	11,807	14,782	-	-	17,000	4,000	2,000	4,000	n/a
	Judgments/Settlements	9,437	500	-	-	-	-	-	-	n/a
	Transfer-Street/Trans CIP	487,975	268,989	-	-	-	-	-	-	n/a
	Transfer-In CDBG	31,237	-	-	-	-	-	-	-	n/a
	Total Revenues:	**$ 3,540,869**	**$ 3,235,342**	**$ 2,702,500**	**$ 2,979,449**	**$ 3,049,949**	**$ 1,855,107**	**$ 1,839,945**	**$ (1,124,342)**	**-37.7%**
Expenditure Summary:										
11.xxx	Salaries & Wages	639,955	478,389	865,820	850,692	850,692	684,932	694,917	(165,760)	-19.5%
11.002/4	Overtime	5,050	6,600	5,000	5,000	5,000	1,000	1,000	(4,000)	-80.0%
21.xxx	Benefits	250,437	175,180	363,030	359,313	359,313	281,235	293,408	(78,078)	-21.7%
31.xxx	Other Operating Supplies	2,793	5,710	34,850	8,300	8,300	2,800	2,800	(5,500)	-66.3%
31.003/00	Forms & Publications	-	-	-	100	100	100	100	-	0.0%
31.005	Meeting Food & Beverage	-	-	-	200	200	200	200	-	0.0%
31.008	Clothing/Uniform	839	767	-	1,250	1,250	750	750	(500)	-40.0%
31.030	Maintenance Supplies	31,136	35,181	-	25,000	25,000	-	-	(25,000)	-100.0%
32.xxc	Fuel	9,070	-	-	-	-	-	-	-	n/a
35.xxx	Small Tools/Minor Equip	9,954	-	2,700	2,700	2,700	1,200	1,200	(1,500)	-55.6%
41.xxx	Professional Service	131,428	21,028	25,000	25,000	25,000	25,000	25,000	-	0.0%
42.xxx	Communication	5,595	-	-	-	-	-	-	-	n/a
43/49.003	Travel & Training	4,031	1,230	5,300	5,300	5,300	6,800	6,800	1,500	28.3%
44.xxx	Advertising	4,792	238	3,000	3,000	3,000	3,000	3,000	-	0.0%
45.xxx	Operating Rental/Lease	333	2,944	2,500	2,500	2,500	2,500	2,500	-	0.0%
47.xxx	Utilities	9,022	1,246	3,500	3,500	3,500	-	-	(3,500)	-100.0%
48.xxx	Repairs & Maintenance	479,666	715,594	628,640	628,640	628,640	-	-	(628,640)	-100.0%
49.001	Membership Dues	1,125	1,508	1,500	1,500	1,500	-	-	(1,500)	-100.0%
49.xxx	Other Charges & Services	3,725	7,598	6,400	6,400	6,400	4,000	4,000	(2,400)	-37.5%
597	Interfund Transfers	448,668	449,000	452,700	452,700	452,700	452,700	452,700	-	0.0%
5x.xxx	Intergovernmental	169,061	132,235	160,000	160,000	160,000	187,770	189,370	27,770	17.4%
9x.xxx	IS Charges - M&O	-	156,325	17,500	170,879	164,861	175,106	177,216	4,227	2.5%
9x.xxx	IS Charges - Reserves	17,750	22,667	38,620	39,674	25,576	30,851	38,711	(8,823)	-22.2%
	Subtotal Operating Exp:	**$ 2,224,430**	**$ 2,213,440**	**$ 2,616,060**	**$ 2,751,648**	**$ 2,731,532**	**$ 1,859,944**	**$ 1,893,672**	**$ (891,704)**	**-32.4%**
Capital & One-time Funding:										
	Capital & One-Time	608,276	1,064,633	523,000	1,139,040	1,139,040	87,102	15,811	(1,051,938)	-92.4%
	Transfers Out to CIP	44,890	1,024,061	400,000	1,567,653	1,948,641	543,650	1,572,000	(1,024,003)	-65.3%
	Subtotal One-time Exp:	**$ 653,166**	**$ 2,088,694**	**$ 923,000**	**$ 2,706,693**	**$ 3,087,681**	**$ 630,752**	**$ 1,587,811**	**$ (2,075,941)**	**-76.7%**
	Total Expenditures:	**$ 2,877,596**	**$ 4,302,134**	**$ 3,539,060**	**$ 5,458,341**	**$ 5,819,213**	**$ 2,490,696**	**$ 3,481,483**	**$ (2,967,645)**	**-54.4%**

PUBLIC WORKS SURFACE WATER MANAGEMENT ENGINEERING SERVICES

Responsible Manager: ***Greg Vigoren, Surface Water Manager***

REVENUE & EXPENDITURE SUMMARY – SEWER CAPITAL DEBT SERVICE

Code	Item	2014 Actual	2015 Actual	2016 Adopted	2016 Adjusted	2016 Year-end	2017 Proposed	2018 Proposed	17 Proposed - 16 Adj $ Chg	17 Proposed - 16 Adj % Chg
Sewer Project Debt Service										
Revenue Summary:										
204	Sewer Charge (4.75% Surcharge)	$ 586,192	$ 659,515	$ 600,000	$ 600,000	$ 660,000	$ 660,000	$ 660,000	$ 60,000	10.0%
204	Interest Earnings	4,620	4,138	-	-	4,500	4,500	4,500	4,500	n/a
204	Sanitary Side Sewer Connection Home Loan Repayment	10,228	26,246	-	-	19,020	20,229	20,229	20,229	n/a
	Total Revenues	**$ 601,040**	**$ 689,899**	**$ 600,000**	**$ 600,000**	**$ 683,520**	**$ 684,729**	**$ 684,729**	**$ 84,729**	**14.1%**
Expenditure Summary:										
204	PWTFL Debt Service	458,435	453,819	497,860	497,857	458,775	454,406	487,491	(43,451)	-8.7%
204	Transfer to Sewer Capital	-	270,000	-	-	-	290,000	50,000	290,000	n/a
	Total Expenditures	**$ 458,435**	**$ 723,819**	**$ 497,860**	**$ 497,857**	**$ 458,775**	**$ 744,406**	**$ 537,491**	**$ 246,549**	**49.5%**

REVENUE & EXPENDITURE SUMMARY – SEWER CAPITAL

Code	Item	2014 Actual	2015 Actual	2016 Adopted	2016 Adjusted	2016 Year-end	2017 Proposed	2018 Proposed	17 Proposed - 16 Adj $ Chg	17 Proposed - 16 Adj % Chg
Sewer Capital Projects										
Revenue Summary:										
311	Grants	$ -	$ 583,515	$ -	$ 211,485	$ 211,485	$ -	$ -	$ (211,485)	-100.0%
311	Interest Earnings	304	4	-	-	-	-	-	-	n/a
311	Public Works Trust Fund Loan	-	179,295	-	320,705	320,705	-	-	(320,705)	-100.0%
311	Transfer In-Sewer Project Debt	-	270,000	-	-	600,000	290,000	50,000	290,000	n/a
311	Transfer In-Sanitary Sewer	-	-	-	-	-	-	35,000	-	n/a
	Total Revenues	**$ 304**	**$ 1,032,814**	**$ -**	**$ 532,190**	**$ 1,132,190**	**$ 290,000**	**$ 85,000**	**$ (242,190)**	**-45.5%**
Expenditure Summary:										
311	Capital Projects	20,443	784,081	-	802,820	1,402,820	290,000	85,000	(512,820)	-63.9%
	Total Expenditures	**$ 20,443**	**$ 784,081**	**$ -**	**$ 802,820**	**$ 1,402,820**	**$ 290,000**	**$ 85,000**	**$ (512,820)**	**-63.9%**

Code	Item	2014 Actual	2015 Actual	2016 Adopted	2016 Adjusted	2016 Year-end	2017 Proposed	2018 Proposed	17 Proposed - 16 Adj $ Chg	17 Proposed - 16 Adj % Chg
Sanitary Sewer Connection Capital										
Revenue Summary:										
312	Sewer Availability Charge	$ 194,839	$ -	$ -	$ -	$ -	$ -	$ -	$ -	n/a
312	Interest Earnings	725	-	-	-	-	-	-	-	n/a
312	Proceeds from Lien	746	-	-	-	-	-	-	-	n/a
	Total Revenues	**$ 196,310**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**n/a**
Expenditure Summary:										
312	Capital Projects	32,218	20,036	-	35,000	35,000	-	35,000	(35,000)	-100.0%
312	Transfer to Sewer Capital	-	-	-	-	600,000	-	-		
	Total Expenditures	**$ 32,218**	**$ 20,036**	**$ -**	**$ 35,000**	**$ 635,000**	**$ -**	**$ 35,000**	**$ (35,000)**	**-100.0%**

PUBLIC WORKS TRANSPORTATION CAPITAL

Responsible Manager: ***Weston Ott, Transportation Manager***

PURPOSE/DESCRIPTION

The Transportation Division works to provide safe and efficient movement of vehicles, pedestrians, and bicyclists through the City's street network via implementation of a comprehensive capital improvement program.

GOALS/OBJECTIVES

- Maintain/improve current pavement management rating (PCI = 75) through effective pavement preservation
- Identify future transportation upgrades from the Travel Demand Model (TDM) and update the Comprehensive Plan when necessary and annually update the 6-Year TIP
- Implement the annual elements of the Transportation Capital Improvement Plan including pursuing grant funding for projects.
- Analyze and upgrade traffic signal timing and coordination in response to development, growth, JBLM population changes to provide efficient travel through the City's major corridors
- Evaluate City's top 20 accident locations and implement safety improvements and/or include project(s) in 6-Year TIP update
- Implement recommendations from the Non-Motorized Plan including completing high priority pedestrian bikeway improvements
- Implement the City's Intelligent Transportation System (ITS) including: expanding the existing closed circuit television (CCTV) capability thereof along with its web-based traffic information system for providing real-time traffic information. Continue to replace the copper wire interconnection system with photo optic wire.

PERFORMANCE MEASURES

Measure	Target	2015 Actual	2016 Est	2017 Est	2018 Est
# of traffic signals operated and maintained	77	77	77	77	77
# of City maintained street lights	1,982	1,982	1,982	1,982	1,982
Annual transportation capital funds administered	$11.8M	$10.5M	$7.5M	$7M	$12M
Amount of transportation grant funds awarded	$2M	$1.7M	$3.5M	$4M	$2M

POSITION INVENTORY:

Positions	2014 Actual	2015 Actual	2016 Adopted	2016 Adjusted	2016 Year-end	2017 Proposed	2018 Proposed	Grade
Public Works Director	0.30	0.50	0.50	0.50	0.50	0.60	0.60	66
Transportation Division Manager	0.55	0.55	0.55	0.55	0.55	0.65	0.65	54
Associate Civil Engineer II	1.00	1.00	1.00	1.00	-	-	-	49
Civil Engineer	-	-	-	-	1.00	1.20	1.20	49
Associate Civil Engineer I *	1.50	1.50	0.50	0.50	-	-	-	43
Associate Civil Engineer *	-	-	-	-	1.50	2.00	2.00	43
Construction Inspector **	1.00	1.00	1.00	1.00	2.00	2.00	2.00	33
Engineering Technician II	0.90	0.90	0.90	0.90	-	-	-	31
Engineering Technician	-	-	-	-	0.90	0.40	0.40	31
Administrative Assistant	0.33	0.33	0.33	0.33	0.33	0.25	0.25	25
Engineering Technician I *	2.00	2.00	1.00	1.00	-	-	-	25
Associate Engineering Technician	-	-	-	-	2.00	3.00	3.00	25
Office Assistant	0.33	0.33	0.33	0.33	0.33	-	-	12
Total Regular Staffing	**7.91**	**8.11**	**6.11**	**6.11**	**9.11**	**10.10**	**10.10**	
Change from prior year	n/a	0.20	(2.00)	-	3.00	0.99	-	

** Associate Civil Engineer 1.0 FTE is a limited term positions with end date of 12/31/2018.*

Associate Engineering Technician 2.0 FTEs are limited term positions with end date of 12/31/2018.

Construction Inspector 1.0 FTE is a limited term position with end date of 8/15/2017 (one year from start date).

PUBLIC WORKS TRANSPORTATION CAPITAL

Responsible Manager: ***Weston Ott, Transportation Manager***

REVENUE AND EXPENDITURE SUMMARY

Code	Item	2014 Actual	2015 Actual	2016 Adopted	2016 Adjusted	2016 Year-end	2017 Proposed	2018 Proposed	17 Proposed - 16 Adj $ Chg	17 Proposed - 16 Adj % Chg
Transportation Capital Projects										
Revenue Summary:										
302	Motor Vehicle Fuel Tax	$ -	$ 375,289	$ 300,000	$ 340,000	$ 340,000	$ 350,000	$ 350,000	$ 10,000	2.9%
302	Multi-Modal Distribution	-	-	-	-	70,000	61,740	61,740	61,740	n/a
302	Increased Gas Tax	-	-	-	-	-	54,096	54,096	54,096	n/a
302	Grants	-	6,375,782	4,534,000	17,193,716	19,173,716	4,975,850	15,259,100	(12,217,866)	-71.1%
302	Developer Contributions	-	328,485	25,000	1,108,605	1,108,605	20,000	20,000	(1,088,605)	-98.2%
302	Financing - LOCAL	-	1,667,849	-	209,773	209,773	-	-	(209,773)	-100.0%
302	Financing - LID	-	-	-	-	-	-	220,000	-	n/a
302	Proceeds from Sale of Assets	-	154,225	-	-	-	-	-	-	n/a
302	Transfer In-General Fund	-	689,500	500,000	310,500	310,500	500,000	500,000	189,500	61.0%
302	Transfer In-REET	-	1,773,634	800,000	1,606,071	1,606,071	1,091,000	1,253,465	(515,071)	-32.1%
302	Transfer In-TBD	-	481,565	682,500	678,500	678,500	682,500	682,500	4,000	0.6%
302	Transfer In-CDBG	-	163,114	300,000	685,000	800,198	-	250,000	(685,000)	-100.0%
302	Transfer In-SWM	-	989,061	400,000	1,511,329	1,892,317	493,650	1,372,000	(1,017,679)	-67.3%
	Total Revenues	**$ -**	**$ 12,998,504**	**$ 7,541,500**	**$ 23,643,494**	**$ 26,189,680**	**$ 8,228,836**	**$ 20,022,901**	**$ (15,414,658)**	**-65.2%**
Expenditure Summary:										
302	Capital Projects	-	11,381,128	7,276,500	24,754,183	27,522,257	8,113,000	19,958,600	(16,641,183)	-67.2%
302	Debt Issue Cost	-	12,849	-	-	-	-	-	-	n/a
	Total Expenditures	**$ -**	**$ 11,393,977**	**$ 7,276,500**	**$ 24,754,183**	**$ 27,522,257**	**$ 8,113,000**	**$ 19,958,600**	**$ (16,641,183)**	**-67.2%**

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2017/2018
Budget Line Item Detail

2017/2018 Budget Detail

PUBLIC WORKS -STREETS - ENGINEERING SERVICES

101.0000.21.542.30.31.001	OFFICE & OPERATING SUPPLIES	2017	2018
OPERATIONS & MAINTENANCE SUPPLIES		$ 1,000	$ 1,000
	Subtotal:	**$ 1,000**	**$ 1,000**

101.0000.21.542.30.35.001	SMALL TOOLS & MINOR EQUIPMENT	2017	2018
PURCHASE OF AN ADDITIONAL TRAFFIC COUNTER		$ 1,200	$ 1,200
	Subtotal:	**$ 1,200**	**$ 1,200**

101.0000.21.542.30.43.001	TRANSPORTATION CHARGES	2017	2018
OPERATIONS & MAINTENANCE TRANSPORTATION		$ 250	$ 250
	Subtotal:	**$ 250**	**$ 250**

101.0000.21.542.50.51.025	ROAD CONTRACT	2017	2018
FOR BRIDGE REPAIR/INSPECTIONS		$ 5,000	$ 5,000
	Subtotal:	**$ 5,000**	**$ 5,000**

101.0000.21.542.64.35.001	SMALL TOOLS & MINOR EQUIPMENT	2017	2018
OPERATIONS & MAINTENANCE EQUIPMENT		$ 8,250	$ 8,250
	Subtotal:	**$ 8,250**	**$ 8,250**

101.0000.21.543.10.31.004	OFFICE PUBLICATIONS	2017	2018
PERTAINING TO MAINTENANCE WITHIN O&M DIVISION		$ 50	$ 50
	Subtotal:	**$ 50**	**$ 50**

101.0000.21.543.10.31.005	MEETING MEALS EXPENSE	2017	2018
INCLUDING THE PIERCE CO. UTILITY COORDINATION		$ 250	$ 250
	Subtotal:	**$ 250**	**$ 250**

101.0000.21.543.10.43.001	TRANSPORTATION CHARGES	2017	2018
TRAINING AND SEMINARS.		$ 500	$ 500
	Subtotal:	**$ 500**	**$ 500**

101.0000.21.543.10.49.001	MEMBERSHIPS/DUES	2017	2018
CDL RELICENSING, MEDICAL EXAMS, AND OTHER COSTS		$ 100	$ 100
	Subtotal:	**$ 100**	**$ 100**

101.0000.21.543.10.49.003	REGISTRATION	2017	2018
REGISTRATION & MATERIALS FOR TRAINING EVENTS		$ 500	$ 500
	Subtotal:	**$ 500**	**$ 500**

101.0000.21.543.30.31.001	OFFICE & OPERATING SUPPLIES	2017	2018
OFFICE & OPERATING SUPPLIES		$ 2,250	$ 2,250
	Subtotal:	**$ 2,250**	**$ 2,250**

101.0000.21.543.30.31.004	OFFICE PUBLICATIONS	2017	2018
PUBLICATIONS NEEDED		$ 50	$ 50
	Subtotal:	**$ 50**	**$ 50**

2017/2018 Budget Detail

PUBLIC WORKS -STREETS - ENGINEERING SERVICES

101.0000.21.543.30.31.005	MEETING MEALS EXPENSE		2017		2018
TRANSP. COMMITTEE & PIERCE CO. UTILITY COORD.		$	750	$	750
	Subtotal:	**$**	**750**	**$**	**750**

101.0000.21.543.30.31.090	TOOL/EQUIPMENT SUPPLIES		2017		2018
OFFICE TOOLS		$	100	$	100
	Subtotal:	**$**	**100**	**$**	**100**

101.0000.21.543.30.35.001	SMALL TOOLS & MINOR EQUIPMENT		2017		2018
EQUIPMENT NEEDED FOR PROJECTS		$	200	$	200
	Subtotal:	**$**	**200**	**$**	**200**

101.0000.21.543.30.35.004	FURNITURE EQUIPMENT		2017		2018
DRAFTING TABLE, CHAIRS, FILE CABINETS, ETC.		$	500	$	500
	Subtotal:	**$**	**500**	**$**	**500**

101.0000.21.543.30.41.001	PROFESSIONAL SERVICES		2017		2018
CONSULTANTS, PRIVATE VENDOR, PRINT OR COPY PLANS,		$	100	$	100
	Subtotal:	**$**	**100**	**$**	**100**

101.0000.21.543.30.43.001	TRANSPORTATION CHARGES		2017		2018
TRAINING AND SEMINARS.		$	100	$	100
	Subtotal:	**$**	**100**	**$**	**100**

101.0000.21.543.30.49.001	MEMBERSHIPS/DUES		2017		2018
GENERAL ADMINISTRATIVE PERSONNEL		$	300	$	300
	Subtotal:	**$**	**300**	**$**	**300**

101.0000.21.543.30.49.003	REGISTRATION		2017		2018
REGISTRATION & MATERIALS FOR TRAINING EVENTS		$	100	$	100
	Subtotal:	**$**	**100**	**$**	**100**

101.0000.21.543.30.49.005	PRINTING & BINDING		2017		2018
FORMS AND COPIES		$	100	$	100
	Subtotal:	**$**	**100**	**$**	**100**

101.0000.21.544.20.11.002	OVERTIME		2017		2018
OVERTIME FOR ENGINEERING FUNCTIONS		$	1,000	$	1,000
	Subtotal:	**$**	**1,000**	**$**	**1,000**

101.0000.21.544.20.11.005	STANDBY PAY		2017		2018
STANDBY PAY FOR ENGINEERING PERSONNEL		$	100	$	100
	Subtotal:	**$**	**100**	**$**	**100**

101.0000.21.544.20.11.011	TEMPORARY WORKER WAGES		2017		2018
TEMP EMPLOYEES TO CONDUCT PAVEMENT MGMT RATINGS		$	15,000	$	15,000
	Subtotal:	**$**	**15,000**	**$**	**15,000**

101.0000.21.544.20.31.001	OFFICE & OPERATING SUPPLIES		2017		2018
ENGINEERING OPERATIONAL SUPPLIES.		$	500	$	500
	Subtotal:	**$**	**500**	**$**	**500**

2017/2018 Budget Detail

PUBLIC WORKS -STREETS - ENGINEERING SERVICES

101.0000.21.544.20.31.004	PUBLICATIONS		2017		2018
ENGINEERING PUBLICATIONS.		$	100	$	100
	Subtotal:	**$**	**100**	**$**	**100**

101.0000.21.544.20.31.008	WORK GEAR		2017		2018
WORK & SAFETY GEAR FOR ENGINEERING DIVISION		$	2,000	$	2,000
	Subtotal:	**$**	**2,000**	**$**	**2,000**

101.0000.21.544.20.41.001	PROFESSIONAL SERVICES		2017		2018
CONSULTANTS, PRIVATE VENDOR, PRINT OR COPY PLANS,		$	1,100	$	1,100
	Subtotal:	**$**	**1,100**	**$**	**1,100**

101.0000.21.544.20.43.001	TRANSPORTATION CHARGES		2017		2018
TRAINING & SEMINARS.		$	300	$	300
	Subtotal:	**$**	**300**	**$**	**300**

101.0000.21.544.20.49.001	MEMBERSHIPS/DUES		2017		2018
OTHER AGENCIES AND GROUPS		$	200	$	200
PROF. ENGINEERING LICENSING, AMERICAN PUBLIC		$	300	$	300
PROF. SVCS FOR PAVEMENT MGMT PROGRAM - MDC/STREET		$	1,500	$	1,500
	Subtotal:	**$**	**2,000**	**$**	**2,000**

101.0000.21.544.20.49.003	REGISTRATION		2017		2018
REGISTRATION FOR TRAINING		$	5,600	$	5,600
	Subtotal:	**$**	**5,600**	**$**	**5,600**
	Total Budget:	**$**	**49,350**	**$**	**49,350**

2017/2018 Budget Detail

PUBLIC WORKS - SURFACE WATER MANAGEMENT - ENGINEERING SERVICES

401.0000.41.531.10.11.002	OVERTIME		2017		2018
AFTER HOURS FLOOD RESPONSE AND WEEKEND WORK		$	1,000	$	1,000
	Subtotal:	**$**	**1,000**	**$**	**1,000**

401.0000.41.531.10.11.005	ON CALL PAY		2017		2018
ON-CALL FOR MAINTENANCE STAFF SWM-RELATED WORK		$	1,000	$	1,000
	Subtotal:	**$**	**1,000**	**$**	**1,000**

401.0000.41.531.10.31.001	OFFICE & OPERATING SUPPLIES		2017		2018
OPERATIONAL SUPPLIES		$	1,000	$	1,000
	Subtotal:	**$**	**1,000**	**$**	**1,000**

401.0000.41.531.10.31.004	OFFICE PUBLICATIONS		2017		2018
OFFICE PUBLICATIONS		$	100	$	100
	Subtotal:	**$**	**100**	**$**	**100**

401.0000.41.531.10.31.005	MEETING MEALS EXPENSE		2017		2018
MEETING MEALS EXPENSE		$	200	$	200
	Subtotal:	**$**	**200**	**$**	**200**

401.0000.41.531.10.31.007	MAPS		2017		2018
MAPS		$	100	$	100
	Subtotal:	**$**	**100**	**$**	**100**

401.0000.41.531.10.31.008	WORK GEAR		2017		2018
WORK GEAR FOR 3 EMPLOYEES		$	750	$	750
	Subtotal:	**$**	**750**	**$**	**750**

401.0000.41.531.10.31.048	REPAIR PARTS		2017		2018
REPAIR PARTS		$	1,200	$	1,200
	Subtotal:	**$**	**1,200**	**$**	**1,200**

401.0000.41.531.10.31.090	TOOL/EQUIPMENT SUPPLIES		2017		2018
TOOL/EQUIPMENT SUPPLIES		$	500	$	500
	Subtotal:	**$**	**500**	**$**	**500**

401.0000.41.531.10.35.001	SMALL TOOLS & MINOR EQUIPMENT		2017		2018
TOOLS/EQUIPMENT FOR PROJECTS, INSPECTIONS AND		$	500	$	500
	Subtotal:	**$**	**500**	**$**	**500**

401.0000.41.531.10.35.004	FURNITURE EQUIPMENT		2017		2018
FURNITURE EQUIPMENT		$	500	$	500
	Subtotal:	**$**	**500**	**$**	**500**

401.0000.41.531.10.35.090	SMALL TOOLS MINOR EQUIPMENT NON TAGGED		2017		2018
EQUIPMENT		$	200	$	200
	Subtotal:	**$**	**200**	**$**	**200**

401.0000.41.531.10.41.001	PROFESSIONAL SERVICE		2017		2018
GENERAL SERVICES		$	10,000	$	10,000
LAB TESTING OF WATER AND SOIL SAMPLES		$	15,000	$	15,000
	Subtotal:	**$**	**25,000**	**$**	**25,000**

2017/2018 Budget Detail

PUBLIC WORKS - SURFACE WATER MANAGEMENT - ENGINEERING SERVICES

401.0000.41.531.10.43.001	TRANSPORTATION CHARGES	2017	2018
LODGING COSTS FOR SPRING AND FALL APWA STATE		$ 600	$ 600
MEAL COSTS FOR EMPLOYEE TRAINING (10 STAFF)		$ 200	$ 200
	Subtotal:	**$ 800**	**$ 800**

401.0000.41.531.10.44.001	ADVERTISING	2017	2018
ADVERTISING		$ 3,000	$ 3,000
	Subtotal:	**$ 3,000**	**$ 3,000**

401.0000.41.531.10.47.005	ELECTRICITY CHARGES	2017	2018
ELECTRICITY CHARGES		$ 2,500	$ 2,500
	Subtotal:	**$ 2,500**	**$ 2,500**

401.0000.41.531.10.49.001	MEMBERSHIPS/DUES	2017	2018
ENGINEERING LICENSE RENEWALS (2FTEs); APWA		$ 1,500	$ 1,500
	Subtotal:	**$ 1,500**	**$ 1,500**

401.0000.41.531.10.49.003	REGISTRATION	2017	2018
REGISTRATION FOR APWA CONFERENCES & OTHER		$ 4,500	$ 4,500
	Subtotal:	**$ 4,500**	**$ 4,500**

401.0000.41.531.10.49.005	PRINTING & BINDING	2017	2018
PRINTING AND BINDING		$ 2,000	$ 2,000
	Subtotal:	**$ 2,000**	**$ 2,000**

401.0000.41.531.10.49.011	SPECIAL EVENTS	2017	2018
NATIONAL POLLUTANT DISCHARGE ELIMINATION SYS		$ 2,000	$ 2,000
	Subtotal:	**$ 2,000**	**$ 2,000**

401.0000.41.531.10.51.001	INTER-GOVERNMENTAL SERVICES	2017	2018
CLOVER CREEK GAUGING STATION OPERATING COSTS-US		$ 9,000	$ 9,000
NPDES PERMIT FEE- WA STATE DEPT OF ECOLOGY		$ 18,000	$ 18,000
PIERCE CO. SWM BILLING SERVICES		$ 53,270	$ 54,870
PIERCE COUNTY CHAMBERS-CLOVER WATERSHED SMALL		$ 10,000	$ 10,000
REGIONAL STORMWATER MONITORING PROGRAM - WA STATE		$ 40,000	$ 40,000
SOUND TRANSIT RR CROSSING PERMITS FOR 4 STORM		$ 4,000	$ 4,000
	Subtotal:	**$ 134,270**	**$ 135,870**

401.0000.41.531.10.51.054	INTERGOVERNMENTAL SWM CHARGES	2017	2018
SWM CHARGES ON SWM-OWNED PROPERTIES; LAKE		$ 10,000	$ 10,000
	Subtotal:	**$ 10,000**	**$ 10,000**

401.0000.41.531.10.52.052	INTERFUND UTILITY TAX	2017	2018
UTILITY TAX ON SWM FEES (6%)		$ 168,000	$ 168,000
	Subtotal:	**$ 168,000**	**$ 168,000**

401.0000.41.531.10.53.003	B & O TAXES TO THE STATE	2017	2018
B&O TAXES ON SWM REVENUE		$ 43,500	$ 43,500
	Subtotal:	**$ 43,500**	**$ 43,500**
	Total Budget:	**$ 404,120**	**$ 405,720**

2017/2018 Budget Detail

PUBLIC WORKS - SURFACE WATER MANAGEMENT - ENGINEERING SERVICES (1-TIME)

401.9999.41.531.10.41.001	PROFESSIONAL SERVICE	2017	2018
UTILITY RATE STUDY		$ 50,000	$ -
	Subtotal:	**$ 50,000**	**$ -**
	Total Budget:	**$ 50,000**	**$ -**

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LEGAL DEPARTMENT

Heidi Wachter
City Attorney

1.0 FTE
Total FTE: 11.00

- Department Leadership
- Legal advice/opinion to City Council City Manager and Departments
- Policy Support
- Interdepartmental Coordination
- Contract Negotiations, Preparation and Review (Franchises)
- Ordinance & Resolution Preparation & Review
- Administrative Hearings Related to Human Resources
- Intergovernmental Relations
- State & Federal Legislative Assignments

EXECUTIVE SUPPORT

Briana Schumacher
Executive Assistant
4.5 FTE

- Support to City Council, City Council, City Manager and City Attorney
- Support to City Manager Department
- Support to Legal Department
- Assistance to City Clerk
- Front Desk Customer Service

CIVIL LEGAL SERVICES DIVISION

Matt Kaser
Assistant City Attorney
2.5 FTE

- Legal advice to City Council, City Manager, and Departments
- Civil Litigation
- Contract Review & Preparation
- Ordinance & Resolution Preparation and Review
- Public Records Act Compliance
- Administrative Hearlings Related to Code Enforcement
- CSRT Support

CRIMINAL PROSECUTION DIVISION

Kymm Cox
Assistant City Attorney
2.0 FTE

- Prosecute criminal citations for Cities of Lakewood, DuPont & University Place & Town of Steilacoom
- Prosecute traffic citations for Cities of Lakewood, DuPont & University Place & Town of Steilacoom
- Enforce City's Municipal Code
- Domestic Violence Enforcement
- Litigate Drug/Asset Forfeiture Cases
- Legal advice to the Police Department

CITY CLERK DIVISION

Alice Bush
City Clerk
1.0 FTE

- Legislative Support
- Hearing Examiner Coordination
- Codifications Coordination
- Elections Coordination
- Commision & Board Appointment Process
- Records Management
- Public Records
- Bid Openings
- Administrative Appeals Processing

LEGAL SERVICES DEPARTMENT OVERVIEW

Responsible Manager: ***Heidi Wachter, City Attorney***

2015/2016 ACCOMPLISHMENTS

Civil

- Rental Housing Safety Program – Produced proposed legislation, conducted public meetings and provided regular updates to Council.
- Eminent Domain Analysis – Provided analysis regarding eminent domain to Council
- Franchise Agreements with Comcast, Waste Connection, Puget Sound Energy and Astound
- Adopted effective social media and cell phone messaging archiving program
- Provided support of CSRT/Code Enforcement Program

Criminal

- Added the City of DuPont as contract prosecution city
- Implementation of Veterans Court
- Assisted Municipal Court as needed with implementation of Video Arraignments
- Partnership with YWCA – STOP Grant
- Evaluated options for implementation of paperless system
- Provided support of the Public Safety Advisory Committee

City Clerk

- Updated the City Council Rules
- Assist Finance with upgrades to City's purchasing system (such as contract process)
- Implemented new contract routing form
- Began review of transferring low-risk personal services contracts to purchase orders

Customer Service

- Improved customer service through consolidation of services at the first floor front desk

LEGAL SERVICES DEPARTMENT OVERVIEW

Responsible Manager: ***Heidi Wachter, City Attorney***

2017/2018 ANTICIPATED KEY PROJECTS

- State Legislative Agenda
- Federal Legislative Priorities
- Establish Lakewood Community Foundation partnership
- Support Municipal Code Updates to include LMC 18A
- Property Acquisition and Surplus Springbrook Park, Lakeland Property, and Pacific Highway South
- Implement Citywide document management system to include paperless prosecution and automated City Council agenda preparation
- Expand consolidated customer service/ clerical support team
- Continue Rule 9/ Intern program
- Continue support of Economic Development, Public Safety Advisory Committee, and CSRT
- Review Aggressive Begging ordinance

LEGAL SERVICES DEPARTMENT OVERVIEW

Responsible Manager: ***Heidi Wachter, City Attorney***

DEPARTMENT FUNCTIONS BY CRITERIA

Legally Mandated

Criminal Prosecution: Fairly and effectively prosecute all violations of criminal and traffic laws, including building and zoning code violations in the City of Lakewood as well as cities who contract with the City for prosecution services.

- Provide competent and cost-effective prosecution services to Lakewood and its clients.
- Provide timely discovery to opposing counsel
- Domestic Violence community partnership
- Provide timely responsive pleadings to motions and appeals.

If we do not prosecute misdemeanors within our jurisdictions and they are processed through the County, we will be billed for those services pursuant to State law.

Important

Document Management: Capture, index, manage, retrieve and preserve the City's public records (paper and electronic) in accordance with records retention and preservation laws.

- Contracts and Agreements
- Public Records retention, retrieval, archiving and disposition
- Disclosure of public records
- Legal notice
- Bid process
- Essential Records – Agendas, minutes, ordinances, resolutions and motions

Legislative: Prepare ordinances, resolutions and related documents needed to carry out City policies and City Council decisions

Discretionary

Legal Advice: Provide legal advice to the City Council, the City Manager and other City departments as well as various boards and commissions to ensure legally sound decisions in developing and carrying out City policies.

- Informal Consulting
- Formal Legal Opinions
- Labor Negotiations
- Risk Management
- Drafting contracts and agreements

While this function is discretionary it is a best practice which reduces the City's potential liability. The City is required by law to have a City Attorney which can be accomplished in any number of ways.

City Clerk: Designated Public Records Officer and provides legislative and administrative support to the City Council.

- Municipal Code Codification
- Agenda Preparation: Strategically and timely prepare an agenda for the City Council each week which includes legislation and other City Council action required of the City and which moves the City toward achievement of City Council priorities.

While this function is discretionary it is a best practice which reduces the City's potential liability. The City is required by law to have a City Attorney which can be accomplished in any number of ways.

Civil Litigation: Initiate or defend lawsuits and succeed with any litigation which cannot otherwise be avoided.

- In-house litigation
- Insurance Defense coordination
- Administrative appeals and hearings, forfeiture hearings and unemployment hearings

Discretionary (continued)

While this function is discretionary it is a best practice which reduces the City's potential liability. The City is required by law to have a City Clerk and Public Records Officer which can be accomplished in any number of ways.

Customer Service: Provide a variety of customer service, clerical and office support duties in support of the City.

DEPARTMENT FUNCTIONS BY CITY COUNCIL GOALS & OBJECTIVES:

Fiscal Responsibility
- Civil Ligation
- Document Management

Public Safety
- Criminal Prosecution
- Legal Advice

Transparency
- Customer Service
- Legislative
- City Clerk

LEGAL SERVICES DEPARTMENT OVERVIEW

Responsible Manager: ***Heidi Wachter, City Attorney***

PROPOSED SERVICE/ PROGRAM CHANGES

Service/ Program	Description	Change		2017		2018	
		FTE	Fleet	1-Time	Ongoing	1-Time	Ongoing
Legal							
Senior Office Assistant	Eliminate vacant Senior Office Assistant	(0.50)	-	$ -	$ (49,647)	$ -	$ (51,292)
Paralegal	Eliminate vacant Paralegal	(1.00)	-	$ -	$ (87,213)	$ -	$ (88,595)
	Total	**(1.50)**	**-**	**$ -**	**$ (136,860)**	**$ -**	**$(139,887)**

LEGAL SERVICES DEPARTMENT OVERVIEW

Responsible Manager: ***Heidi Wachter, City Attorney***

POSITION INVENTORY

Positions	2014 Actual	2015 Actual	2016 Adopted	2016 Adjusted	2016 Year-end	2017 Proposed	2018 Proposed	Grade
City Attorney	1.00	1.00	1.00	1.00	1.00	1.00	1.00	72
Assistant City Attorney	2.00	2.00	2.00	2.00	2.00	2.00	2.00	54
City Clerk	1.00	1.00	1.00	1.00	1.00	1.00	1.00	49
Executive Assistant	1.00	1.00	1.00	1.00	1.00	1.00	1.00	32
Paralegal	2.75	2.50	2.50	2.50	2.50	1.50	1.50	32
Senior Office Assistant	2.50	1.50	1.50	1.50	1.50	1.00	1.00	18
Office Assistant	1.73	3.50	3.50	3.50	3.50	3.50	3.50	12
Total Regular Staffing	**11.98**	**12.50**	**12.50**	**12.50**	**12.50**	**11.00**	**11.00**	
Change from prior year	n/a	0.52	-	-	-	(1.50)	-	

Position Title		Group	FTE	2017 Salary	2017 Benefits	2017 Total 2017	2018 Salary	2018 Benefits	2018 Total 2018
City Attorney	001	Non-Rep	1.00	$ 146,947	$ 44,330	$ 191,277	$ 151,331	$ 46,783	$ 198,114
Assistant City Attorney	001	Non-Rep	1.00	103,320	28,555	131,875	106,440	29,613	136,053
Assistant City Attorney	001	Non-Rep	1.00	89,928	37,356	127,284	92,616	39,042	131,658
Executive Assistant	001	Non-Rep	1.00	$ 59,664	$ 28,899	88,563	61,464	30,238	91,702
City Clerk	001	Non-Rep	1.00	97,032	33,974	131,006	99,936	35,309	135,245
Office Assistant	001	AFSCME	1.00	47,808	18,893	66,701	47,808	19,452	67,260
Office Assistant	001	AFSCME	1.00	47,808	18,876	66,684	47,808	19,434	67,242
Office Assistant	001	AFSCME	1.00	47,808	25,028	72,836	47,808	25,959	73,767
Paralegal	001	AFSCME	0.75	45,552	15,094	60,646	45,552	15,609	61,161
Paralegal	001	AFSCME	0.75	54,240	10,546	64,786	54,240	10,628	64,868
Senior Office Assistant	001	AFSCME	1.00	53,840	30,366	84,206	53,832	31,559	85,391
Office Assistant	001	AFSCME	0.50	23,184	3,822	27,006	23,184	3,829	27,013
		Total Legal	**11.00**	**$ 817,131**	**$ 295,739**	**$ 1,112,870**	**$ 832,019**	**$ 307,454**	**$ 1,139,473**

LEGAL SERVICES DEPARTMENT OVERVIEW

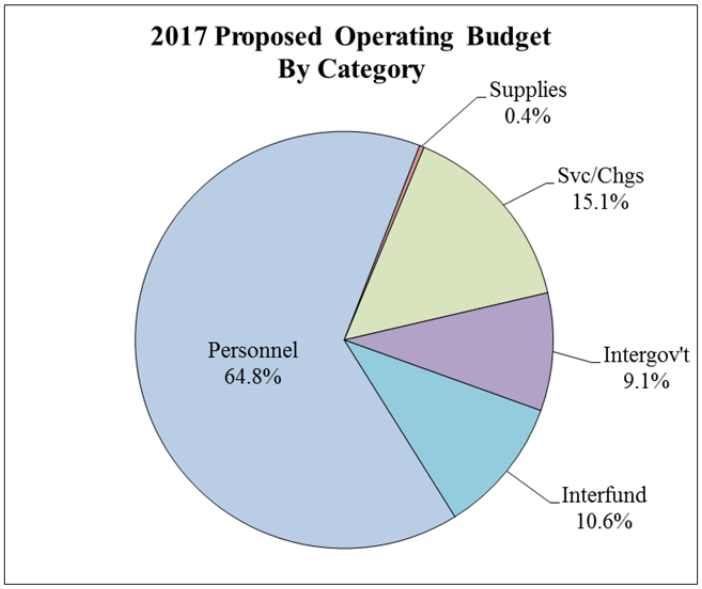
Responsible Manager: ***Heidi Wachter, City Attorney***

PURPOSE & DESCRIPTION

The Legal Services Department is divided into four divisions: Civil Legal Services, Criminal Prosecution Services, City Clerk and Customer Service Support.

GOALS/OBJECTIVES

- Provide services consistent with the highest professional and ethical standards to the City, with the goal of protecting and advancing the City's interest in protecting and serving the citizens of Lakewood.



DEPARTMENT SUMMARY

Code	Item	2014 Actual	2015 Actual	2016 Adopted	2016 Adjusted	2016 Year-end	2017 Proposed	2018 Proposed	17 Proposed - 16 Adj $ Chg	17 Proposed - 16 Adj % Chg
Revenue Summary:										
001	General Government	$1,293,267	$1,944,321	$1,641,360	$1,799,702	$1,738,443	$1,762,581	$1,707,656	$ (37,121)	-2.1%
	Total Revenue	**$ 1,293,267**	**$ 1,944,321**	**$ 1,641,360**	**$ 1,799,702**	**$ 1,738,443**	**$ 1,762,581**	**$ 1,707,656**	**$ (37,121)**	**-2.1%**
General Fund Operating Expenditure Summary:										
	Civil Legal Services	1,057,236	823,942	764,280	891,614	889,109	854,100	875,894	(37,514)	-4.2%
	Criminal Prosecution	-	397,917	477,620	477,620	420,020	377,429	382,786	(100,191)	-21.0%
	City Clerk	214,822	412,887	389,460	383,015	381,861	486,671	430,059	103,656	27.1%
	Subtotal Operating Exp	**$ 1,272,058**	**$ 1,634,746**	**$ 1,631,360**	**$ 1,752,249**	**$ 1,690,990**	**$ 1,718,200**	**$ 1,688,739**	**$ (34,049)**	**-1.9%**
General Fund 1-Time Expenditure Summary:										
	Civil Legal Services	-	281,178	-	7,182	7,182	37,277	15,889	30,095	419.0%
	Criminal Prosecution	-	28,397	-	30,271	30,271	-	-	(30,271)	-100.0%
	City Clerk	21,209	-	10,000	10,000	10,000	7,104	3,028	(2,896)	-29.0%
	Subtotal 1-Time Exp	**$ 21,209**	**$ 309,575**	**$ 10,000**	**$ 47,453**	**$ 47,453**	**$ 44,381**	**$ 18,917**	**$ (3,072)**	**-6.5%**
	Total Expenditures	**$ 1,293,267**	**$ 1,944,321**	**$ 1,641,360**	**$ 1,799,702**	**$ 1,738,443**	**$ 1,762,581**	**$ 1,707,656**	**$ (37,121)**	**-2.1%**

LEGAL SERVICES DEPARTMENT OVERVIEW

Responsible Manager: ***Heidi Wachter, City Attorney***

HIGHLIGHTS / CHANGES

The proposed operating budget totals $1.72M in 2017 and $1.69 in 2018. The 2017 proposed operating budget is a 1.9% or $34K decrease from the 2016 adjusted budget. Highlights of the 2017 proposed operating budget compared to the 2016 adjusted budget are as follows:

- Salaries & Wages / Benefits – the decrease is due primarily to the elimination of a vacant Paralegal (1.0 FTE) and a vacant Senior Office Assistant (0.50 FTE).
- Professional Services – the increase is due to the addition of contracted services for municipal code update offset by a decrease in outside legal representation.
- Intergovernmental – the increase is due to the cost of primary elections in the odd numbered year.

REVENUE & EXPENDITURE SUMMARY

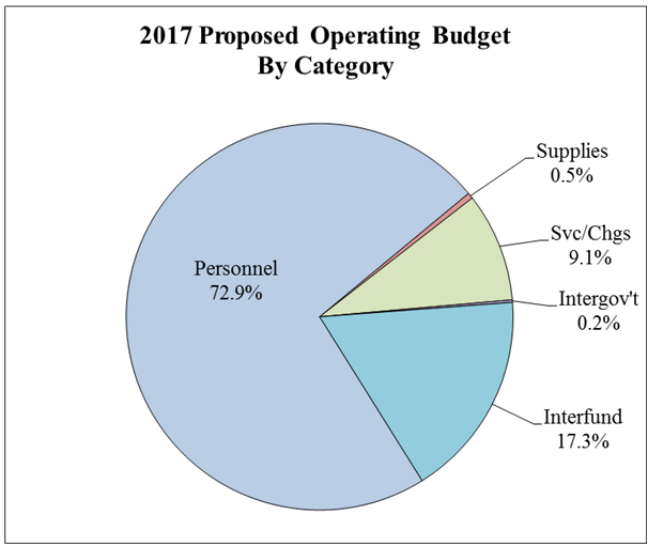
		2014	2015	2016			2017	2018	17 Proposed - 16 Adj	
Code	Item	Actual	Actual	Adopted	Adjusted	Year-end	Proposed	Proposed	$ Chg	% Chg
Revenue Summary:										
001	General Government	$ 1,293,267	$1,944,320	$1,641,360	$1,799,702	$1,738,443	$1,762,581	$1,707,656	(37,121)	-2.1%
	Total Revenues:	**$ 1,293,267**	**$ 1,944,320**	**$ 1,641,360**	**$ 1,799,702**	**$ 1,738,443**	**$ 1,762,581**	**$ 1,707,656**	**$ (37,121)**	**-2.1%**
Expenditure Summary:										
11.xxx	Salaries & Wages	715,729	836,406	893,300	893,300	847,200	813,316	828,232	(79,984)	-9.0%
21.xxx	Benefits	262,815	305,648	337,680	337,680	326,180	299,557	311,242	(38,123)	-11.3%
31.xxx	Other Operating Supplies	3,862	2,109	5,000	5,000	5,000	4,250	4,250	(750)	-15.0%
31.005	Meeting Food & Beverage	222	97	260	260	260	400	400	140	53.8%
35.xxx	Small Tools/Minor Equip	4,935	-	1,500	1,500	1,500	1,500	1,500	-	0.0%
41.xxx	Professional Service	161,420	159,691	224,000	224,000	224,000	234,000	234,000	10,000	4.5%
42.xxx	Communication	3,940	-	-	-	-	-	-	-	n/a
43/49.003	Travel & Training	8,766	6,319	15,760	15,760	15,760	14,850	16,400	(910)	-5.8%
44.xxx	Advertising	13,908	8,348	5,500	5,500	5,500	6,250	6,250	750	13.6%
49.001	Membership Dues	4,724	2,315	4,110	4,110	4,110	4,280	4,280	170	4.1%
49.xxx	Other Charges & Services	7,988	1,011	500	500	500	500	500	-	0.0%
5x.xxx	Intergovernmental	82,830	131,596	132,000	92,000	92,000	157,000	92,000	65,000	70.7%
9x.xxx	IS Charges - M&O	-	181,205	11,750	167,467	164,824	172,312	179,700	4,845	2.9%
9x.xxx	IS Charges - Reserves	-	-	-	5,172	4,156	9,985	9,985	4,813	93.1%
	Subtotal Operating Exp:	**$ 1,272,058**	**$ 1,634,745**	**$ 1,631,360**	**$ 1,752,249**	**$ 1,690,990**	**$ 1,718,200**	**$ 1,688,739**	**$ (34,049)**	**-1.9%**
Capital & One-time Funding:										
	Capital & One-Time	21,209	309,575	10,000	47,453	47,453	44,381	18,917	(3,072)	-6.5%
	Subtotal One-time Exp:	**$ 21,209**	**$ 309,575**	**$ 10,000**	**$ 47,453**	**$ 47,453**	**$ 44,381**	**$ 18,917**	**$ (3,072)**	**-6.5%**
	Total Expenditures:	**$ 1,293,267**	**$ 1,944,320**	**$ 1,641,360**	**$ 1,799,702**	**$ 1,738,443**	**$ 1,762,581**	**$ 1,707,656**	**$ (37,121)**	**-2.1%**

LEGAL SERVICES CIVIL LEGAL SERVICES

Responsible Manager: ***Matt Kaser, Assistant City Attorney***

PURPOSE/DESCRIPTION

The Civil Legal Services Division provides legal advice to the City Council, the City Manager and other City Departments as well as various Boards and Commissions to ensure legally sound decisions in developing and carrying out City policies; prepares ordinances, resolutions and related documents needed to carry out City policies; reviews and updates franchise agreements; and initiates or defends lawsuits directly or by coordinating with insurance defense counsel through Washington Cities Insurance Authority (WCIA). WCIA provides predefense services and legal training at no cost. The Civil Legal Services division represents the City in all administrative proceedings such as code enforcement, drug forfeiture, nuisance and abatement cases. These matters originate from the Community Safety Resource Team, Community and Economic Development, and Police Departments.



GOAL/OBJECTIVES

- Provide timely and useful legal advice for routine departmental functions
- Assist with high profile projects such as labor negotiations, major code revision, and application for new legal requirements
- Process routine documents such as contracts, resolutions, and ordinances

PERFORMANCE MEASURES

Measure	Target	2015 Actual	2016 Est	2017 Est	2018 Est
# of days on average for PRA response	30	25	25	25	25
	5 days for police reports (~90% of all requests) , 25 or so for others (~10% of all requests)				

POSITION INVENTORY

Positions	2014 Actual	2015 Actual	2016 Adopted	2016 Adjusted	2016 Year-end	2017 Proposed	2018 Proposed	Grade
City Attorney	1.00	1.00	1.00	1.00	1.00	1.00	1.00	72
Assistant City Attorney	1.00	1.00	1.00	1.00	1.00	1.00	1.00	54
Executive Assistant	1.00	1.00	1.00	1.00	1.00	1.00	1.00	32
Paralegal	1.75	1.50	1.50	1.50	1.50	1.50	1.50	32
Office Assistant	-	2.00	2.00	2.00	2.00	2.00	2.00	12
Total Regular Staffing	**4.75**	**6.50**	**6.50**	**6.50**	**6.50**	**6.50**	**6.50**	
Change from prior year	n/a	1.75	-	-	-	-	-	

LEGAL SERVICES CIVIL LEGAL SERVICES

Responsible Manager: ***Matt Kaser, Assistant City Attorney***

HIGHLIGHTS / CHANGES

In 2014 and years prior, Civil Legal Services and Criminal Prosecution Services was accounted for under the general Legal Department Budget. Beginning with the 2015/2016 Biennial Budget, the two divisions – Civil Legal Services and Criminal Prosecution Services – are being accounted for as separate divisions. The Civil Legal Services table below includes Criminal Prosecution Services for year 2014.

The proposed operating budget totals $854K in 2017 and $879K in 2018. The 2017 proposed operating budget is a $38K or a 4.2% increase from the 2016 adjusted budget. Highlights of the 2017 proposed operating budget compared to the 2016 adjusted budget are as follows:

- Salaries & Wage / Benefits – the decrease is due primarily to the elimination of a vacant Senior Office Assistant (0.50 FTE).
- Professional Services – the decrease is due to the elimination of outside legal representation.

REVENUE & EXPENDITURE SUMMARY

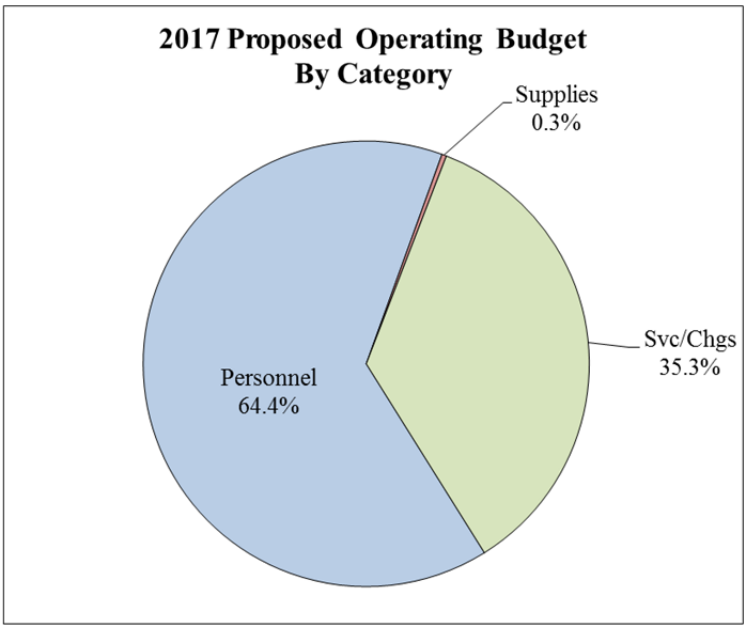
		2014	2015	2016			2017	2018	17 Proposed - 16 Adj	
Code	Item	Actual	Actual	Adopted	Adjusted	Year-end	Proposed	Proposed	$ Chg	% Chg
Revenue Summary:										
001	General Government	$1,057,236	$1,105,118	$ 764,280	$ 898,796	$ 896,291	$891,377	$891,783	$ (7,419)	-0.8%
	Total Revenues:	**$ 1,057,236**	**$1,105,118**	**$ 764,280**	**$ 898,796**	**$ 896,291**	**$ 891,377**	**$ 891,783**	**$ (7,419)**	**-0.8%**
Expenditure Summary:										
11.xxx	Salaries & Wages	627,364	458,664	469,410	469,410	469,410	467,324	475,990	(2,086)	-0.4%
21.xxx	Benefits	231,552	170,197	189,170	189,170	189,170	155,080	161,228	(34,090)	-18.0%
31.xxx	Other Operating Supplies	3,862	891	2,500	2,500	2,500	2,500	2,500	-	0.0%
31.003/00	Office Forms/Publications	919	-	-	-	-	-	-	-	n/a
31.005	Meeting Food & Beverage	222	36	120	120	120	120	120	-	0.0%
35.xxx	Small Tools/Minor Equip	4,935	-	1,500	1,500	1,500	1,500	1,500	-	0.0%
41.xxx	Professional Service	161,420	39,811	74,000	74,000	74,000	64,000	64,000	(10,000)	-13.5%
42.xxx	Communication	3,940	-	-	-	-	-	-	-	n/a
43/49.003	Travel & Training	8,766	4,531	11,330	11,330	11,330	11,330	11,330	-	0.0%
49.001	Membership Dues	4,724	1,395	2,200	2,200	2,200	2,200	2,200	-	0.0%
49.xxx	Other Charges & Services	7,988	1,011	500	500	500	500	500	-	0.0%
5x.xxx	Intergovernmental	1,544	2,142	1,800	1,800	1,800	1,800	1,800	-	0.0%
9x.xxx	IS Charges - M&O		145,262	11,750	136,149	134,074	140,576	147,556	4,427	3.3%
9x.xxx	IS Charges - Reserves				2,935	2,505	7,170	7,170	4,235	144.3%
	Subtotal Operating Exp:	**$ 1,057,236**	**$ 823,940**	**$ 764,280**	**$ 891,614**	**$ 889,109**	**$ 854,100**	**$ 875,894**	**$ (37,514)**	**-4.2%**
Capital & One-time Funding:										
	Capital & One-Time	-	281,178	-	7,182	7,182	37,277	15,889	30,095	419.0%
	Subtotal One-time Exp:	**$ -**	**$ 281,178**	**$ -**	**$ 7,182**	**$ 7,182**	**$ 37,277**	**$ 15,889**	**$ 30,095**	**419.0%**
	Total Expenditures:	**$ 1,057,236**	**$1,105,118**	**$ 764,280**	**$ 898,796**	**$ 896,291**	**$ 891,377**	**$ 891,783**	**$ (7,419)**	**-0.8%**

LEGAL SERVICES CRIMINAL PROSECUTION SERVICES

Responsible Manager: ***Kim Cox, Assistant City Attorney***

PURPOSE/DESCRIPTION

The Criminal Prosecution Services Division prosecutes all violations of City criminal and traffic ordinances, including building and zoning code violations for the Cities of Lakewood, DuPont and University Place and the Town of Steilacoom. Prosecution services are provided by an in-house prosecuting attorney who oversees prosecution services contracts.



GOAL/OBJECTIVES

- Provide competent and cost-effective prosecution services to Lakewood and its clients
- Make appropriate case load management recommendations
- Provide timely discovery to opposing counsel and appropriate levels of support to contract or in-house counsel
- Continue providing legal updates and any appropriate training to law enforcement officers
- Continue to work with community partners to respond to the needs of domestic violence victims living within our community
- Provide timely responsive pleadings in response to motions and appeals

LEGAL SERVICES CRIMINAL PROSECUTION SERVICES

Responsible Manager: ***Kim Cox, Assistant City Attorney***

PERFORMANCE MEASURES

Measure	Target	2015 Actual	2016 Est	2017 Est	2018 Est
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%+	50%	50%	50%
Increase scope and extent of paperless overall w/reducation in use of paper and related expenditures by 50%	50%	-	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%	100%	100%	100%
Provide discovery within 14 calendar days of a request in cases in which discovery is authorized/requested/required	90%	90%+	90%	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, 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%+	90%	90%	90%
Review all Lakewood Police Department contracts within 5 business days of receipt, unless an expedited response is requested or necessary	90%	90%+	90%	90%	90%
Make In Custody charging decisions within 8 hours of receipt of the report(s)	90%	100%	90%	90%	90%
Review all felony In Custody NCF cases from Pierce County within 8 hours of receipt of the report(s)	95%	95%	95%	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%	100%	100%	100%
Review for charging decision within 30 days of receipt of report	30 Days	30 Days	30 Days	30 Days	30 Days
Comply with the court rules regarding timeliness of all responsive pleadings (motions and appeals primarily)	95%	95%+	95%	95%	95%

POSITION INVENTORY

Positions	2014 Actual	2015 Actual	2016 Adopted	2016 Adjusted	2016 Year-end	2017 Proposed	2018 Proposed	Grade
Assistant City Attorney	1.00	1.00	1.00	1.00	1.00	1.00	1.00	54
Paralegal	1.00	1.00	1.00	1.00	1.00	-	-	32
Senior Office Assistant	2.00	1.00	1.00	1.00	1.00	1.00	1.00	18
Office Assistant	0.73	0.50	0.50	0.50	0.50	0.50	0.50	12
Total Regular Staffing	**4.73**	**3.50**	**3.50**	**3.50**	**3.50**	**2.50**	**2.50**	
Change from prior year	n/a	(1.23)	-	-	-	(1.00)	-	

LEGAL SERVICES CRIMINAL PROSECUTION SERVICES

Responsible Manager: ***Kim Cox, Assistant City Attorney***

HIGHLIGHTS / CHANGES

Prior to this newly created division, Criminal Prosecution Services was accounted for under the general Legal Department Budget. Beginning with the 2015/2016 Biennial Budget, the two divisions – Civil Legal Services and Criminal Prosecution Services – are being accounted for as separate divisions.

The proposed operating budget totals $377K in 2017 and $383K in 2018. The 2017 proposed operating budget is a 21.0% or $100K decrease from the 2016 adjusted budget. Highlights of the 2017 proposed operating budget compared to the 2016 adjusted budget are as follows:

- Salaries & Wage / Benefits – the decrease is due primarily to the elimination of a vacant Senior Office Assistant (0.50 FTE).

LEGAL SERVICES CRIMINAL PROSECUTION SERVICES

Responsible Manager: ***Kim Cox, Assistant City Attorney***

REVENUE & EXPENDITURE SUMMARY

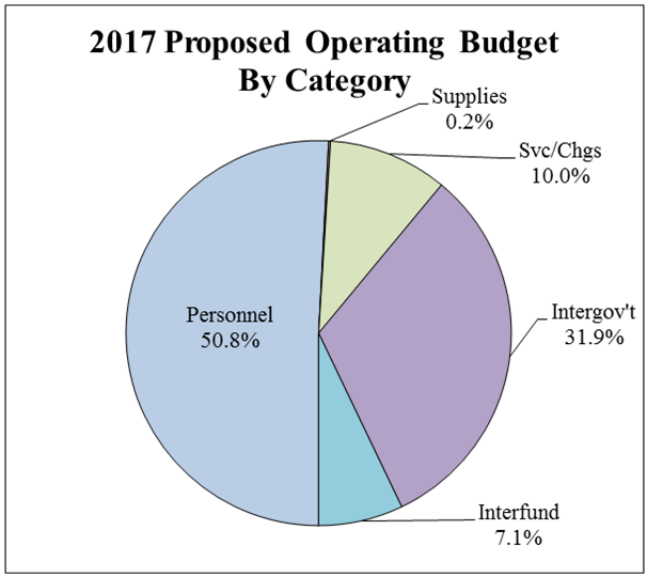
Code	Item	2014 Actual	2015 Actual	2016 Adopted	2016 Adjusted	2016 Year-end	2017 Proposed	2018 Proposed	17 Proposed - 16 Adj $ Chg	17 Proposed - 16 Adj % Chg
Revenue Summary:										
001	General Government	$ -	$ 426,314	$477,620	$507,891	$450,291	$377,429	$382,786	$ (130,462)	-25.7%
	Total Revenues:	**$ -**	**$ 426,314**	**$ 477,620**	**$ 507,891**	**$ 450,291**	**$ 377,429**	**$ 382,786**	**$ (130,462)**	**-25.7%**
Expenditure Summary:										
11.xxx	Salaries & Wages	-	215,889	254,020	254,020	207,920	178,822	181,942	(75,198)	-29.6%
21.xxx	Benefits	-	79,518	89,270	89,270	77,770	64,277	66,514	(24,993)	-28.0%
31.xxx	Other Operating Supplies	-	346	1,250	1,250	1,250	1,250	1,250	-	0.0%
41.xxx	Professional Service	-	101,120	130,000	130,000	130,000	130,000	130,000	-	0.0%
43/49.003	Travel & Training	-	900	1,780	1,780	1,780	1,780	1,780	-	0.0%
49.001	Membership Dues	-	145	1,300	1,300	1,300	1,300	1,300	-	0.0%
	Subtotal Operating Exp:	**$ -**	**$ 397,917**	**$ 477,620**	**$ 477,620**	**$ 420,020**	**$ 377,429**	**$ 382,786**	**$ (100,191)**	**-21.0%**
Capital & One-time Funding:										
	Capital & One-Time	-	28,397	-	30,271	30,271	-	-	(30,271)	-100.0%
	Subtotal One-time Exp:	**$ -**	**$ 28,397**	**$ -**	**$ 30,271**	**$ 30,271**	**$ -**	**$ -**	**$ (30,271)**	**-100.0%**
	Total Expenditures:	**$ -**	**$ 426,314**	**$ 477,620**	**$ 507,891**	**$ 450,291**	**$ 377,429**	**$ 382,786**	**$ (130,462)**	**-25.7%**

LEGAL SERVICES CITY CLERK

Responsible Manager: ***Alice Bush, City Clerk***

PURPOSE/DESCRIPTION

The City Clerk Division is designated as the Public Records Officer and provides legislative and administrative support to the City Council; is responsible for all aspects of information management to include contracts, public records, retention, disclosure of public records and disposition; and all aspects of administrative procedure, including public notice, bidding, administrative appeals, and administrative hearings, generally.



GOAL/OBJECTIVES

- Implement automated City Council agenda work flow and document management system
- Ensure smooth proceedings of the City Council public meeting
- Ensure broad and fair citizen advisory commission/committee recruitment process
- Improve access to public records through good records management and use of technology
- Effectively coordinate hearing examiner process and ensure timely issuance of opinion

PERFORMANCE MEASURES

Measure	Target	2015 Actual	2016 Est	2017 Est	2018 Est
# of days on average for contract review	3	3.9	2.5	2.5	2.5

POSITION INVENTORY

Positions	2014 Actual	2015 Actual	2016 Adopted	2016 Adjusted	2016 Year-end	2017 Proposed	2018 Proposed	Grade
City Clerk	1.00	1.00	1.00	1.00	1.00	1.00	1.00	49
Senior Office Assistant	0.50	0.50	0.50	0.50	0.50	-	-	18
Office Assistant	1.00	1.00	1.00	1.00	1.00	1.00	1.00	12
Total Regular Staffing	**2.50**	**2.50**	**2.50**	**2.50**	**2.50**	**2.00**	**2.00**	
Change from prior year	n/a	-	-	-	-	(0.50)	-	

HIGHLIGHTS / CHANGES

The proposed operating budget totals $486K in 2017 and $430K in 2018. The 2017 proposed operating budget is a 27.1% or $104K increase from the 2016 adjusted budget. Highlights of the 2017 proposed operating budget compared to the 2016 adjusted budget are as follows:

- Benefits – the increase is due to a combination of anticipated medical rate increase and employee selection of medical benefits.
- Professional Services – the increase is due to the addition of contracted services for municipal code update.
- Intergovernmental – the increase is due to primary and general election costs.

REVENUE & EXPENDITURE SUMMARY

Code	Item	2014 Actual	2015 Actual	2016 Adopted	2016 Adjusted	2016 Year-end	2017 Proposed	2018 Proposed	17 Proposed - 16 Adj $ Chg	17 Proposed - 16 Adj % Chg
Revenue Summary:										
001	General Government	$ 236,031	$412,887	$399,460	$393,015	$391,861	$ 493,775	$ 433,087	$ 100,760	25.6%
	Total Revenues:	**$ 236,031**	**$ 412,887**	**$ 399,460**	**$ 393,015**	**$ 391,861**	**$ 493,775**	**$ 433,087**	**$ 100,760**	**25.6%**
Expenditure Summary:										
11.xxx	Salaries & Wages	88,365	161,853	169,870	169,870	169,870	167,170	170,300	(2,700)	-1.6%
21.xxx	Benefits	31,263	55,933	59,240	59,240	59,240	80,200	83,500	20,960	35.4%
31.xxx	Other Operating Supplies	-	872	1,250	1,250	1,250	500	500	(750)	-60.0%
31.005	Meeting Food & Beverage	-	61	140	140	140	280	280	140	100.0%
41.xxx	Professional Service	-	18,760	20,000	20,000	20,000	40,000	40,000	20,000	100.0%
43/49.003	Travel & Training	-	888	2,650	2,650	2,650	1,740	3,290	(910)	-34.3%
44.xxx	Advertising	13,908	8,348	5,500	5,500	5,500	6,250	6,250	750	13.6%
49.001	Membership Dues	-	775	610	610	610	780	780	170	27.9%
5x.xxx	Intergovernmental	81,286	129,454	130,200	90,200	90,200	155,200	90,200	65,000	72.1%
9x.xxx	IS Charges - M&O	-	35,943	-	31,318	30,750	31,736	32,144	418	1.3%
9x.xxx	IS Charges - Reserves	-	-	-	2,237	1,651	2,815	2,815	578	25.8%
	Subtotal Operating Exp:	**$ 214,822**	**$ 412,887**	**$ 389,460**	**$ 383,015**	**$ 381,861**	**$ 486,671**	**$ 430,059**	**$ 103,656**	**27.1%**
Capital & One-time Funding:										
	Capital & One-Time	21,209	-	10,000	10,000	10,000	7,104	3,028	(2,896)	-29.0%
	Subtotal One-time Exp:	**$ 21,209**	**$ -**	**$ 10,000**	**$ 10,000**	**$ 10,000**	**$ 7,104**	**$ 3,028**	**$ (2,896)**	**-29.0%**
	Total Expenditures:	**$ 236,031**	**$ 412,887**	**$ 399,460**	**$ 393,015**	**$ 391,861**	**$ 493,775**	**$ 433,087**	**$ 100,760**	**25.6%**

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2017/2018
Budget Line Item Detail

2017/2018 Budget Detail

LEGAL - CIVIL LEGAL SERVICES

001.0000.06.515.30.31.001	OFFICE & OPERATING SUPPLIES		2017		2018
FILE FOLDERS, LABELS, PENS, ETC.		$	2,500	$	2,500
	Subtotal:	**$**	**2,500**	**$**	**2,500**

001.0000.06.515.30.31.005	MEETING MEALS EXPENSE		2017		2018
MONTHLY BUSINESS MEETING		$	100	$	100
PIERCE COUNTY BAR ASSOCIATION LAW DAY		$	20	$	20
	Subtotal:	**$**	**120**	**$**	**120**

001.0000.06.515.30.35.001	SMALL TOOLS & MINOR EQUIPMENT		2017		2018
SMALL TOOLS & MINOR EQUIPMENT		$	1,500	$	1,500
	Subtotal:	**$**	**1,500**	**$**	**1,500**

001.0000.06.515.30.41.001	PROFESSIONAL SERVICES		2017		2018
ABC LEGAL MESSENGER SERVICES		$	5,000	$	5,000
COURT REPORTER SERVICES		$	5,000	$	5,000
INDEPENDENT CIVIL LEGAL COUNSEL		$	50,000	$	50,000
LABOR ATTORNEY FEES		$	4,000	$	4,000
	Subtotal:	**$**	**64,000**	**$**	**64,000**

001.0000.06.515.30.43.001	TRANSPORTATION CHARGES		2017		2018
INTERNATIONAL CITY MANAGEMENT ASSOC. AIRFARE		$	500	$	500
TACOMA-PIERCE COUNTY BAR ASSOC. ANNUAL CONFERENCE		$	300	$	300
WASHINGTON STATE ASSOC. OF MUNICIPAL ATTORNEYS FALL CONF		$	350	$	350
WASHINGTON STATE ASSOC. OF MUNICIPAL ATTORNEYS SPRING CONF		$	350	$	350
	Subtotal:	**$**	**1,500**	**$**	**1,500**

001.0000.06.515.30.43.002	LODGING CHARGES		2017		2018
INTERNATIONAL CITY MANAGEMENT ASSOC. CONFERENCE		$	700	$	700
LODGING CHARGES		$	600	$	600
TACOMA-PIERCE COUNTY BAR ASSOC. ANNUAL CONFERENCE		$	250	$	250
WASHINGTON STATE ASSOC. OF MUNICIPAL ATTORNEYS FALL CONFERENCE		$	275	$	275
WASHINGTON STATE ASSOC. OF MUNICIPAL ATTORNEYS SPRING		$	275	$	275
	Subtotal:	**$**	**2,100**	**$**	**2,100**

001.0000.06.515.30.43.003	MILEAGE REIMBURSEMENTS		2017		2018
MILEAGE		$	500	$	500
	Subtotal:	**$**	**500**	**$**	**500**

001.0000.06.515.30.43.004	CONFERENCE MEALS		2017		2018
INTERNATIONAL CITY MANAGEMENT ASSOC. ANNUAL CONFERENCE		$	200	$	200
TACOMA-PIERCE COUNTY BAR ASSOC. ANNUAL CONFERENCE		$	50	$	50
WASHINGTON STATE ASSOC. OF MUNICIPAL ATTORNEYS FALL CONFERENCE		$	75	$	75
WASHINGTON STATE ASSOC. OF MUNICIPAL ATTORNEYS SPRING		$	75	$	75
	Subtotal:	**$**	**400**	**$**	**400**

001.0000.06.515.30.43.005	PARKING REIMBURSEMENTS		2017		2018
PARKING REIMBURSEMENTS		$	200	$	200
	Subtotal:	**$**	**200**	**$**	**200**

2017/2018 Budget Detail

LEGAL - CIVIL LEGAL SERVICES

001.0000.06.515.30.49.001	MEMBERSHIPS & DUES	2017	2018
INTERNATIONAL CITY MANAGEMENT ASSOC.		$ 500	$ 500
PIERCE COUNTY LEGAL INFORMATION NETWORK EXCHANGE		$ 20	$ 20
PUBLIC NOTARY		$ 160	$ 160
TACOMA-PIERCE COUNTY BAR ASSOC.		$ 300	$ 300
TACOMA-PIERCE COUNTY BAR ASSOC. LEGAL ASSISTANT		$ 30	$ 30
WASHINGTON ASSOC. OF PUBLIC RECORDS OFFICERS		$ 50	$ 50
WASHINGTON STATE ASSOC. OF MUNICIPAL ATTORNEYS		$ 20	$ 20
WASHINGTON STATE ASSOC. OF MUNICIPAL ATTORNEYS		$ 20	$ 20
WASHINGTON STATE BOARD ASSOC.		$ 550	$ 550
WASHINGTON STATE BOARD ASSOC. DUES		$ 550	$ 550
	Subtotal:	**$ 2,200**	**$ 2,200**

001.0000.06.515.30.49.003	REGISTRATION	2017	2018
CONTINUING EDUCATION CREDITS		$ 2,430	$ 2,430
INTERNATIONAL MUNICIPAL LAWYERS ASSOC.		$ 600	$ 600
TACOMA-PIERCE COUNTY BAR ASSOC. ANNUAL CONFERENCE		$ 275	$ 275
TACOMA-PIERCE COUNTY BAR ASSOC. ANNUAL CONFERENCE		$ 825	$ 825
WASHINGTON ASSOC. OF PUBLIC RECORDS SPRING CONFERENCE		$ 250	$ 250
WASHINGTON ASSOC. OF PUBLIC RECORDS FALL CONFERENCE		$ 250	$ 250
WASHINGTON STATE ASSOC. OF MUNICIPAL ATTORNEYS FALL		$ 250	$ 250
WASHINGTON STATE ASSOC. OF MUNICIPAL ATTORNEYS SPRING		$ 250	$ 250
WASHINGTON STATE ASSOC. OF MUNICIPAL ATTORNEYS FALL		$ 750	$ 750
WASHINGTON STATE ASSOC. OF MUNICIPAL ATTORNEYS SPRING		$ 750	$ 750
	Subtotal:	**$ 6,630**	**$ 6,630**

001.0000.06.515.30.49.005	PRINTING & BINDING	2017	2018
PDR REQUESTS, BUSINESS CARDS, NAME PLATES, NOTARY		$ 500	$ 500
	Subtotal:	**$ 500**	**$ 500**

001.0000.06.515.30.51.001	INTER-GOVERNMENTAL SERVICES	2017	2018
COURT FILING FEES- COUNTY		$ 1,000	$ 1,000
COURT FILING FEES- SUPREME		$ 300	$ 300
DISTRICT COURT COPIES - PACER		$ 500	$ 500
	Subtotal:	**$ 1,800**	**$ 1,800**
	Total Budget:	**$ 83,950**	**$ 83,950**

2017/2018 Budget Detail

LEGAL - CRIMINAL PROSECUTION SERVICES

001.0000.06.515.31.31.001	OFFICE & OPERATING SUPPLIES		2017		2018
FILE FOLDERS, LABELS, PENS, ETC.		$	1,250	$	1,250
	Subtotal:	**$**	**1,250**	**$**	**1,250**

001.0000.06.515.31.41.001	PROFESSIONAL SERVICE		2017		2018
PROSECUTION CONTRACTS		$	130,000	$	130,000
	Subtotal:	**$**	**130,000**	**$**	**130,000**

001.0000.06.515.31.43.001	TRANSPORTATION CHARGES		2017		2018
TACOMA-PIERCE COUNTY BAR ASSOC. ANNUAL CONFERENCE		$	300	$	300
WASHINGTON STATE ASSOC. OF MUNICIPAL ATTORNEYS FALL CONFERENCE		$	350	$	350
WASHINGTON STATE ASSOC. OF MUNICIPAL ATTORNEYS SPRING		$	350	$	350
	Subtotal:	**$**	**1,000**	**$**	**1,000**

001.0000.06.515.31.49.001	MEMBERSHIPS/DUES		2017		2018
INTERNATIONAL ASSOC. OF ADMINISTRATIVE PROFESSIONALS		$	350	$	350
PIERCE COUNTY LEGAL INFORMATION NETWORK EXCHANGE		$	40	$	40
TACOMA-PIERCE COUNTY BAR ASSOC.		$	150	$	150
TACOMA-PIERCE COUNTY BAR ASSOC. LEGAL ASSISTANT		$	100	$	100
WASHINGTON STATE ASSOC. OF MUNICIPAL ATTORNEYS		$	20	$	20
WASHINGTON STATE BAR ASSOC.		$	550	$	550
WASHINGTON STATE PARALEGAL ASSOC.		$	90	$	90
	Subtotal:	**$**	**1,300**	**$**	**1,300**

001.0000.06.515.31.49.003	REGISTRATION		2017		2018
TACOMA-PIERCE COUNTY BAR ASSOC. ANNUAL CONFERENCE		$	280	$	280
WASHINGTON STATE ASSOC. OF MUNICIPAL ATTORNEYS FALL CONFERENCE		$	250	$	250
WASHINGTON STATE ASSOC. OF MUNICIPAL ATTORNEYS SPRING		$	250	$	250
	Subtotal:	**$**	**780**	**$**	**780**
	Total Budget:	**$**	**134,330**	**$**	**134,330**

2017/2018 Budget Detail

LEGAL - CITY CLERK

001.0000.06.514.30.31.001	OFFICE & OPERATING SUPPLIES	2017	2018
FOLDERS, PENS, LABELS, ETC.		$ 500	$ 500
	Subtotal:	**$ 500**	**$ 500**

001.0000.06.514.30.31.005	MEETING MEALS EXPENSE	2017	2018
PIERCE COUNTY CLERKS AND FINANCE OFFICERS ASSOC. MONTHLY MEETING		$ 180	$ 180
PUGET SOUND ASSOC. OF RECORDS MANAGEMENT & ADMINISTRATORS MEETING		$ 100	$ 100
	Subtotal:	**$ 280**	**$ 280**

001.0000.06.514.30.41.001	PROFESSIONAL SERVICES	2017	2018
ACCESS RECORDS MANAGEMENT		$ 20,000	$ 20,000
CODIFICATION		$ 20,000	$ 20,000
	Subtotal:	**$ 40,000**	**$ 40,000**

001.0000.06.514.30.43.001	TRANSPORTATION CHARGES	2017	2018
ASSOC. OF RECORDS MGMT & ADMIN (ARMA) ANNUAL CONFERENCE AIRFARE		$ -	$ 500
	Subtotal:	**$ -**	**$ 500**

001.0000.06.514.30.43.002	LODGING CHARGES	2017	2018
ASSOC. OF RECORDS MGMT & ADMIN. REGIONAL CONFERENCE		$ -	$ 250
WASHINGTON MUNICIPAL CLERKS ASSOC. REGIONAL CONFERENCE		$ 380	$ 380
	Subtotal:	**$ 380**	**$ 630**

001.0000.06.514.30.43.004	CONFERENCE MEALS	2017	2018
ASSOC. OF RECORDS MANAGEMENT & ADMIN. ANNUAL CONFERENCE		$ -	$ 200
WASHINGTON MUNICIPAL CLERKS ASSOC. ANNUAL CONFERENCE		$ 200	$ 200
	Subtotal:	**$ 200**	**$ 400**

001.0000.06.514.30.43.005	PARKING REIMBURSEMENTS	2017	2018
BUSINESS MEETINGS		$ 100	$ 100
	Subtotal:	**$ 100**	**$ 100**

001.0000.06.514.30.44.001	ADVERTISING	2017	2018
DAILY JOURNAL OF COMMERCE		$ 1,000	$ 1,000
TACOMA NEWS TRIBUNE		$ 5,250	$ 5,250
	Subtotal:	**$ 6,250**	**$ 6,250**

001.0000.06.514.30.49.001	MEMBERSHIPS/DUES	2017	2018
ASSOC. OF RECORDS MANAGEMENT & ADMINISTRATORS		$ 205	$ 205
INTERNATIONAL INSTITUTE OF MUNICIPAL CLERKS		$ 210	$ 210
NATIONAL ASSOC. OF PARLIAMENTARIANS		$ 100	$ 100
PIERCE COUNTY CLERKS AND FINANCE OFFICERS ASSOC.		$ 80	$ 80
PUBLIC NOTARY		$ 80	$ 80
WASHINGTON ASSOC. OF PUBLIC RECORDS OFFICERS		$ 30	$ 30
WASHINGTON MUNICIPAL CLERKS ASSOC.		$ 75	$ 75
	Subtotal:	**$ 780**	**$ 780**

001.0000.06.514.30.49.003	REGISTRATION	2017	2018
ASSOC. OF RECORDS MANAGEMENT & ADMINISTRATORS REGIONAL		$ -	$ 600
PIERCE COUNTY CLERKS AND FINANCE OFFICERS ASSOC. TRAINING		$ 375	$ 375
WASHINGTON ASSOC. OF PUBLIC RECORDS OFFICERS FALL CONFERENCE		$ 210	$ 210
WASHINGTON ASSOC. OF PUBLIC RECORDS OFFICERS SPRING CONFERENCE		$ 125	$ 125
WASHINGTON MUNICIPAL CLERKS ASSOC. ANNUAL CONFERENCE		$ 350	$ 350
	Subtotal:	**$ 1,060**	**$ 1,660**

001.0000.06.514.30.51.027	RECORDING FEES	2017	2018
PIERCE COUNTY RECORDING FEES		$ 200	$ 200
	Subtotal:	**$ 200**	**$ 200**
	Total Budget:	**$ 49,750**	**$ 51,300**

2017/2018 Budget Detail

LEGAL - CITY CLERK - ELECTIONS

001.0000.06.514.40.51.011	ELECTION COST		2017		2018
GENERAL ELECTION		$	28,000	$	-
PRIMARY ELECTION		$	42,000	$	-
	Subtotal:	**$**	**70,000**	**$**	**-**

001.0000.06.514.40.51.019	VOTER MAINTENANCE COST		2017		2018
VOTER MAINTENANCE		$	85,000	$	90,000
	Subtotal:	**$**	**85,000**	**$**	**90,000**
	Total Budget:	**$**	**155,000**	**$**	**90,000**

MUNICIPAL COURT

Grant Blinn
Municipal Court Judge
1.0 FTE
Total FTE: 11.0

- Overall Department Leadership
- Misdemeanors & Gross Misdemeanor Cases
- Infractions
- Policy Planning

ADMINISTRATION

Deana Wright
Court Administrator
10.0 FTE

- Budget
- Case Flow Management
- Case Processing
- Customer Service
- Staff Supervision
- Probation Services
- Work Crews
- Court Services Contracts -
- City of University Place, Town of Steilacoom and City of DuPont

MUNICIPAL COURT

Responsible Manager: ***Grant Blinn, Municipal Court Judge***

2015/2016 ACCOMPLISHMENTS

- Video Court
- Enter into contract for court services with DuPont
- Renew contracts for Court Services with Town of Steilacoom and City of University Place
- Evaluate and implement paperless system (in coordination with Police, Legal, and Information Technology)
- Start of Veterans' Court
- Staffing needs analysis for court clerk positions

2017/2018 ANTICIPATED KEY PROJECTS

- Paperless court system
- Veterans' court
- Ongoing evaluation of video hearings with Pierce County Jail
- Reevaluate indigent screening program

MUNICIPAL COURT

Responsible Manager: ***Grant Blinn, Municipal Court Judge***

DEPARTMENT FUNCTIONS BY CRITERIA

Legally Mandated

- Adjudication of misdemeanor and gross misdemeanor offenses committed by adults. RCW 39.24.180

Important

- Veteran's Court
- Paperless System
- Video hearings for inmates, thus avoiding transport costs
- Alternative sentencing for non-violent offenders
- Collections amnesty program
- Streamlining of interpreters
- Regular evaluation of staffing needs
- Issuance on no-contact orders
- Issuance of arrest warrants
- Jail sentences in appropriate cases
- Bail in appropriate cases
- Suspension of driver's licenses
- Requirement of treatment when appropriate
- Requirement of ignition interlock devices on motor vehicles when appropriate

DEPARTMENT FUNCTIONS BY GOALS & OBJECTIVES

Fiscal Responsibility

- Video hearings for inmates, thus avoiding transport costs
- Alternative sentencing for non-violent offenders
- Collections amnesty program
- Streamlining of interpreters
- Regular evaluation of staffing needs

Public Safety

- Issuance on no-contact orders
- Issuance of arrest warrants
- Jail sentences in appropriate cases
- Bail in appropriate cases
- Suspension of driver's licenses
- Requirement of treatment when appropriate
- Requirement of ignition interlock devices on motor vehicles when appropriate

Dependable Infrastructure

- Work crew sentences to improve public facilities and hold offenders accountable

Transparency

- Implementation of GR 31.1 (Court's version of PRA)

MUNICIPAL COURT

Responsible Manager: ***Grant Blinn, Municipal Court Judge***

PROPOSED SERVICE/PROGRAM CHANGES

Service/ Program	Description	Change		2017		2018	
		FTE	Fleet	1-Time	Ongoing	1-Time	Ongoing
Court Specialist II	Eliminate vacant position.	(0.50)	-	$ -	$ (42,252)	$ -	$ (43,960)
Court Specialist I	Eliminate position.	(1.00)	-	$ -	$ (58,983)	$ -	$ (61,733)
	Total	**(1.50)**	**-**	**$ -**	**$(101,235)**	**$ -**	**$(105,693)**

POSITION INVENTORY

Positions	2014 Actual	2015 Actual	2016 Adopted	2016 Adjusted	2016 Year-end	2017 Proposed	2018 Proposed	Grade
Municipal Court Judge	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1
Court Administrator	1.00	1.00	1.00	1.00	1.00	1.00	1.00	52
Work Crews Supervisor	1.00	1.00	1.00	-	-	-	-	30
Court Compliance Officer	2.00	2.00	2.00	3.00	3.00	3.00	3.00	30
Probation Counselor	1.00	-	-	-	-	-	-	30
Senior Court Specialist	1.00	1.00	1.00	1.00	1.00	1.00	1.00	28
Court Specialist II	2.00	2.00	2.00	2.00	1.50	1.00	1.00	18
Court Specialist I	5.00	4.50	4.50	4.50	5.00	4.00	4.00	14
Office Assistant	2.00	-	-	-	-	-	-	12
Total Regular Staffing	**16.00**	**12.50**	**12.50**	**12.50**	**12.50**	**11.00**	**11.00**	
Change from prior year	n/a	(3.50)	-	-	-	(1.50)	-	

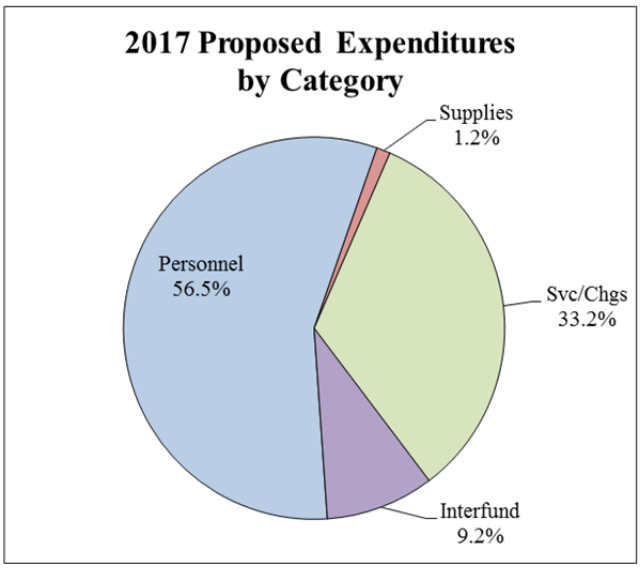
Position Title	Group	FTE	2017 Salary	2017 Benefits	2017 Total 2017	2018 Salary	2018 Benefits	2018 Total 2018
Municipal Court Judge	Non-Rep	1.00	150,046	35,439	185,485	154,564	36,690	191,254
Court Administrator	Non-Rep	1.00	$ 94,392	$ 41,882	$ 136,274	$ 97,224	$ 44,404	$ 141,628
Senior Court Specialist	AFSCME	1.00	65,616	35,375	100,991	65,616	36,759	102,375
Court Compliance Officer	AFSCME	1.00	66,600	38,281	104,881	67,230	39,789	107,019
Court Compliance Officer	AFSCME	1.00	64,383	37,893	102,276	66,083	39,582	105,665
Court Compliance Officer	AFSCME	1.00	55,359	34,594	89,953	57,725	36,343	94,068
Court Specialist II	AFSCME	1.00	53,832	23,629	77,461	53,832	24,408	78,240
Court Specialist I	AFSCME	1.00	49,032	23,729	72,761	49,032	24,329	73,361
Court Specialist I	AFSCME	1.00	52,728	10,988	63,716	52,728	11,094	63,822
Court Specialist I	AFSCME	1.00	50,712	25,771	76,483	50,712	26,780	77,492
Court Specialist I	AFSCME	1.00	48,528	33,075	81,603	48,578	34,467	83,045
Total - Municipal Court		**11.00**	**$ 751,228**	**$ 340,656**	**$ 1,091,884**	**$ 763,324**	**$ 354,645**	**$ 1,117,969**

MUNICIPAL COURT

Responsible Manager: ***Grant Blinn, Municipal Court Judge***

PURPOSE & DESCRIPTION

The Municipal Court is a court of limited jurisdiction that handles infractions, misdemeanors and gross misdemeanor offenses that occur in the City of Lakewood. The Municipal Court provides court services on a contract basis to the City of University Place, Town of Steilacoom and the City of DuPont. Programs of the Municipal Court include: Municipal Court road tour; transportation of defendants to court for pending hearings; electronic home monitoring (EHM); community service work crew program; veterans' court; probation; and video arraignment at Nisqually Corrections.



GOALS/OBJECTIVES

- Dispense fair, equitable justice to deter crime and to safeguard the community
- Ensure compliance with laws set forth by the City, State and Constitution
- Effectively monitor defendants to confirm compliance with court ordered conditions
- Fiscal responsibility

PERFORMANCE MEASURES

Measure	Target	2015 Actual	2016 Est	2017 Est	2018 Est
# of community group road tours per year	8	9	8	8	8
# of incidents with offenders involving risk management	0	0	0	n/a	n/a
# of work crews hours performed annually in lieu of jail		4216	4,000	4,000	4,000
Cost saved by using alternative sentencing		$123,068	$90,000	n/a	n/a
Cost saved from reduced number of court transports	$35,000	$20,644*	$35,000	$35,000	$35,000

**NOTE* lower cost savings in 2015 due to delay in hiring Court Compliance Officer, resulting in more overtime*

MUNICIPAL COURT

Responsible Manager: ***Grant Blinn, Municipal Court Judge***

HIGHLIGHTS / CHANGES

The proposed operating budget totals $2.00M in 2017 and $2.05M in 2018. The 2017 proposed budget is a 2.4% or decrease from the 2016 adjusted budget. Highlights of the 2017 proposed budget compared to the 2016 adjusted budget are as follows:

- Salaries & Wages / Benefits - the decrease is due primarily to the elimination of a Court Specialist I (0.50 FTE) and Court Specialist II (1.0 FTE).
- Temporary Help – the increase is due to pro-tem judge.
- Professional Services – the increase is due to public defender services.
- Other Charges & Services – the decrease is due to primarily to reductions in jury and interpreter fees.

REVENUE & EXPENDITURE SUMMARY

		2014	2015	2016			2017	2018	17 Proposed - 16 Adj	
Code	Item	Actual	Actual	Adopted	Adjusted	Year-end	Proposed	Proposed	$ Chg	% Chg
Revenue Summary:										
001	Fines & Forfeitures	$ 1,384,894	$ 1,282,219	$1,444,100	$1,444,100	$1,285,218	$1,285,218	$1,285,218	$ (158,882)	-11.0%
001	Court Transport-Univ Place	11,220	-	-	-	-	-	-	-	n/a
001	Court Transport-Steilacoom	2,805	-	-	-	-	-	-	-	n/a
001	Contract Rev-Univ Place	225,000	170,585	171,002	124,711	124,711	128,500	132,400	3,789	3.0%
001	Contract Rev-Steilacoom	10,000	99,276	99,349	92,352	92,352	95,100	98,000	2,748	3.0%
001	Contract Rev-DuPont	-	89,042	85,121	131,062	131,062	135,000	139,100	3,938	3.0%
001	General Government	$ 311,466	$ 200,559	$ 8,358	$ 272,044	$ 513,496	$ 393,669	$ 416,097	121,625	44.7%
	Total Revenues:	**$ 1,945,385**	**$ 1,841,681**	**$ 1,807,930**	**$ 2,064,269**	**$ 2,146,839**	**$ 2,037,487**	**$ 2,070,815**	**$ (26,782)**	**-1.3%**
Expenditure Summary:										
11.xxx	Salaries & Wages	886,158	730,954	866,530	866,530	866,530	751,228	763,324	(115,302)	-13.3%
11.002/4	Overtime	48,766	20,153	15,330	15,330	15,330	15,330	15,330	-	0.0%
11.011/12	Temporary Help	13,364	15,020	5,000	5,000	5,000	20,000	20,000	15,000	300.0%
21.xxx	Benefits	413,482	316,638	384,650	384,650	384,650	340,656	354,645	(43,994)	-11.4%
31.xxx	Office Supplies	9,106	10,153	11,750	11,750	11,750	11,750	11,750	-	0.0%
31.003	Office Forms & Publications	4,807	7,728	10,000	10,000	10,000	10,000	10,000	-	0.0%
31.008	Clothing/Uniform	2,538	1,374	800	800	800	800	800	-	0.0%
35.xxx	Small Tools/Minor Equip	219	-	750	750	750	750	750	-	0.0%
41.xxx	Professional Service	463,501	457,636	395,000	501,200	590,000	598,800	608,800	97,600	19.5%
43/49.003	Travel & Training	5,875	3,259	3,000	3,000	3,000	4,100	4,100	1,100	36.7%
47.xxx	Utilities	1,867	1,998	1,900	1,900	1,900	1,900	1,900	-	0.0%
49.001	Membership Dues	925	925	930	930	930	930	930	-	0.0%
49.xxx	Other Charges & Services	43,318	49,322	67,600	67,600	67,600	56,500	56,500	(11,100)	-16.4%
9x.xxx	IS Charges - M&O	-	170,796	24,050	169,561	165,007	172,364	184,396	2,803	1.7%
9x.xxx	IS Charges - Reserves	-	4,375	20,640	7,212	5,536	11,355	20,105	4,143	57.4%
	Subtotal Operating Exp:	**$ 1,893,926**	**$ 1,790,331**	**$ 1,807,930**	**$ 2,046,213**	**$ 2,128,783**	**$ 1,996,463**	**$ 2,053,330**	**$ (49,750)**	**-2.4%**
Capital & One-time Funding:										
	Capital & One-Time	51,459	51,350	-	18,056	18,056	41,024	17,485	22,968	127.2%
	Subtotal One-time Exp:	**$ 51,459**	**$ 51,350**	**$ -**	**$ 18,056**	**$ 18,056**	**$ 41,024**	**$ 17,485**	**$ 22,968**	**127.2%**
	Total Expenditures:	**$ 1,945,385**	**$ 1,841,681**	**$ 1,807,930**	**$ 2,064,269**	**$ 2,146,839**	**$ 2,037,487**	**$ 2,070,815**	**$ (26,782)**	**-1.3%**

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2017/2018
Budget Line Item Detail

2017/2018 Budget Detail

MUNICIPAL COURT

001.0000.02.512.50.11.004	COURT OVERTIME	2017	2018
COURT TRANSPORT COSTS		$ 15,330	$ 15,330
	Subtotal:	**$ 15,330**	**$ 15,330**

001.0000.02.512.50.31.001	OFFICE & OPERATING SUPPLIES	2017	2018
JUDGE AND COURT OFFICE SUPPLIES		$ 10,000	$ 10,000
	Subtotal:	**$ 10,000**	**$ 10,000**

001.0000.02.512.50.31.003	OFFICE FORMS	2017	2018
FORMS USED DURING COURT BUSINESS		$ 10,000	$ 10,000
	Subtotal:	**$ 10,000**	**$ 10,000**

001.0000.02.512.50.43.002	LODGING CHARGES	2017	2018
ADMINISTRATIVE OFFICE OF COURTS		$ 250	$ 250
DISTRICT MUNICIPAL COURT JUDGES ASSOC.		$ 300	$ 300
JUDICIAL CONFERENCE		$ 450	$ 450
	Subtotal:	**$ 1,000**	**$ 1,000**

001.0000.02.512.50.49.001	MEMBERSHIPS & DUES	2017	2018
DISTRICT MUNICIPAL COURT JUDGES ASSOC.		$ 750	$ 750
DISTRICT MUNICIPAL COURT MANAGERS ASSOC.		$ 150	$ 150
	Subtotal:	**$ 900**	**$ 900**

001.0000.02.512.50.49.003	REGISTRATION	2017	2018
STAFF TRAINING FOR MANDATED LAW CHANGES		$ 600	$ 600
	Subtotal:	**$ 600**	**$ 600**

001.0000.02.512.50.49.005	PRINTING & BINDING	2017	2018
PRINTING & BINDING		$ 100	$ 100
	Subtotal:	**$ 100**	**$ 100**

001.0000.02.512.51.11.012	JUDGE PROTEM WAGES	2017	2018
PRO-TEM JUDGE		$ 20,000	$ 20,000
	Subtotal:	**$ 20,000**	**$ 20,000**

001.0000.02.512.51.41.004	PRIMARY PUBLIC DEFENDER	2017	2018
PUBLIC DEFENDER		$ 421,200	$ 421,200
ADD ANTICIPATED INCREASE		$ 98,800	$ 108,800
	Subtotal:	**$ 520,000**	**$ 530,000**

001.0000.02.512.51.41.035	BACKUP PUBLIC DEFENDER	2017	2018
BACKUP PUBLIC DEFENDER		$ 30,000	$ 30,000
	Subtotal:	**$ 30,000**	**$ 30,000**

001.0000.02.512.51.49.007	WITNESS FEES	2017	2018
WITNESS FEES		$ 2,500	$ 2,500
	Subtotal:	**$ 2,500**	**$ 2,500**

001.0000.02.512.51.49.008	JURY FEES	2017	2018
FEES PAID TO JURORS		$ 5,000	$ 5,000
	Subtotal:	**$ 5,000**	**$ 5,000**

001.0000.02.512.51.49.009	INTERPRETER FEES	2017	2018
PAYMENTS TO INTERPRETERS REQUIRED FOR COURT		$ 48,900	$ 48,900
	Subtotal:	**$ 48,900**	**$ 48,900**

2017/2018 Budget Detail

MUNICIPAL COURT

001.0000.02.523.30.31.001	OFFICE & OPERATING SUPPLIES		2017		2018
PROBATION/WORK CREW/COURT COMPLIANCE OFFICERS		$	1,750	$	1,750
	Subtotal:	**$**	**1,750**	**$**	**1,750**

001.0000.02.523.30.31.008	UNIFORMS		2017		2018
UNIFORMS FOR COURT COMPLIANCE OFFICERS		$	800	$	800
	Subtotal:	**$**	**800**	**$**	**800**

001.0000.02.523.30.35.001	SMALL TOOLS & MINOR EQUIPMENT		2017		2018
ALTERNATIVE SENTENCING EQUIPMENT		$	750	$	750
	Subtotal:	**$**	**750**	**$**	**750**

001.0000.02.523.30.41.001	PROFESSIONAL SERVICES		2017		2018
ELECTRONIC HOME MONITORING EQUIPMENT PARTIALLY		$	31,500	$	31,500
PROBATION & ALTERNATIVE SENTENCE - URINE ANALYSIS		$	17,300	$	17,300
	Subtotal:	**$**	**48,800**	**$**	**48,800**

001.0000.02.523.30.43.002	LODGING CHARGES		2017		2018
LODGING FOR CONFERENCE		$	1,000	$	1,000
	Subtotal:	**$**	**1,000**	**$**	**1,000**

001.0000.02.523.30.47.004	SEWER CHARGES		2017		2018
PORT-O-LET SERVICES		$	1,900	$	1,900
	Subtotal:	**$**	**1,900**	**$**	**1,900**

001.0000.02.523.30.49.001	MEMBERSHIPS & DUES		2017		2018
MISDEMENANT CORRECTIONS ASSOCIATION DUES		$	30	$	30
	Subtotal:	**$**	**30**	**$**	**30**

001.0000.02.523.30.49.003	REGISTRATION		2017		2018
ALTERNATIVE SENTENCING AND PROBATION TRAINING		$	1,500	$	1,500
	Subtotal:	**$**	**1,500**	**$**	**1,500**
	Total Budget:	**$**	**720,860**	**$**	**730,860**

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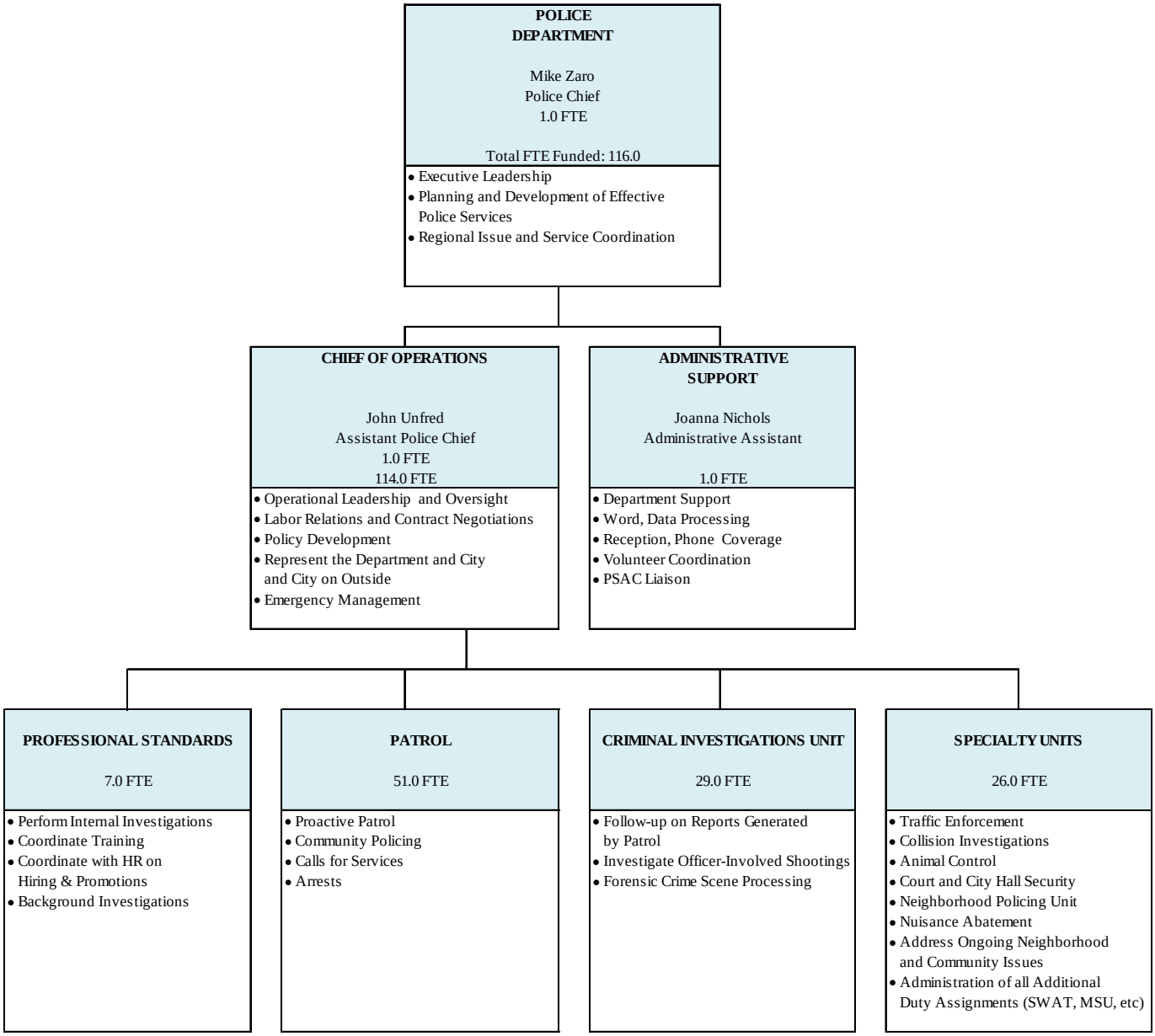

POLICE DEPARTMENT
Mike Zaro
Police Chief
1.0 FTE
Total FTE Funded: 116.0
• Executive Leadership
• Planning and Development of Effective Police Services
• Regional Issue and Service Coordination
CHIEF OF OPERATIONS
John Unfred
Assistant Police Chief
1.0 FTE
114.0 FTE
• Operational Leadership and Oversight
• Labor Relations and Contract Negotiations
• Policy Development
• Represent the Department and City and City on Outside
• Emergency Management
ADMINISTRATIVE SUPPORT
Joanna Nichols
Administrative Assistant
1.0 FTE
• Department Support
• Word, Data Processing
• Reception, Phone Coverage
• Volunteer Coordination
• PSAC Liaison
PROFESSIONAL STANDARDS
7.0 FTE
• Perform Internal Investigations
• Coordinate Training
• Coordinate with HR on Hiring & Promotions
• Background Investigations
PATROL
51.0 FTE
• Proactive Patrol
• Community Policing
• Calls for Services
• Arrests
CRIMINAL INVESTIGATIONS UNIT
29.0 FTE
• Follow-up on Reports Generated by Patrol
• Investigate Officer-Involved Shootings
• Forensic Crime Scene Processing
SPECIALTY UNITS
26.0 FTE
• Traffic Enforcement
• Collision Investigations
• Animal Control
• Court and City Hall Security
• Neighborhood Policing Unit
• Nuisance Abatement
• Address Ongoing Neighborhood and Community Issues
• Administration of all Additional Duty Assignments (SWAT, MSU, etc)

POLICE DEPARTMENT OVERVIEW

Responsible Manager: ***Mike Zaro, Police Chief***

2015/2016 ACCOMPLISHMENTS

- Provided exceptional public safety services to the citizens of Lakewood.
- Expand and refine the Construction Watch Program
  - Expand the program beyond commercial construction projects
  - Provide a more defined process that will help achieve the goal of reducing theft from businesses under construction
  - Communicate and promote the program to the community and how to participate in it.
- Develop Imbedded MHP program
  - Address the growing nationwide issue of dealing appropriately with the mentally ill and homelessness
  - Partner with Greater Lakes Mental Health through a grant (application completed in 2014) and imbed a Mental Health Professional with the Neighborhood Policing Program
  - Respond to and follow up on incidents involving the mentally ill
  - provide more appropriate resources for the mentally ill and to reduce the draw on emergency services (Patrol)
- Conduct public safety cost/benefit analysis
- Practice proactive and regular public safety reporting
- Continue CSRT Program
  - Survey to identify code enforcement violations
  - Initiate a "gateway" enforcement program
  - Initiate a Lakeview/100th Street Enhancement Program
- Continue development of Emergency Preparedness and Disaster Recovery to include: Emergency Management Training, Incident Command System (ICS), Comprehensive Emergency Management Response Team (CERT) training, PC Alert, and Emergency Coordination Center (ECC) location(s)
- Completed leadership transition of after retirement of former Chief.
- Maintained stability and control during several high profile incidents.
- Re-engaged community through Command Staff participation in service clubs and neighborhood associations.
- Multiple campsites and dumpsites cleaned up by CSRT

2017/2018 ANTICIPATED KEY PROJECTS

- Continue to meet core mission of the department.
- Expand in car camera program.
- Continue the use of PredPol and evaluate its effectiveness on property crime reduction.
- Aggressive recruitment and hiring to keep up with anticipated attrition, due primarily to retirements.
- Work to mitigate the impacts of homelessness on residents and businesses.
- Develop leadership training curriculum for members of the department interested in future leadership roles
- Establish the State's first Officers certified as phlebotomistsTraining, Incident Command System (ICS), Comprehensive Emergency Management Response Team (CERT) training, PC Alert, and Emergency Coordination Center (ECC) location(s)
- Continue imbedded Mental Health Professional (MHP) program.

POLICE DEPARTMENT OVERVIEW

Responsible Manager: ***Mike Zaro, Police Chief***

DEPARTMENT FUNCTIONS BY CRITERIA

Legally Mandated

- Respond to 911 Calls for Service
- Respond to Vehicle Collisions

Important

- Behavioral Health Contact Team
- Special Assaults Investigations
- Community Safety Resources Team
    - Code Enforcement
    - Cleanup Blighted Property and Dump sites
    - Nuisance Abatement

Discretionary

- Property Crimes Investigations
- Traffic Enforcement
- Neighborhood Policing
- Animal Control
- Code Enforcement
- Front Counter Services
- Narcotics and Vice Enforcement
- Investigation of Non-Domestic Violence Misdemeanor Assaults

POLICE DEPARTMENT OVERVIEW

Responsible Manager: ***Mike Zaro, Police Chief***

DEPARTMENT FUNCTIONS BY CITY COUNCIL GOALS & OBJECTIVES

Fiscal Responsibility

- Seek grant opportunities to offset expenditures
- Look for efficiencies in staffing and jobs that allow for consolidation of duties

Public Safety

- Everything we do is related to public safety.
- Core mission
    - Protect Life and Property
    - Reduce Crime Build Better Communities
    - Respect and Protect Individual Rights
    - Enforce the Laws of Lakewood and the State of Washington

Economic Development

- Improve blighted properties through code enforcement and working with owners
- Improved properties are more attractive for development and businesses interested in moving to Lakewood
- Crime reduction efforts improve statistics that have historically dissuaded businesses from moving to Lakewood
- Work directly with businesses to address crime concerns
    - We have a Lieutenant that is a member of the Chamber of Commerce specifically to be a conduit for business to the police department

Dependable Infrastructure

- With officers being out in the field, they can be the first to note flaws in roads and other infrastructure and report them for repair.

Transparency

- Direct interaction with the media and the public through traditional media outlets and active social media

POLICE DEPARTMENT OVERVIEW

Responsible Manager: ***Mike Zaro, Police Chief***

PROPOSED SERVICE/PROGRAM CHANGES

Service/ Program		Description & Justification, and Operational Impact	Change		2017		2018	
			FTE	Fleet	1-Time	Ongoing	1-Time	Ongoing
Police:								
In Car Camera Expansion		Purchase new in-car camera systems to replace existing cameras and expand current program.The current cameras are failing and are out of warranty. The in car camera system provides transparency to the public through documentation of interactions between officers and the public. They also provide invaluable evidence of criminal incidents. IT may be involved in the set-up of the systems but that will depend on which company is selected. $50,000 for approximately 10 systems with 10 systems added per year until all marked vehicles are equipped. The proposed funding source is Federal Seizure Funds for the in car cameras and General Fund for the ongoing annual service agreement. The department will also seek grant opportunities to cover as much of the cost as possible. The program will not generate revenue, but could potentially decrease civil claims against the city by providing evidence disproving false claims.	-	-	$ 50,000	$ 5,000	$ 50,000	$ 5,000

PROPOSED SERVICE/PROGRAM CHANGES (continued)

Service/ Program		Description & Justification, and Operational Impact	Change		2017		2018	
			FTE	Fleet	1-Time	Ongoing	1-Time	Ongoing
Enhanced Training		There are occasions where code enforcement officers find themselves in buildings and structures that may be unsafe and/or dangerous. However, they do not possess the training to post the structures unsafe. In such instances, the code officers contact the building division. The Building Official and/or inspectors are then requested to make an inspection. Usually, such requests are received under exigent circumstances which are often disruptive to core building inspection functions. The proposal would provide the code enforcement officers with sufficient training so that they could declare structures unsafe and/or dangerous. Such actions if taken would be reported to the Building Official for confirmation and further follow-up as needed. Proposal substantially increases efficiencies.and reduces the workload of the Building Official and building inspectors. Training, $500 each; Property maintenance & housing inspector certification exam fee, $200 each; purchase of softcover books, $200 – total cost, $1,600. Certification renewal is needed every three years. There are no grant/contributions available for this proposal. This proposal seeks to enhance service levels with nominal expenditure increase. Service delivery options include having a third party inspector available on call to perform dangerous building inspections. However, given that inspections often occur under emergency circumstances, this is not considered to be cost effective.	-	-	$ 1,600	$ -	$ -	$ -
		Total - Police	**-**	**-**	**$ 51,600**	**$ 5,000**	**$ 50,000**	**$ 5,000**

POLICE DEPARTMENT OVERVIEW

Responsible Manager: ***Mike Zaro, Police Chief***

DEPARTMENT POSITION INVENTORY

Positions	2014 Actual	2015 Actual	2016 Adopted	2016 Adjusted	2016 Year-end	2017 Proposed	2018 Proposed	Grade
Commissioned	**101.00**	**100.00**	**100.00**	**100.00**	**100.00**	**100.00**	**100.00**	
Police Chief	1.00	1.00	1.00	1.00	1.00	1.00	1.00	72
Assistant Police Chief	1.00	1.00	1.00	1.00	1.00	1.00	1.00	67
Lieutenant	5.00	4.00	4.00	4.00	4.00	4.00	4.00	lt
Sergeant	14.00	14.00	14.00	14.00	14.00	14.00	14.00	sgt
Detective	11.00	11.00	11.00	11.00	11.00	11.00	11.00	det
Police Officer	69.00	69.00	69.00	69.00	69.00	69.00	69.00	po1
Limited Commission	**7.00**	**6.00**	**6.00**	**6.00**	**6.00**	**6.00**	**6.00**	
Community Service Officer	5.00	4.00	4.00	4.00	4.00	4.00	4.00	cso
Senior Animal Control Officer	1.00	1.00	1.00	1.00	1.00	1.00	1.00	25
Animal Control Officer	1.00	1.00	1.00	1.00	1.00	1.00	1.00	23
Non-Commissioned	**13.00**	**10.00**	**10.00**	**10.00**	**10.00**	**10.00**	**10.00**	
Fiscal and Grants Specialist	1.00	-	-	-	-	-	-	40
Evidence Supervisor	-	-	-	1.00	1.00	1.00	1.00	35
Property Room Supervisor	1.00	1.00	1.00	-	-	-	-	35
Crime Analyst	1.00	1.00	1.00	1.00	1.00	1.00	1.00	33
Code Enforcement Officer	3.00	2.00	2.00	2.00	2.00	2.00	2.00	33
Evidence Technician	-	-	-	1.00	1.00	1.00	1.00	26
Administrative Assistant	2.00	2.00	2.00	2.00	2.00	2.00	2.00	25
Evidence Custodian	2.00	2.00	2.00	1.00	1.00	1.00	1.00	18
Senior Office Assistant	2.00	2.00	2.00	2.00	2.00	2.00	2.00	18
Office Assistant	1.00	-	-	-	-	-	-	12
Total Regular Staffing	**121.00**	**116.00**	**116.00**	**116.00**	**116.00**	**116.00**	**116.00**	
Change from prior year	n/a	(5.00)	-	-	-	-	-	

DEPARTMENT POSITION INVENTORY (continued)

Position Title	Group	FTE Authorized	FTE Funded	2017 Salary	2017 Benefits	2017 Total 2017	2018 Salary	2018 Benefits	2018 Total 2018
	Total Police	**116.00**	**116.00**	**$ 10,838,198**	**$ 4,446,020**	**$ 15,284,218**	**$ 11,434,648**	**$ 4,685,732**	**$16,120,380**
Commissioned		**100.00**	**100.00**	**$ 9,529,456**	**$ 4,039,989**	**$ 13,569,445**	**$ 10,113,261**	**$ 4,264,375**	**$14,377,636**
Police Chief	Non-rep	1.00	1.00	$ 139,060	$ 45,397	$ 184,457	$ 143,235	$ 47,751	$ 190,986
Assistant Police Chief	Non-rep	1.00	1.00	126,768	43,821	170,589	130,584	46,127	176,711
Lieutenant	LPMG	1.00	1.00	132,432	37,990	170,422	139,152	39,291	178,443
Lieutenant	LPMG	1.00	1.00	129,276	49,033	178,309	139,152	51,734	190,886
Lieutenant	LPMG	1.00	1.00	132,432	48,469	180,901	139,152	50,650	189,802
Lieutenant	LPMG	1.00	1.00	132,432	45,840	178,272	139,152	47,553	186,705
Detective	LPIG	1.00	1.00	96,984	44,997	141,981	102,864	47,838	150,702
Detective	LPIG	1.00	1.00	94,224	46,616	140,840	99,960	48,815	148,775
Detective	LPIG	1.00	1.00	97,896	43,178	141,074	103,848	45,022	148,870
Detective	LPIG	1.00	1.00	96,984	38,868	135,852	102,864	40,809	143,673
Detective	LPIG	1.00	1.00	94,224	45,927	140,151	99,960	48,084	148,044
Detective	LPIG	1.00	1.00	96,072	44,845	140,917	101,904	47,758	149,662
Detective	LPIG	1.00	1.00	96,072	29,849	125,921	101,904	31,237	133,141
Detective	LPIG	1.00	1.00	96,984	46,259	143,243	102,864	48,294	151,158
Detective	LPIG	1.00	1.00	95,136	38,337	133,473	100,920	40,616	141,536
Detective	LPIG	1.00	1.00	97,896	46,343	144,239	103,848	48,375	152,223
Detective	LPIG	1.00	1.00	103,368	44,169	147,537	109,656	46,040	155,696
Sergeant	LPIG	1.00	1.00	113,928	46,731	160,659	120,888	49,670	170,558
Sergeant	LPIG	1.00	1.00	110,808	48,706	159,514	117,600	51,176	168,776
Sergeant	LPIG	1.00	1.00	109,800	48,624	158,424	116,472	50,857	167,329
Sergeant	LPIG	1.00	1.00	113,928	31,687	145,615	120,888	33,265	154,153
Sergeant	LPIG	1.00	1.00	110,808	40,665	151,473	117,600	42,674	160,274
Sergeant	LPIG	1.00	1.00	110,808	40,331	151,139	117,600	42,617	160,217
Sergeant	LPIG	1.00	1.00	111,592	46,500	158,092	118,680	49,083	167,763
Sergeant	LPIG	1.00	1.00	111,864	48,782	160,646	118,680	50,980	169,660
Sergeant	LPIG	1.00	1.00	113,652	48,908	162,560	120,888	51,427	172,315
Sergeant	LPIG	1.00	1.00	110,808	45,542	156,350	117,600	47,822	165,422
Sergeant	LPIG	1.00	1.00	110,808	46,760	157,568	117,600	49,345	166,945
Sergeant	LPIG	1.00	1.00	113,928	42,568	156,496	120,888	45,141	166,029
Sergeant	LPIG	1.00	1.00	113,928	48,943	162,871	120,888	51,428	172,316
Sergeant	LPIG	1.00	1.00	111,864	38,818	150,682	118,680	41,123	159,803
Police Officer	LPIG	1.00	1.00	101,064	47,099	148,163	107,232	49,458	156,690
Police Officer	LPIG	1.00	1.00	91,488	28,934	120,422	97,056	30,428	127,484
Police Officer	LPIG	1.00	1.00	98,400	44,733	143,133	104,400	47,579	151,979
Police Officer	LPIG	1.00	1.00	90,624	30,726	121,350	96,144	32,815	128,959
Police Officer	LPIG	1.00	1.00	93,216	46,173	139,389	98,880	48,685	147,565
Police Officer	LPIG	1.00	1.00	90,624	37,840	128,464	96,144	39,941	136,085
Police Officer	LPIG	1.00	1.00	91,488	33,247	124,735	97,056	35,321	132,377
Police Officer	LPIG	1.00	1.00	91,488	37,958	129,446	97,056	40,070	137,126

POLICE DEPARTMENT OVERVIEW

Responsible Manager: ***Mike Zaro, Police Chief***

DEPARTMENT POSITION INVENTORY (continued)

Position Title	Group	FTE Authorized	FTE Funded	2017 Salary	2017 Benefits	2017 Total 2017	2018 Salary	2018 Benefits	2018 Total 2018
Commissioned (continued)									
Police Officer	LPIG	1.00	1.00	85,080	32,990	118,070	90,264	34,798	125,062
Police Officer	LPIG	1.00	1.00	86,304	33,593	119,897	91,560	35,436	126,996
Police Officer	LPIG	1.00	1.00	90,624	45,877	136,501	96,144	48,439	144,583
Police Officer	LPIG	1.00	1.00	96,744	42,370	139,114	102,672	45,066	147,738
Police Officer	LPIG	1.00	1.00	88,896	43,712	132,608	94,296	46,727	141,023
Police Officer	LPIG	1.00	1.00	95,808	44,458	140,266	101,664	47,307	148,971
Police Officer	LPIG	1.00	1.00	88,896	45,615	134,511	94,296	48,162	142,458
Police Officer	LPIG	1.00	1.00	101,064	32,484	133,548	107,256	34,140	141,396
Police Officer	LPIG	1.00	1.00	91,488	45,867	137,355	97,056	48,437	145,493
Police Officer	LPIG	1.00	1.00	97,536	44,737	142,273	103,488	47,551	151,039
Police Officer	LPIG	1.00	1.00	91,488	37,943	129,431	97,080	40,053	137,133
Police Officer	LPIG	1.00	1.00	89,760	45,763	135,523	95,232	48,322	143,554
Police Officer	LPIG	1.00	1.00	90,624	39,242	129,866	96,144	41,409	137,553
Police Officer	LPIG	1.00	1.00	95,808	46,408	142,216	101,640	48,879	150,519
Police Officer	LPIG	1.00	1.00	79,824	22,961	102,785	84,696	24,172	108,868
Police Officer	LPIG	1.00	1.00	64,944	37,644	102,588	68,880	39,689	108,569
Police Officer	LPIG	1.00	1.00	94,944	41,638	136,582	100,728	43,571	144,299
Police Officer	LPIG	1.00	1.00	88,032	42,749	130,781	93,384	44,974	138,358
Police Officer	LPIG	1.00	1.00	90,624	45,349	135,973	96,144	47,596	143,740
Police Officer	LPIG	1.00	1.00	94,080	44,329	138,409	99,816	47,274	147,090
Police Officer	LPIG	1.00	1.00	96,672	44,637	141,309	102,576	47,485	150,061
Police Officer	LPIG	1.00	1.00	74,181	26,124	100,305	81,471	28,170	109,641
Police Officer	LPIG	1.00	1.00	64,944	37,631	102,575	68,880	39,677	108,557
Police Officer	LPIG	1.00	1.00	91,488	43,919	135,407	97,056	46,958	144,014
Police Officer	LPIG	1.00	1.00	70,544	32,524	103,068	72,643	34,310	106,953
Police Officer	LPIG	1.00	1.00	91,488	45,980	137,468	97,080	48,551	145,631
Police Officer	LPIG	1.00	1.00	88,896	45,659	134,555	94,320	48,208	142,528
Police Officer	LPIG	1.00	1.00	98,400	41,999	140,399	104,400	44,495	148,895
Police Officer	LPIG	1.00	1.00	94,944	38,295	133,239	100,728	40,310	141,038
Police Officer	LPIG	1.00	1.00	94,944	38,348	133,292	100,728	40,334	141,062
Police Officer	LPIG	1.00	1.00	95,808	21,717	117,525	101,664	22,657	124,321
Police Officer	LPIG	1.00	1.00	74,496	38,807	113,303	79,056	40,937	119,993
Police Officer	LPIG	1.00	1.00	88,896	42,507	131,403	94,320	44,866	139,186
Police Officer	LPIG	1.00	1.00	88,032	45,556	133,588	93,384	48,096	141,480
Police Officer	LPIG	1.00	1.00	93,216	46,152	139,368	98,904	48,693	147,597
Police Officer	LPIG	1.00	1.00	95,808	30,060	125,868	101,664	31,514	133,178
Police Officer	LPIG	1.00	1.00	74,181	28,735	102,916	81,471	31,020	112,491
Police Officer	LPIG	1.00	1.00	93,216	45,377	138,593	98,904	47,779	146,683
Police Officer	LPIG	1.00	1.00	92,352	37,675	130,027	97,968	40,056	138,024
Police Officer	LPIG	1.00	1.00	96,672	46,185	142,857	102,576	48,253	150,829
Police Officer	LPIG	1.00	1.00	93,216	41,844	135,060	98,880	44,680	143,560

DEPARTMENT POSITION INVENTORY (continued)

Position Title	Group	FTE Authorized	FTE Funded	2017 Salary	2017 Benefits	2017 Total 2017	2018 Salary	2018 Benefits	2018 Total 2018
Commissioned (continued)									
Police Officer	LPIG	1.00	1.00	94,944	44,391	139,335	100,728	47,340	148,068
Police Officer	LPIG	1.00	1.00	77,136	35,090	112,226	81,816	37,426	119,242
Police Officer	LPIG	1.00	1.00	84,918	37,074	121,992	91,560	39,392	130,952
Police Officer	LPIG	1.00	1.00	95,808	46,485	142,293	101,664	48,888	150,552
Police Officer	LPIG	1.00	1.00	86,304	32,143	118,447	91,560	33,896	125,456
Police Officer	LPIG	1.00	1.00	93,216	43,021	136,237	98,904	45,346	144,250
Police Officer	LPIG	1.00	1.00	66,166	16,916	83,082	72,643	18,196	90,839
Police Officer	LPIG	1.00	1.00	86,304	33,382	119,686	91,560	35,211	126,771
Police Officer	LPIG	1.00	1.00	97,536	38,885	136,421	103,464	40,789	144,253
Police Officer	LPIG	1.00	1.00	91,488	43,042	134,530	97,080	45,765	142,845
Police Officer	LPIG	1.00	1.00	91,488	42,803	134,291	97,080	45,184	142,264
Police Officer	LPIG	1.00	1.00	90,624	37,276	127,900	96,144	39,320	135,464
Police Officer	LPIG	1.00	1.00	93,216	46,129	139,345	98,904	48,677	147,581
Police Officer	LPIG	1.00	1.00	90,624	40,686	131,310	96,144	42,933	139,077
Police Officer	LPIG	1.00	1.00	70,544	36,907	107,451	72,643	39,204	111,847
Police Officer	LPIG	1.00	1.00	91,488	45,950	137,438	97,080	48,521	145,601
Police Officer	LPIG	1.00	1.00	66,166	36,527	102,693	72,643	39,465	112,108
Police Officer	LPIG	1.00	1.00	66,827	22,783	89,610	73,376	24,503	97,879
Police Officer	LPIG	1.00	1.00	94,080	29,251	123,331	99,840	30,885	130,725
Police Officer	LPIG	1.00	1.00	70,461	25,571	96,032	77,376	27,483	104,859
Limited Commission		**6.00**	**6.00**	**$ 346,251**	**$ 142,461**	**$ 488,712**	**$ 351,816**	**$ 147,718**	**$ 499,534**
Community Service Officer	Teamsters	1.00	1.00	59,352	29,014	88,366	60,552	30,170	90,722
Community Service Officer	Teamsters	1.00	1.00	59,352	28,751	88,103	60,552	29,980	90,532
Community Service Officer	Teamsters	1.00	1.00	59,352	26,026	85,378	60,552	27,066	87,618
Community Service Officer	Teamsters	1.00	1.00	59,352	20,451	79,803	60,552	21,170	81,722
Senior Animal Control Officer	AFSCME	1.00	1.00	61,848	20,686	82,534	61,848	21,187	83,035
Animal Control Officer	AFSCME	1.00	1.00	46,995	17,533	64,528	47,760	18,145	65,905
Non-Commissioned		**10.00**	**10.00**	**$ 596,781**	**$ 263,569**	**$ 860,350**	**$ 603,861**	**$ 273,638**	**$ 877,499**
Code Enforcement Officer	AFSCME	1.00	1.00	65,608	20,306	85,914	65,712	20,443	86,155
Code Enforcement Officer	AFSCME	1.00	1.00	70,704	24,385	95,089	70,704	24,934	95,638
Evidence Supervisor	AFSCME	1.00	1.00	60,600	19,354	79,954	62,400	19,786	82,186
Crime Analyst	AFSCME	1.00	1.00	72,456	34,212	106,668	72,456	35,411	107,867
Evidence Technician	AFSCME	1.00	1.00	56,781	21,869	78,650	58,917	22,801	81,718
Evidence Custodian	AFSCME	1.00	1.00	41,424	32,460	73,884	41,424	33,846	75,270
Administrative Assistant	Non-rep	1.00	1.00	60,912	24,510	85,422	62,736	25,860	88,596
Administrative Assistant	AFSCME	1.00	1.00	60,632	35,749	96,381	61,848	37,967	99,815
Senior Office Assistant	AFSCME	1.00	1.00	53,832	26,171	80,003	53,832	27,104	80,936
Senior Office Assistant	AFSCME	1.00	1.00	53,832	24,553	78,385	53,832	25,485	79,317
Other Pay				**$ 365,710**	**$ -**	**$ 365,710**	**$ 365,710**	**$ -**	**$ 365,710**
On Call/Stand By Pay				67,100	-	67,100	67,100	-	67,100
Holiday Pay				171,930	-	171,930	171,930	-	171,930
Holiday Premium Pay				171,030	-	171,030	171,030	-	171,030
Comp Time Cash Out				35,650	-	35,650	35,650	-	35,650
DUI Emergency				20,000	-	20,000	20,000	-	20,000
Position Vacancy Savings				(100,000)	-	(100,000)	(100,000)	-	(100,000)

POLICE DEPARTMENT OVERVIEW

Responsible Manager: ***Mike Zaro, Police Chief***

PURPOSE & DESCRIPTION

The mission of the Police Department is to protect life and property, reduce crime, build better communities, respect and protect individual rights, and enforce the laws of the City of Lakewood and the State of Washington.

The department's core values include:

- *Integrity:* honor in word and deed
- *Dedication*: serving citizens and improving communities
- *Teamwork*: building strong partnerships internally and with others
- *Competence*: highly skilled tactically, technically, and as leaders
- *Courage*: going in harm's way, championing what's right
- *Respect*: for all people at all times

The Police Department is comprised of five separate sections:

- *Command*: public awareness, document control, crime analysis for predictive policing, purchasing, grant writing, contract administration, liaison with public safety advisory committee— oversees all of the other public safety units below:
- *Professional Standards*: training, background checks, hiring, internal affairs, public disclosure requests, transcription
- *Patrol*: respond to calls for service, perform proactive policing activities (e.g. traffic stops)
- *Investigations*: Major Crimes , Property ProAc, Special Assault Unit, Special Operations (drug and vice), Forensic Services
- *Specialty Units*: Court security, Traffic, Marine Services Unit, SWAT, K-9, Bicycle team, Property Room, front desk, Animal Control, Peer Support, Volunteers and Community Safety Resource Team (CSRT)

PURPOSE & DESCRIPTION (continued)

The department has community and regional partnerships with:

- *Cooperative Cities:* Crime Response Unit, SWAT, Metro Collision Response Team, Civil Disturbance Unit
- *FBI:* Violent Crime Task Force, Innocent Lost Task Force
- *Drug Enforcement Agency (DEA)*
- *Department of Corrections:* DOC Officer working out of the Police Station
- *Criminal Justice Training Commission:* Detective currently assigned as an instructor and Tac Officer
- *Joint Base Lewis McChord*
- *Western State Hospital:* Ongoing funding from the State of Washington to provide investigative, training, and community liaison services
- *Greater Lakes Mental Health:* Position on Board of Directors, partnership in Department of Justice grant for an imbedded MHP at the Police Department
- *West Pierce Fire & Rescue:* Partners in Emergency Management, work together on active shooter training
- *South Sound 911*: Position on Board of Directors, position on the Finance Committee
- *Washington Auto Theft Prevention Authority*

GOALS/OBJECTIVES

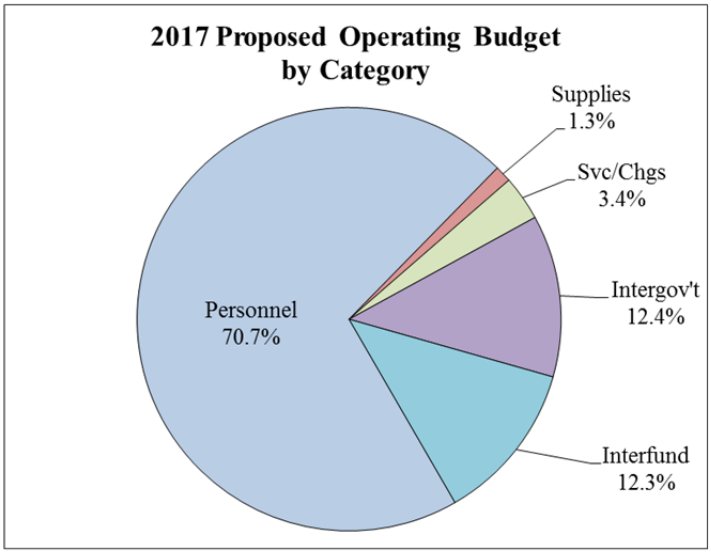
- Reduce crime, protect life and property, and ensure the City is safe
- Ensure residents and visitors will experience a sense of safety in all neighborhoods and in all activities in the City
- Work to make the City will be one of the safest cities based on approved metrics and report benchmark metrics back to the City Council for approval and tracking
- Ensure adequate resources are available to maintain and ensure the health, welfare, and safety of community
- Enhance community safety through expanded public awareness and educational programs
- Build better communities
- Respect and protect individual rights and enforce the laws of the City and the State of Washington

POLICE DEPARTMENT OVERVIEW

Responsible Manager: ***Mike Zaro, Police Chief***

DEPARTMENT SUMMARY – GENERAL FUND

Code	Item	2014 Actual	2015 Actual	2016 Adopted	2016 Adjusted	2016 Year-end	2017 Proposed	2018 Proposed	17 Proposed - 16 Adj $ Chg	17 Proposed - 16 Adj % Chg
Revenue Summary:										
001	Criminal Justice Sales Tax	$ 863,463	$ 926,884	$ 846,000	$ 898,300	$ 945,000	$ 963,900	$ 992,800	$ 65,600	7.3%
001	Criminal Justice	147,169	134,679	136,900	150,200	150,200	150,200	150,200	-	0.0%
001	Criminal Justice High Crime	332,925	224,154	298,100	236,700	236,700	236,700	236,700	-	0.0%
001	Liquor Excise Tax	99,953	191,738	80,800	258,500	267,500	274,596	274,600	16,096	6.2%
001	Liquor Board Profits	518,105	511,368	509,500	502,500	494,300	496,860	496,900	(5,640)	-1.1%
001	Alarm Permits & Fees	135,883	164,363	159,000	136,000	136,000	136,000	136,000	-	0.0%
001	FBI & Other Intergovt'l	41,302	33,134	12,900	12,900	17,900	17,900	17,900	5,000	38.8%
001	Animal License	41,118	39,540	35,800	42,000	42,000	42,000	42,000	-	0.0%
001	Animal Services-Steilacoom	10,586	12,173	13,000	13,000	13,000	13,400	13,800	400	3.1%
001	Animal Services-Dupont	20,554	27,954	27,000	27,000	27,000	27,800	28,600	800	3.0%
001	Photo Infraction	704,211	699,028	750,000	750,000	750,000	700,000	700,000	(50,000)	-6.7%
001	Towing Impound Fees	49,300	37,000	40,000	40,000	40,000	40,000	40,000	-	0.0%
001	Extra Duty Contracts	398,599	363,353	400,000	400,000	400,000	400,000	400,000	-	0.0%
001	Dispatch Svcs-Western SH	288,027	287,537	231,000	276,000	276,000	276,000	276,000	-	0.0%
001	General Government	16,284,682	18,055,836	17,801,706	18,912,265	19,238,484	19,855,558	20,511,344	943,293	5.0%
	Total Revenues - General Fund	**$ 19,935,877**	**$ 21,708,741**	**$ 21,341,706**	**$ 22,655,365**	**$ 23,034,084**	**$23,630,914**	**$24,316,844**	**$ 975,549**	**4.3%**
General Fund Operating Expenditure Summary:										
	Command	5,033,508	7,132,839	6,305,020	7,520,524	7,109,943	7,538,976	7,717,774	18,452	0.2%
	Professional Standards	217,496	113,660	95,570	107,425	107,425	160,060	159,400	52,635	49.0%
	Patrol	7,163,954	7,362,553	7,400,236	7,395,550	7,395,550	7,784,440	8,199,890	388,890	5.3%
	Criminal Investigations	2,491,608	3,436,838	3,620,550	3,609,200	4,397,600	4,122,600	4,363,200	513,400	14.2%
	Speciality Units	4,976,448	3,549,616	3,920,330	3,914,127	3,915,027	3,567,198	3,682,200	(346,929)	-8.9%
	Subtotal Ongoing	**$ 19,883,014**	**$ 21,595,506**	**$ 21,341,706**	**$ 22,546,826**	**$ 22,925,545**	**$23,173,274**	**$24,122,464**	**$ 626,448**	**2.8%**
General Fund 1-Time Expenditure Summary:										
	Command	35,412	113,235	-	108,539	108,539	456,040	194,380	347,501	320.2%
	Speciality Units	17,451	-	-	-	-	1,600	-	1,600	n/a
	Subtotal 1-Time	**$ 52,863**	**$ 113,235**	**$ -**	**$ 108,539**	**$ 108,539**	**$ 457,640**	**$ 194,380**	**$ 349,101**	**321.6%**
	Total Expenditures - General Fund	**$ 19,935,877**	**$ 21,708,741**	**$ 21,341,706**	**$ 22,655,365**	**$ 23,034,084**	**$23,630,914**	**$24,316,844**	**$ 975,549**	**4.3%**



POLICE DEPARTMENT OVERVIEW

Responsible Manager: ***Mike Zaro, Police Chief***

HIGHLIGHTS/CHANGES:

The proposed operating budget totals $23.17M in 2017 and $24.12M in 2018. The 2017 proposed operating budget is a 2.8% or $626K increase from the 2016 adjusted operating budget. The increase compared to the 2016 adjusted budget is due primarily to the implementation of the Lakewood Police Independent Guild (LPIG) collective bargaining agreement effective January 1, 2016 through December 31, 2020 and the Lakewood Police Management Guild (LPMG) effective January 1, 2016 through December 31, 2019. The decrease in replacement reserves is to align to anticipated collections.

REVENUE & EXPENDITURE SUMMARY – GENERAL FUND

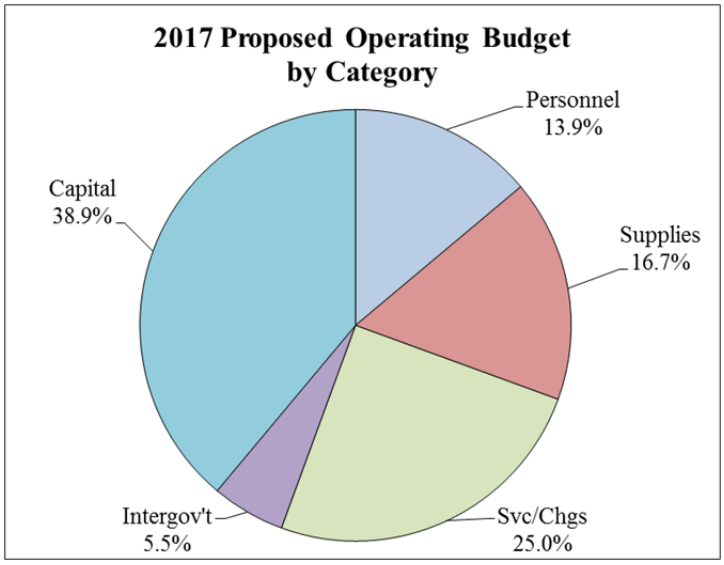
		2014	2015	2016			2017	2018	17 Proposed - 16 Adj	
Code	Item	Actual	Actual	Adopted	Adjusted	Year-end	Proposed	Proposed	$ Chg	% Chg
Revenue Summary:										
001	Criminal Justice Sales Tax	$ 863,463	$ 926,884	$ 846,000	$ 898,300	$ 945,000	$ 963,900	$ 992,800	$ 65,600	7.3%
001	Criminal Justice	147,169	134,679	136,900	150,200	150,200	150,200	150,200	-	0.0%
001	Criminal Justice High Crime	332,925	224,154	298,100	236,700	236,700	236,700	236,700	-	0.0%
001	Liquor Excise Tax	99,953	191,738	80,800	258,500	267,500	274,596	274,600	16,096	6.2%
001	Liquor Board Profits	518,105	511,368	509,500	502,500	494,300	496,860	496,900	(5,640)	-1.1%
001	Alarm Permits & Fees	135,883	164,363	159,000	136,000	136,000	136,000	136,000	-	0.0%
001	FBI, Other Intergovt'l	41,302	33,134	12,900	12,900	17,900	17,900	17,900	5,000	38.8%
001	Animal License	41,118	39,540	35,800	42,000	42,000	42,000	42,000	-	0.0%
001	Animal Services-Steilacoom	10,586	12,173	13,000	13,000	13,000	13,400	13,800	400	3.1%
001	Animal Services-Dupont	20,554	27,954	27,000	27,000	27,000	27,800	28,600	800	3.0%
001	Photo Infraction	704,211	699,028	750,000	750,000	750,000	700,000	700,000	(50,000)	-6.7%
001	Towing Impound Fees	49,300	37,000	40,000	40,000	40,000	40,000	40,000	-	0.0%
001	Extra Duty Contracts	398,599	363,353	400,000	400,000	400,000	400,000	400,000	-	0.0%
001	Dispatch Svcs-Western SH	288,027	287,537	231,000	276,000	276,000	276,000	276,000	-	0.0%
001	General Government	16,284,682	18,055,836	17,801,706	18,912,265	19,238,484	19,855,558	20,511,344	943,293	5.0%
	Total Revenues:	**$ 19,935,877**	**$ 21,708,741**	**$ 21,341,706**	**$ 22,655,365**	**$ 23,034,084**	**$ 23,630,914**	**$ 24,316,844**	**$ 975,549**	**4.3%**
Expenditure Summary:										
11.xxx	Salaries & Wages	9,943,926	9,872,056	10,038,856	10,036,670	10,825,970	10,838,198	11,434,648	801,528	8.0%
11.002/4	Overtime	914,356	916,567	699,610	690,582	690,582	690,590	690,590	8	0.0%
11.008	Extra Duty Pay	326,628	328,481	400,000	400,000	400,000	400,000	400,000	-	0.0%
21.xxx	Benefits	4,245,559	4,215,261	4,457,340	4,483,610	4,483,610	4,446,020	4,685,732	(37,590)	-0.8%
31.xxx	Other Operating Supplies	116,738	136,645	179,890	177,065	177,065	129,430	129,430	(47,635)	-26.9%
31.003/004	Forms & Publications	169	-	2,810	2,810	2,810	2,810	2,810	-	0.0%
31.005	Meeting Food & Beverage	2,689	1,762	2,840	2,840	2,840	2,840	2,840	-	0.0%
31.008	Clothing/Uniform	48,504	53,829	57,840	51,810	51,810	43,920	43,640	(7,890)	-15.2%
32.xxx	Fuel	374,536	-	-	-	-	-	-	-	n/a
35.xxx	Small Tools/Minor Equip	58,110	51,497	110,110	101,110	101,110	113,830	100,710	12,720	12.6%
41.xxx	Professional Service	668,400	640,421	664,030	647,344	647,344	652,380	662,380	5,036	0.8%
42.xxx	Communication	99,483	-	-	-	-	-	-	-	n/a
43/49.003	Travel & Training	76,932	76,900	82,410	94,265	94,265	125,890	124,030	31,625	33.5%
44.xxx	Advertising	687	864	1,150	1,150	1,150	1,150	1,150	-	0.0%
45.xxx	Operating Rental/Lease	4,974	-	-	-	-	-	-	-	n/a
48.xxx	Repairs & Maintenance	255,670	394	5,950	5,950	5,950	5,950	5,950	-	0.0%
49.001	Membership Dues	2,992	3,080	4,520	4,520	4,520	3,220	4,420	(1,300)	-28.8%
49.xxx	Other Charges & Services	8,218	5,672	4,400	4,400	4,400	4,900	4,900	500	11.4%
5x.xxx	Intergovernmental	2,734,443	2,846,857	2,779,050	2,835,616	2,835,616	2,868,860	2,868,860	33,244	1.2%
9x.xxx	IS Charges - M&O	-	1,841,510	1,149,780	2,245,626	1,987,492	2,241,463	2,266,820	(4,163)	-0.2%
9x.xxx	IS Charges - Reserves	-	603,710	701,120	761,458	609,011	601,823	693,554	(159,635)	-21.0%
	Subtotal Operating Exp:	**$ 19,883,014**	**$ 21,595,506**	**$ 21,341,706**	**$ 22,546,826**	**$ 22,925,545**	**$ 23,173,274**	**$ 24,122,464**	**$ 626,448**	**2.8%**
Capital & One-time Funding:										
	Capital & One-Time	52,863	113,235	-	108,539	108,539	457,640	194,380	349,101	321.6%
	Subtotal One-time Exp:	**$ 52,863**	**$ 113,235**	**$ -**	**$ 108,539**	**$ 108,539**	**$ 457,640**	**$ 194,380**	**$ 349,101**	**321.6%**
	Total Expenditures:	**$ 19,935,877**	**$ 21,708,741**	**$ 21,341,706**	**$ 22,655,365**	**$ 23,034,084**	**$ 23,630,914**	**$ 24,316,844**	**$ 975,549**	**4.3%**

POLICE DEPARTMENT OVERVIEW

Responsible Manager: ***Mike Zaro, Police Chief***

DEPARTMENT SUMMARY – SPECIAL REVENUE FUNDS

Code	Item	2014 Actual	2015 Actual	2016 Adopted	2016 Adjusted	2016 Year-end	2017 Proposed	2018 Proposed	17 Proposed - 16 Adj $ Chg	17 Proposed - 16 Adj % Chg
Revenue Summary:										
180	Narcotics Seizure	97,417	191,067	110,000	116,828	117,360	75,000	75,000	(41,828)	-35.8%
181	Felony Seizure	289	-	-	-	-	-	-	-	n/a
182	Federal Seizure	68,529	218,900	-	-	75,000	75,000	75,000	75,000	n/a
195	Public Safety Grants	186,767	192,779	-	163,135	163,135	-	-	(163,135)	-100.0%
Total Rev - Special Revenue Funds		**$ 353,002**	**$ 602,746**	**$ 110,000**	**$ 279,963**	**$ 355,495**	**$ 150,000**	**$ 150,000**	**$ (129,963)**	**-46.4%**
Non-General Fund Operating Expenditure Summary:										
180	Narcotics Seizure	392,320	192,754	13,431	598,413	598,413	75,000	75,000	(523,413)	-87.5%
181	Felony Seizure	96,907	5,044	3,913	-	-	-	-	-	n/a
182	Federal Seizure	37,432	83,840	-	206,847	101,847	104,900	104,900	(101,947)	-49.3%
195	Public Safety Grants	186,552	192,995	-	163,135	163,135	-	-	(163,135)	-100.0%
Total Exp - Special Revenue Funds		**$ 713,211**	**$ 474,633**	**$ 17,344**	**$ 968,395**	**$ 863,395**	**$ 179,900**	**$ 179,900**	**$ (788,495)**	**-81.4%**



REVENUE & EXPENDITURE SUMMARY – SPECIAL REVENUE FUNDS

Code	Item	2014 Actual	2015 Actual	2016 Adopted	2016 Adjusted	2016 Year-end	2017 Proposed	2018 Proposed	17 Proposed - 16 Adj $ Chg	17 Proposed - 16 Adj % Chg
Revenue Summary:										
180	Narcotics Seizure	$ 97,417	$ 191,067	$ 110,000	$ 116,828	$ 117,360	$ 75,000	$ 75,000	$ (41,828)	-35.8%
181	Felony Seizure	289	-	-	-	-	-	-	-	n/a
182	Federal Seizure	68,529	218,900	-	-	75,000	75,000	75,000	75,000	n/a
195	Public Safety Grants	186,767	192,779	-	163,135	163,135	-	-	(163,135)	-100.0%
	Total Revenues:	**$ 353,002**	**$ 602,746**	**$ 110,000**	**$ 279,963**	**$ 355,495**	**$ 150,000**	**$ 150,000**	**$ (129,963)**	**-46.4%**
Expenditure Summary:										
11.xxx	Salaries & Wages	6,712	-	-	-	-	-	-	-	n/a
11.002/4	Overtime	78,324	55,467	2,841	145,604	145,604	25,000	25,000	(120,604)	-82.8%
21.xxx	Benefits	28,908	13,979	1,425	47,455	47,455	-	-	(47,455)	-100.0%
31.xxx	Other Operating Supplies	84,265	62,416	12,422	65,139	65,139	-	-	(65,139)	-100.0%
31.008	Clothing/Uniform	4,366	614	-	7,000	7,000	-	-	(7,000)	-100.0%
35.xxx	Small Tools/Minor Equip	61,995	42,993	-	242,813	137,813	30,000	30,000	(212,813)	-87.6%
41.xxx	Professional Service	124,196	152,039	-	103,760	103,760	-	-	(103,760)	-100.0%
42.xxx	Communication	2,720	21,454	656	-	-	-	-	-	n/a
43/49.003	Travel & Training	53,175	36,868	-	39,264	39,264	45,000	45,000	5,736	14.6%
45.xxx	Operating Rental/Lease	6,464	-	-	-	-	-	-	-	n/a
48.xxx	Repairs & Maintenance	17,162	27,836	-	18,000	18,000	-	-	(18,000)	-100.0%
49.xxx	Other Charges & Services	3,225	-	-	299,360	299,360	-	-	(299,360)	-100.0%
597	Interfund Transfers	100,000	-	-	-	-	-	-	-	n/a
5x.xxx	Intergovernmental	-	-	-	-	-	9,900	9,900	9,900	n/a
6x.xxx	Capital	141,699	60,967	-	-	-	70,000	70,000	70,000	n/a
	Subtotal Operating Exp:	**$ 713,211**	**$ 474,633**	**$ 17,344**	**$ 968,395**	**$ 863,395**	**$ 179,900**	**$ 179,900**	**$ (788,495)**	**-81.4%**
Capital & One-time Funding:										
	Capital & One-Time	-	-	-	-	-	-	-	-	n/a
	Subtotal One-time Exp:	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**n/a**
	Total Expenditures:	**$ 713,211**	**$ 474,633**	**$ 17,344**	**$ 968,395**	**$ 863,395**	**$ 179,900**	**$ 179,900**	**$ (788,495)**	**-81.4%**

POLICE COMMAND

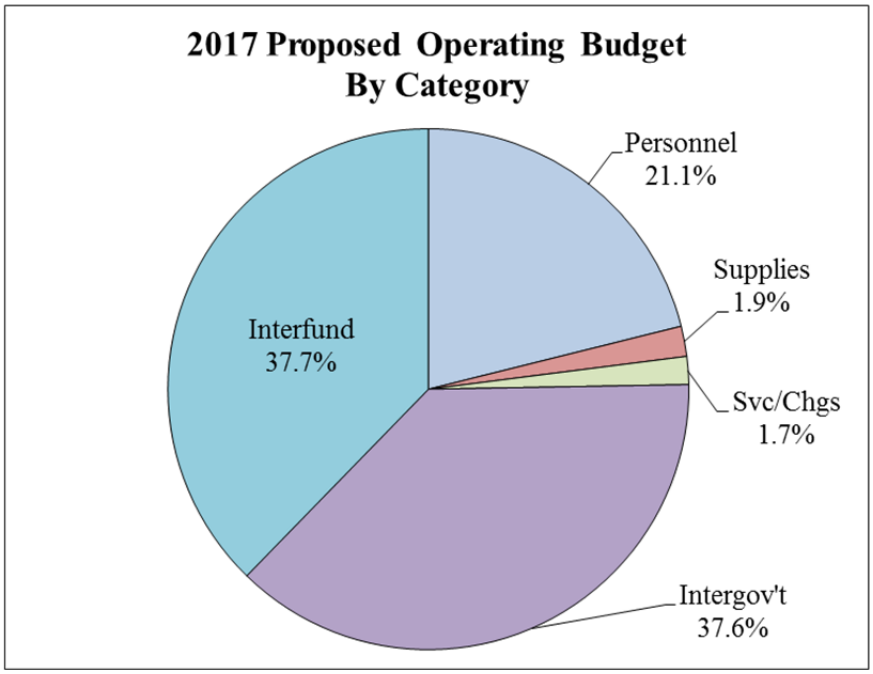
Responsible Manager: ***Mike Zaro, Police Chief***

PURPOSE/DESCRIPTION

The Command Section is responsible for overall department leadership, public awareness, document control, crime analysis, purchasing, grant writing, contract administration and Public Safety Advisory Committee.

POSITION INVENTORY

Positions	2014 Actual	2015 Actual	2016 Adopted	2016 Adjusted	2016 Year-end	2017 Proposed	2018 Proposed	Grade
Police Chief	1.00	1.00	1.00	1.00	1.00	1.00	1.00	72
Assistant Police Chief	1.00	1.00	1.00	1.00	1.00	1.00	1.00	67
Crime Analyst	1.00	1.00	1.00	1.00	1.00	1.00	1.00	33
Administrative Assistant	1.00	1.00	1.00	1.00	1.00	1.00	1.00	25
Total Regular Staffing	**4.00**	**4.00**	**4.00**	**4.00**	**4.00**	**4.00**	**4.00**	
Change from prior year	n/a	-	-	-	-	-	-	



POLICE COMMAND

Responsible Manager: ***Mike Zaro, Police Chief***

REVENUE & EXPENDITURE SUMMARY

Code	Item	2014 Actual	2015 Actual	2016 Adopted	2016 Adjusted	2016 Year-end	2017 Proposed	2018 Proposed	17 Proposed - 16 Adj $ Chg	17 Proposed - 16 Adj % Chg
Revenue Summary:										
	Criminal Justice Sales Tax	$ 863,463	$ 926,884	$ 846,000	$ 898,300	$ 945,000	$ 963,900	$ 992,800	$ 65,600	7.3%
	Criminal Justice	147,169	134,679	136,900	150,200	150,200	150,200	150,200	-	0.0%
	Criminal Justice High Crime	332,925	224,154	298,100	236,700	236,700	236,700	236,700	-	0.0%
	Liquor Excise Tax	99,953	191,738	80,800	258,500	267,500	274,596	274,600	16,096	6.2%
	Liquor Board Profits	518,105	511,368	509,500	502,500	494,300	496,860	496,900	(5,640)	-1.1%
	Alarm Permits & Fees	135,883	164,363	159,000	136,000	136,000	136,000	136,000	-	0.0%
	FBI, Intergovt, Contracts	41,302	33,134	12,900	12,900	17,900	17,900	17,900	5,000	38.8%
	General Government	2,930,120	5,059,754	4,261,820	5,433,963	4,970,882	5,718,860	5,607,054	284,897	5.2%
	Total Revenues:	**$ 5,068,920**	**$ 7,246,074**	**$ 6,305,020**	**$ 7,629,063**	**$ 7,218,482**	**$ 7,995,016**	**$ 7,912,154**	**$ 365,953**	**4.8%**
Expenditure Summary:										
11.xxx	Salaries & Wages	1,127,605	1,046,289	901,740	901,740	901,740	1,071,590	1,109,430	169,850	18.8%
11.002/4	Overtime	74,632	92,321	90,950	81,922	81,922	81,930	81,930	8	0.0%
21.xxx	Benefits	475,552	462,910	380,600	406,870	406,870	438,050	459,320	31,180	7.7%
31.xxx	Other Operating Supplies	96,852	102,134	143,240	140,415	140,415	93,430	93,430	(46,985)	-33.5%
31.003/004	Forms & Publications	-	-	1,500	1,500	1,500	1,500	1,500	-	0.0%
31.005	Meeting Food & Beverage	2,075	899	2,000	2,000	2,000	2,000	2,000	-	0.0%
31.008	Clothing/Uniform	11,813	9,425	15,000	13,970	13,970	12,470	12,470	(1,500)	-10.7%
32.xxc	Fuel	374,536	-	-	-	-	-	-	-	n/a
35.xxx	Small Tools/Minor Equip	2,742	19,663	24,450	24,450	24,450	31,900	34,500	7,450	30.5%
41.xxx	Professional Service	105,921	125,205	139,540	134,264	134,264	128,700	128,700	(5,564)	-4.1%
42.xxx	Communication	9,600	-	-	-	-	-	-	-	n/a
43/49.003	Travel & Training	4,880	8,580	2,200	2,200	2,200	810	810	(1,390)	-63.2%
44.xxx	Advertising	314	864	550	550	550	550	550	-	0.0%
45.xxx	Operating Rental/Lease	4,974	-	-	-	-	-	-	-	n/a
48.xxx	Repairs & Maintenance	1,524	394	300	300	300	300	300	-	0.0%
49.001	Membership Dues	345	690	-	-	-	-	-	-	n/a
49.xxx	Other Charges & Services	5,700	3,745	-	-	-	-	-	-	n/a
5x.xxx	Intergovernmental	2,734,443	2,814,500	2,752,050	2,803,259	2,803,259	2,832,460	2,832,460	29,201	1.0%
9x.xxx	IS Charges - M&O	-	1,841,510	1,149,780	2,245,626	1,987,492	2,241,463	2,266,820	(4,163)	-0.2%
9x.xxx	IS Charges - Reserves	-	603,710	701,120	761,458	609,011	601,823	693,554	(159,635)	-21.0%
	Subtotal Operating Exp:	**$ 5,033,508**	**$ 7,132,839**	**$ 6,305,020**	**$ 7,520,524**	**$ 7,109,943**	**$ 7,538,976**	**$ 7,717,774**	**$ 18,452**	**0.2%**
Capital & One-time Funding:										
	Capital & One-Time	$ 35,412	$ 113,235	$ -	$ 108,539	$ 108,539	$ 456,040	$ 194,380	347,501	320.2%
	Subtotal One-time Exp:	**$ 35,412**	**$ 113,235**	**$ -**	**$ 108,539**	**$ 108,539**	**$ 456,040**	**$ 194,380**	**$ 347,501**	**320.2%**
	Total Expenditures:	**$ 5,068,920**	**$ 7,246,074**	**$ 6,305,020**	**$ 7,629,063**	**$ 7,218,482**	**$ 7,995,016**	**$ 7,912,154**	**$ 365,953**	**4.8%**

INTERGOVERNMENTAL DETAIL

Code	Item	2014 Actual	2015 Actual	2016 Adopted	2016 Adjusted	2016 Year-end	2017 Proposed	2018 Proposed	17 Proposed - 16 Adj $ Chg	17 Proposed - 16 Adj % Chg
	Jail Services	693,896	700,814	624,240	624,240	624,240	624,240	624,240	-	0.0%
	Dispatch Services/Radio Fees	2,027,605	2,112,715	2,111,410	2,156,869	2,156,869	2,195,070	2,195,070	38,201	1.8%
	Boathouse/Reimb/Other	12,942	971	16,400	22,150	22,150	13,150	13,150	(9,000)	-40.6%
	Total - Intergovernmental	**$ 2,734,443**	**$ 2,814,500**	**$ 2,752,050**	**$ 2,803,259**	**$ 2,803,259**	**$ 2,832,460**	**$ 2,832,460**	**$ 29,201**	**1.0%**

POLICE PROFESSIONAL STANDARDS

Responsible Manager: ***John Unfred, Assistant Police Chief***

PURPOSE/DESCRIPTION

The Professional Standards Section coordinates with Human Resources for hiring personnel and conducting background investigations. Professional Standards is responsible for internal investigations, training, interview transcription, accreditation, and public disclosure requests. Professional Standards also encompasses the office administrative functions for the department.

PERFORMANCE MEASURES

Measure	Target	2015 Actual	2016 Est	2017 Est	2018 Est
% of officers meeting state requirements for annual training hours	100	100	100	100	100
Training hours provided	8,080	8,397	8,080	8,080	8,080
Successful WASPC accreditation	Yes	Yes	Yes	Yes	Yes
Internal investigations conducted	8	10	8	8	8
Uses of force as percent of arrests	3.0%	3.3%	3.3%	3.3%	3.3%
Uses of force as percent of calls for service	0.10%	0.15%	0.15%	0.15%	0.15%
Pursuits	35	42	37	35	33
Pursuit terminations	15%	14%	15%	155	15%
Promotional processes completed	2	5	2	2	2
Hiring processes completed	4	6	4	4	4

POSITION INVENTORY

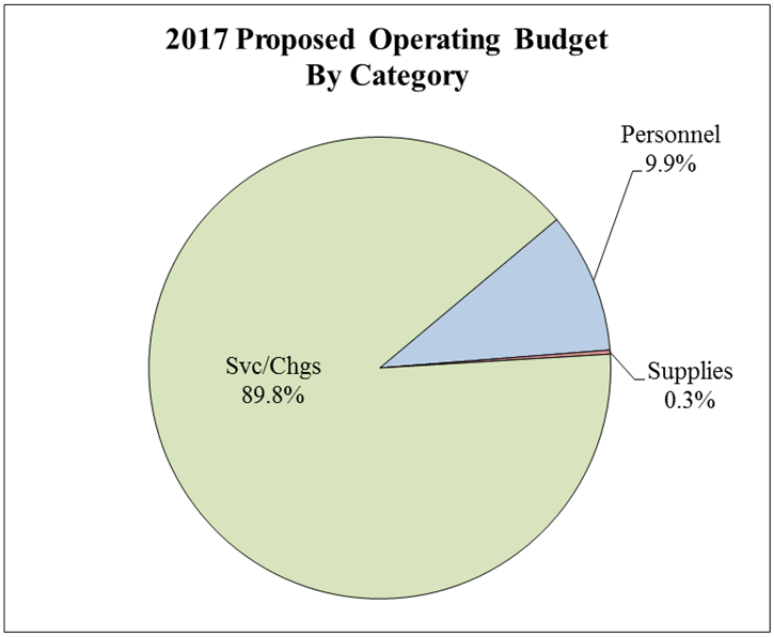
Positions	2014 Actual	2015 Actual	2016 Adopted	2016 Adjusted	2016 Year-end	2017 Proposed	2018 Proposed	Grade
Lieutenant	1.00	1.00	1.00	1.00	1.00	1.00	1.00	lt
Sergeant	1.00	1.00	1.00	1.00	1.00	1.00	1.00	sgt
Detective	1.00	1.00	1.00	1.00	1.00	1.00	1.00	det
Police Officer	1.00	1.00	1.00	1.00	1.00	1.00	1.00	po1
Fiscal and Grants Specialist	1.00	-	-	-	-	-	-	40
Administrative Assistant	1.00	1.00	1.00	1.00	1.00	1.00	1.00	25
Senior Office Assistant	2.00	2.00	2.00	2.00	2.00	2.00	2.00	18
Office Assistant	1.00	-	-	-	-	-	-	12
Total Regular Staffing	**9.00**	**7.00**	**7.00**	**7.00**	**7.00**	**7.00**	**7.00**	
Change from prior year	n/a	(2.00)	-	-	-	-	-	

POLICE PROFESSIONAL STANDARDS

Responsible Manager: ***John Unfred, Assistant Police Chief***

REVENUE & EXPENDITURE SUMMARY

Code	Item	2014 Actual	2015 Actual	2016 Adopted	2016 Adjusted	2016 Year-end	2017 Proposed	2018 Proposed	17 Proposed - 16 Adj $ Chg	17 Proposed - 16 Adj % Chg
Revenue Summary:										
	General Government	217,496	113,660	95,570	107,425	107,425	160,060	159,400	52,635	49.0%
	Total Revenues:	**$ 217,496**	**$ 113,660**	**$ 95,570**	**$ 107,425**	**$ 107,425**	**$ 160,060**	**$ 159,400**	**$ 52,635**	**49.0%**
Expenditure Summary:										
11.xxx	Salaries & Wages	80,120	-	1,800	1,800	1,800	1,800	1,800	-	0.0%
11.002/4	Overtime	22,172	18,870	14,000	14,000	14,000	14,000	14,000	-	0.0%
21.xxx	Benefits	43,080	8,098	-	-	-	-	-	-	n/a
31.xxx	Office Supplies	1,252	786	-	-	-	-	-	-	n/a
31.005	Meeting Food & Beverage	547	469	160	160	160	160	160	-	0.0%
31.008	Clothing/Uniform	-	-	300	300	300	300	300	-	0.0%
35.xxx	Small Tools/Minor Equip	2,690	820	-	-	-	-	-	-	n/a
41.xxx	Professional Service	5,808	15,567	2,000	2,000	2,000	14,500	14,500	12,500	625.0%
42.xxx	Communication	161	-	-	-	-	-	-	-	n/a
43/49.003	Travel & Training	59,044	66,980	72,310	84,165	84,165	125,080	123,220	40,915	48.6%
49.001	Membership Dues	2,622	2,050	4,000	4,000	4,000	3,220	4,420	(780)	-19.5%
49.xxx	Other Charges & Services	-	20	1,000	1,000	1,000	1,000	1,000	-	0.0%
	Subtotal Operating Exp:	**$ 217,496**	**$ 113,660**	**$ 95,570**	**$ 107,425**	**$ 107,425**	**$ 160,060**	**$ 159,400**	**$ 52,635**	**49.0%**
Capital & One-time Funding:										
	Capital & One-Time	-	-	-	-	-	-	-	-	n/a
	Subtotal One-time Exp:	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**n/a**
	Total Expenditures:	**$ 217,496**	**$ 113,660**	**$ 95,570**	**$ 107,425**	**$ 107,425**	**$ 160,060**	**$ 159,400**	**$ 52,635**	**49.0%**



POLICE PATROL

Responsible Manager: ***John Unfred, Assistant Police Chief***

PURPOSE/DESCRIPTION

The Patrol Section's primary responsibilities include: locating and apprehending criminals, deterring criminal activity, and responding to citizen complaints and calls for service. The Patrol Section incorporates the functions of community-oriented policing and long-term problem solving into their daily assignments. Proactive enforcement is done through routine patrols, traffic stops, citizen contacts, and maintaining a visible presence.

PERFORMANCE MEASURES

Measure	Target	2015 Actual	2016 Est	2017 Est	2018 Est
Arrests	2,500	2,648	2,622	2,584	2,547
Self-initiated calls for service	22,000	17,539	22,143	20,224	20,623
Minutes to respond to call for service	12	12.73	13.54	13.54	13.54
Top Priority calls: Average time from receipt to dispatch (in minutes)	3	3.16	3.06	3.35	3.59
Top Priority calls: Average time from dispatch to arrival on scene (in minutes)	3.5	3.64	3.8	4.13	4.46
Total calls for service	55,000	63,060	57,464	58,309	56,920

POSITION INVENTORY

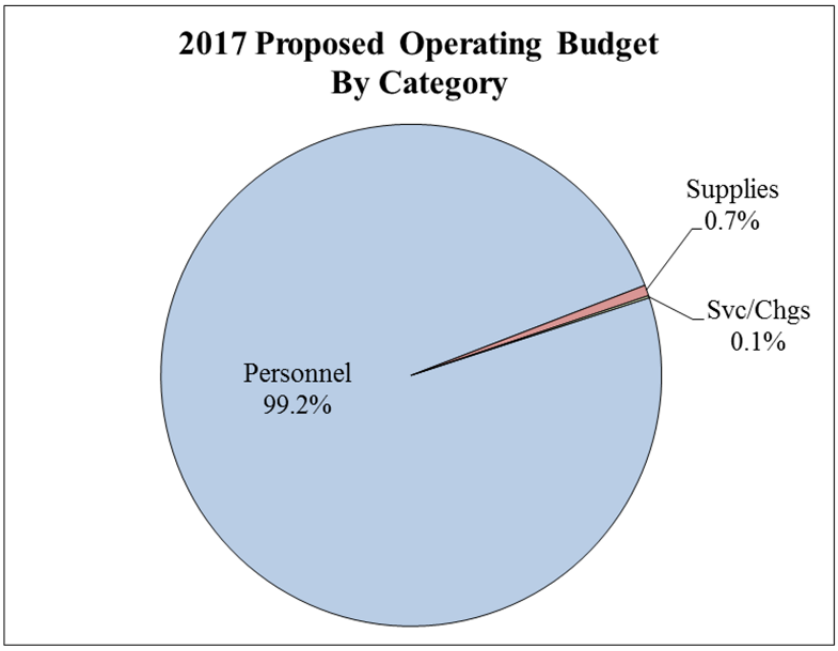
Positions	2014 Actual	2015 Actual	2016 Adopted	2016 Adjusted	2016 Year-end	2017 Proposed	2018 Proposed	Grade
Lieutenant	1.00	1.00	1.00	1.00	1.00	1.00	1.00	lt
Sergeant	6.00	6.00	6.00	6.00	6.00	6.00	6.00	sgt
Police Officer	44.00	44.00	44.00	44.00	44.00	44.00	44.00	po1
Total Regular Staffing	**51.00**	**51.00**	**51.00**	**51.00**	**51.00**	**51.00**	**51.00**	
Change from prior year	n/a	-	-	-	-	-	-	

POLICE PATROL

Responsible Manager: ***John Unfred, Assistant Police Chief***

REVENUE & EXPENDITURE SUMMARY

Code	Item	2014 Actual	2015 Actual	2016 Adopted	2016 Adjusted	2016 Year-end	2017 Proposed	2018 Proposed	17 Proposed - 16 Adj $ Chg	17 Proposed - 16 Adj % Chg
Revenue Summary:										
	Towing Impound Fees	$ 49,300	$ 37,000	$ 40,000	$ 40,000	$ 40,000	$ 40,000	$ 40,000	-	0.0%
	Extra Duty Contracts	398,599	363,353	400,000	400,000	400,000	400,000	400,000	-	0.0%
	WSH Community Policicing	288,027	287,537	231,000	276,000	276,000	276,000	276,000	-	0.0%
	General Government	6,428,028	6,674,663	6,729,236	6,679,550	6,679,550	7,068,440	7,483,890	388,890	5.8%
	Total Revenues:	**$ 7,163,954**	**$ 7,362,553**	**$ 7,400,236**	**$ 7,395,550**	**$ 7,395,550**	**$ 7,784,440**	**$ 8,199,890**	**$ 388,890**	**5.3%**
Expenditure Summary:										
11.xxx	Salaries & Wages	4,278,813	4,544,133	4,571,416	4,569,230	4,569,230	4,948,370	5,247,550	379,140	8.3%
11.002/4	Overtime	428,296	431,232	313,000	313,000	313,000	313,000	313,000	-	0.0%
11.008	Extra Duty (Revenue Offset)	326,628	328,481	400,000	400,000	400,000	400,000	400,000	-	0.0%
21.xxx	Benefits	1,874,985	1,999,070	2,021,270	2,021,270	2,021,270	2,058,110	2,175,880	36,840	1.8%
31.xxx	Other Supplies	1,037	6,777	-	-	-	-	-	-	n/a
31.008	Clothing/Uniform	26,774	32,556	25,610	23,110	23,110	17,620	17,620	(5,490)	-23.8%
35.xxx	Small Tools/Minor Equip	2,182	13,541	55,760	55,760	55,760	36,160	34,660	(19,600)	-35.2%
41.xxx	Professional Service	5,597	5,305	6,680	6,680	6,680	4,680	4,680	(2,000)	-29.9%
42.xxx	Communication	39,008	-	-	-	-	-	-	-	n/a
48.xxx	Repairs & Maintenance	178,237	-	5,000	5,000	5,000	5,000	5,000	-	0.0%
49.xxx	Other Charges & Services	2,397	1,458	1,500	1,500	1,500	1,500	1,500	-	0.0%
	Subtotal Operating Exp:	**$ 7,163,954**	**$ 7,362,553**	**$ 7,400,236**	**$ 7,395,550**	**$ 7,395,550**	**$ 7,784,440**	**$ 8,199,890**	**$ 388,890**	**5.3%**
Capital & One-time Funding:										
	Capital & One-Time	-	-	-	-	-	-	-	-	n/a
	Subtotal One-time Exp:	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**n/a**
	Total Expenditures:	**$ 7,163,954**	**$ 7,362,553**	**$ 7,400,236**	**$ 7,395,550**	**$ 7,395,550**	**$ 7,784,440**	**$ 8,199,890**	**$ 388,890**	**5.3%**



POLICE CRIMINAL INVESTIGATIONS UNIT

Responsible Manager: ***John Unfred, Assistant Police Chief***

PURPOSE/DESCRIPTION

The Criminal Investigations Unit (CIU) is responsible for the investigation of alleged crimes through the follow-up of reports generated by the Patrol Section. CIU is divided into the following units:

- *Major Crimes*: investigating homicides, assaults, suicides, deaths, arson, WSH Investigations, missing persons
- *Special Assault*: investigating domestic violence, violence against children and the elderly, sexual assault and runaways
- *Property ProAC*: investigating property crimes, fraud, identity theft and robberies
- *Special Operations*: working undercover operations to interrupt and prevent drug manufacture, sale and delivery and vice (This unit has the ability to seize property associated with the drug operations and use a percentage of it to further drug enforcement efforts.)
- *Forensic Services:* conducts crime scene investigation, processes evidence, coordinates with various crime labs, and prepares for trial

PERFORMANCE MEASURES

Measure	Target	2015 Actual	2016 Est	2017 Est	2018 Est
Cases assigned for follow-up	1,000	1,026	1,050	1,100	1,150
Cases cleared by investigators	700	749	800	850	900
Amount of narcotics seized (lbs)	30	37	30	30	30
Number of findings during Special Operations quarterly Audits	0	2	0	0	0

POSITION INVENTORY

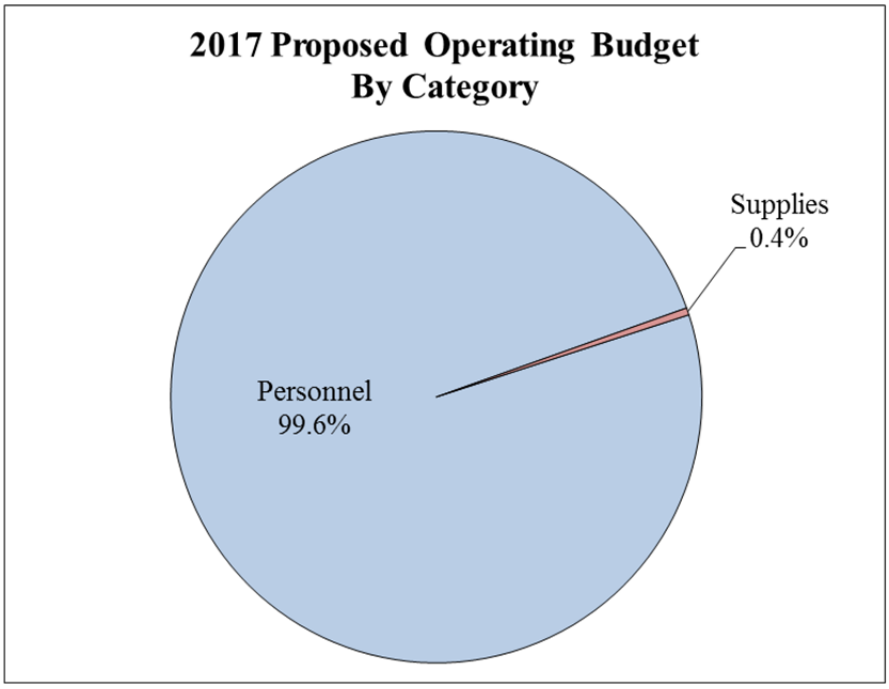
Positions	2014 Actual	2015 Actual	2016 Adopted	2016 Adjusted	2016 Year-end	2017 Proposed	2018 Proposed	Grade
Lieutenant	1.00	1.00	1.00	1.00	1.00	1.00	1.00	lt
Sergeant	4.00	4.00	4.00	4.00	4.00	4.00	4.00	sgt
Detective	10.00	10.00	10.00	10.00	10.00	10.00	10.00	det
Police Officer	13.00	13.00	13.00	13.00	13.00	13.00	13.00	po1
Total Regular Staffing	**28.00**	**28.00**	**28.00**	**28.00**	**28.00**	**28.00**	**28.00**	
Change from prior year	n/a	-	-	-	-	-	-	

POLICE CRIMINAL INVESTIGATIONS UNIT

Responsible Manager: ***John Unfred, Assistant Police Chief***

REVENUE & EXPENDITURE SUMMARY

Code	Item	2014 Actual	2015 Actual	2016 Adopted	2016 Adjusted	2016 Year-end	2017 Proposed	2018 Proposed	17 Proposed - 16 Adj $ Chg	17 Proposed - 16 Adj % Chg
Revenue Summary:										
	General Government	2,491,608	3,436,838	3,620,550	3,609,200	4,397,600	4,122,600	4,363,200	513,400	14.2%
	Total Revenues:	**$ 2,491,608**	**$ 3,436,838**	**$ 3,620,550**	**$ 3,609,200**	**$ 4,397,600**	**$ 4,122,600**	**$ 4,363,200**	**$ 513,400**	**14.2%**
Expenditure Summary:										
11.xxx	Salaries & Wages	1,653,758	2,337,280	2,392,360	2,392,360	3,180,760	2,816,430	2,989,560	424,070	17.7%
11.002/4	Overtime	94,175	136,612	93,830	93,830	93,830	93,830	93,830	-	0.0%
21.xxx	Benefits	680,732	952,366	1,116,800	1,116,800	1,116,800	1,194,500	1,259,590	77,700	7.0%
31.xxx	Other Supplies	-	59	-	-	-	-	-	-	n/a
31.005	Meeting Food & Beverage	27	274	220	220	220	220	220	-	0.0%
31.008	Clothing/Uniform	1,197	1,362	3,080	3,080	3,080	900	900	(2,180)	-70.8%
35.xxx	Small Tools/Minor Equip	1,327	3,268	8,910	2,910	2,910	16,720	9,100	13,810	474.6%
41.xxx	Professional Service	15,916	5,228	5,350	-	-	-	10,000	-	n/a
42.xxx	Communication	21,177	-	-	-	-	-	-	-	n/a
43/49.003	Travel & Training	3,855	214	-	-	-	-	-	-	n/a
48.xxx	Repairs & Maintenance	19,419	-	-	-	-	-	-	-	n/a
49.001	Membership Dues	25	175	-	-	-	-	-	-	n/a
	Subtotal Operating Exp:	**$ 2,491,608**	**$ 3,436,838**	**$ 3,620,550**	**$ 3,609,200**	**$ 4,397,600**	**$ 4,122,600**	**$ 4,363,200**	**$ 513,400**	**14.2%**
Capital & One-time Funding:										
	Capital & One-Time	-	-	-	-	-	-	-	-	n/a
	Subtotal One-time Exp:	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**n/a**
	Total Expenditures:	**$ 2,491,608**	**$ 3,436,838**	**$ 3,620,550**	**$ 3,609,200**	**$ 4,397,600**	**$ 4,122,600**	**$ 4,363,200**	**$ 513,400**	**14.2%**



POLICE SPECIALTY UNITS

Responsible Manager: ***John Unfred, Assistant Police Chief***

PURPOSE/DESCRIPTION

The responsibilities of the Specialty Unit are varied and encompass the following units:

- *Court Security:* protect public and court staff
- *Traffic:* enforcement of traffic laws and collision investigation
- *MSU:* enforcement of boating laws and emergency response on lakes within Lakewood
- *SWAT:* hostage rescue, high risk warrant service, special event security
- *K-9*: track fleeing suspects, evidence searches, non-marijuana narcotics detection, community relations
- *Dive*: recovery operations in bodies of water
- *Bicycle*: provide a visible presence and patrol in areas that are not easily accessible by vehicle
- *Property Room*: evidence processing, storage, and disposal
- *Front Desk:* point of contact for the public, write reports for minor property offenses
- *Animal Control:* enforce ordinances as they relate to domestic and wild animals
- *Peer Support:* officer-to-officer counseling
- *Community Safety Resource Team:* comprised of members of the Police, Community & Economic Development and Legal Departments to address quality of life issues that require enforcement, education, abatement, coordination, and often legal resolution. CSRT assists citizens in neighborhood blight removal, understanding what remedies are available for them when faced with uncomfortable neighbor relations, and pairing people with agency assistance. For consistency the Neighborhood Policing Unit falls under the responsibilities of the CSRT Lieutenant.

POLICE SPECIALTY UNITS

Responsible Manager: ***John Unfred, Assistant Police Chief***

PERFORMANCE MEASURES

Measure	Target	2015 Actual	2016 Est	2017 Est	2018 Est
Traffic stops	9,000	7,305	7,200	7,500	8,000
Property room audits	1	1	1	1	1
Animal complaints	2,800	2,805	2,850	2,900	2,950
K9 captures	25	26	25	25	25
Marine Services hours	90	78	80	85	90
SWAT missions	24	39	24	25	26
SWAT training days	31	31	31	31	31
Civil Disturbance Team missions	0	2	0	1	1
Civil Disturbance Team training days	13	10	13	13	13
Vehicle collisions (fatality)	0	3	3	3	3
Vehicle collisions (Injury)	250	269	359	364	407
Vehicle Collisions (Non-injury)	2,100	2,143	2,126	2,249	2,342
Narcotics detections	40	42	40	45	50
Community Safety Resource Team:					
Total number of code enforcement complaints received	600	566	650	650	650
Average calendar days: Code complaint to first investigation	7	23	10	8	7
Total code enforcement cases initiated during the reporting period	500	558	550	500	500
Cases resolved through voluntary compliance	300	306	320	340	360
Cases resolved through forced compliance	0	3	3	3	3
Average calendar days, Inspection to Forced Compliance	60	71	75	70	65
Average calendar days, Inspection to Voluntary Compliance	14	17	16	15	14
Community meetings attended	120	120	120	120	120

POSITION INVENTORY

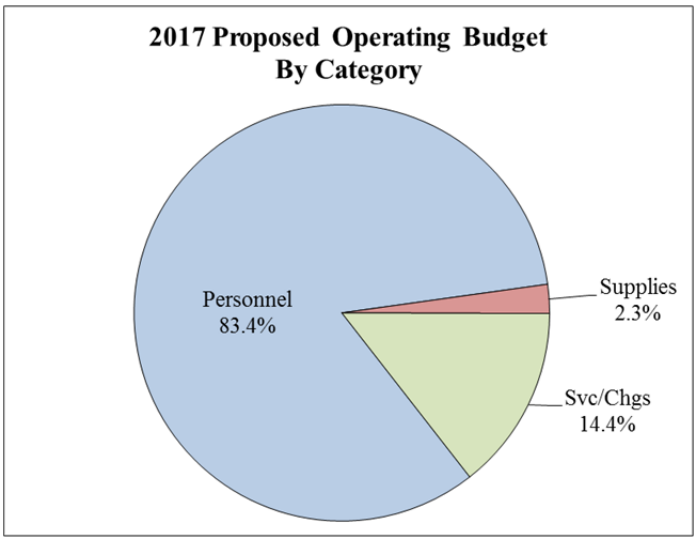
Positions	2014 Actual	2015 Actual	2016 Adopted	2016 Adjusted	2016 Year-end	2017 Proposed	2018 Proposed	Grade
Lieutenant	2.00	1.00	1.00	1.00	1.00	1.00	1.00	lt
Sergeant	3.00	3.00	3.00	3.00	3.00	3.00	3.00	sgt
Police Officer	11.00	11.00	11.00	11.00	11.00	11.00	11.00	po1
Community Service Officer	5.00	4.00	4.00	4.00	4.00	4.00	4.00	cso
Evidence Supervisor	-	-	-	1.00	1.00	1.00	1.00	35
Property Room Supervisor	1.00	1.00	1.00	-	-	-	-	35
Code Enforcement Officer	3.00	2.00	2.00	2.00	2.00	2.00	2.00	33
Evidence Technician	-	-	-	1.00	1.00	1.00	1.00	26
Senior Animal Control Officer	1.00	1.00	1.00	1.00	1.00	1.00	1.00	25
Animal Control Officer	1.00	1.00	1.00	1.00	1.00	1.00	1.00	23
Evidence Custodian	2.00	2.00	2.00	1.00	1.00	1.00	1.00	18
Total Regular Staffing	**29.00**	**26.00**	**26.00**	**26.00**	**26.00**	**26.00**	**26.00**	
Change from prior year	n/a	(3.00)	-	-	-	-	-	

POLICE SPECIALTY UNITS

Responsible Manager: ***John Unfred, Assistant Police Chief***

REVENUE & EXPENDITURE SUMMARY

Code	Item	2014 Actual	2015 Actual	2016 Adopted	2016 Adjusted	2016 Year-end	2017 Proposed	2018 Proposed	17 Proposed - 16 Adj $ Chg	17 Proposed - 16 Adj % Chg
Revenue Summary:										
	Animal License	$ 41,118	$ 39,540	$ 35,800	$ 42,000	$ 42,000	$ 42,000	$ 42,000	$ -	0.0%
	Animal Svcs-Steilacoom	10,586	12,173	13,000	13,000	13,000	13,400	13,800	400	3.1%
	Animal Svcs-Dupont	20,554	27,954	27,000	27,000	27,000	27,800	28,600	800	3.0%
	Photo Infraction	704,211	699,028	750,000	750,000	750,000	700,000	700,000	(50,000)	-6.7%
	General Government	4,217,430	2,770,921	3,094,530	3,082,127	3,083,027	2,785,598	2,897,800	(296,529)	-9.6%
	Total Revenues:	**$ 4,993,899**	**$ 3,549,616**	**$ 3,920,330**	**$ 3,914,127**	**$ 3,915,027**	**$ 3,568,798**	**$ 3,682,200**	**$(345,329)**	**-8.8%**
Expenditure Summary:										
11.xxx	Salaries & Wages	2,803,630	1,944,354	2,171,540	2,171,540	2,172,440	2,000,008	2,086,308	(171,532)	-7.9%
11.002/4	Overtime	295,081	237,532	187,830	187,830	187,830	187,830	187,830	-	0.0%
21.xxx	Benefits	1,171,210	792,817	938,670	938,670	938,670	755,360	790,942	(183,310)	-19.5%
31.xxx	Office Supplies	17,597	26,889	36,650	36,650	36,650	36,000	36,000	(650)	-1.8%
31.003/00	Forms & Publications	169	-	1,310	1,310	1,310	1,310	1,310	-	0.0%
31.005	Meeting Food & Beverage	40	120	460	460	460	460	460	-	0.0%
31.008	Clothing/Uniform	8,720	10,486	13,850	11,350	11,350	12,630	12,350	1,280	11.3%
35.xxx	Small Tools/Minor Equip	49,169	14,205	20,990	17,990	17,990	29,050	22,450	11,060	61.5%
41.xxx	Professional Service	535,158	489,116	510,460	504,400	504,400	504,500	504,500	100	0.0%
42.xxx	Communication	29,537	-	-	-	-	-	-	-	n/a
43/49.003	Travel & Training	9,153	1,126	7,900	7,900	7,900	-	-	(7,900)	-100.0%
44.xxx	Advertising	373	-	600	600	600	600	600	-	0.0%
48.xxx	Repairs & Maintenance	56,490	-	650	650	650	650	650	-	0.0%
49.001	Membership Dues	-	165	520	520	520	-	-	(520)	-100.0%
49.xxx	Other Charges & Services	121	449	1,900	1,900	1,900	2,400	2,400	500	26.3%
5x.xxx	Intergovernmental	-	32,357	27,000	32,357	32,357	36,400	36,400	4,043	12.5%
	Subtotal Operating Exp:	**$ 4,976,448**	**$ 3,549,616**	**$ 3,920,330**	**$ 3,914,127**	**$ 3,915,027**	**$ 3,567,198**	**$ 3,682,200**	**$(346,929)**	**-8.9%**
Capital & One-time Funding:										
	Capital & One-Time	17,451	-	-	-	-	1,600	-	1,600	n/a
	Subtotal One-time Exp:	**$ 17,451**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 1,600**	**$ -**	**$ 1,600**	**n/a**
	Total Expenditures:	**$ 4,993,899**	**$ 3,549,616**	**$ 3,920,330**	**$ 3,914,127**	**$ 3,915,027**	**$ 3,568,798**	**$ 3,682,200**	**$(345,329)**	**-8.8%**



POLICE NARCOTICS SEIZURE

Responsible Manager: ***John Unfred, Assistant Police Chief***

PURPOSE/DESCRIPTION

The purpose of the Narcotics Seizure Fund is to account for the revenues from assets seized as a result of involvement with the illegal sale, possession, or distribution of drugs or controlled substances, and for the purchase of controlled substances or drugs by law enforcement officers or agents, as well as for such other expenses the City determines to be reasonably connected with public safety activity.

REVENUE & EXPENDITURE SUMMARY

		2014	2015	2016			2017	2018	17 Proposed - 16 Adj	
Code	Item	Actual	Actual	Adopted	Adjusted	Year-end	Proposed	Proposed	$ Chg	% Chg
Revenue Summary:										
	Forfeitures	$ 67,563	$166,343	$110,000	$110,000	$110,000	$ 75,000	$ 75,000	$ (35,000)	-31.8%
	Grants	29,168	-	-	-	-	-	-	-	n/a
	Law Enforcement Contracts	-	23,281	-	6,828	6,828	-	-	(6,828)	-100.0%
	Interest	686	1,443	-	-	532	-	-	-	n/a
	Total Revenues	**$ 97,417**	**$ 191,067**	**$ 110,000**	**$ 116,828**	**$ 117,360**	**$ 75,000**	**$ 75,000**	**$ (41,828)**	**-35.8%**
Expenditure Summary:										
11.002/4	Overtime	57,065	37,876	2,841	99,828	99,828	-	-	(99,828)	-100.0%
21.xxx	Benefits	19,446	10,413	1,425	30,625	30,625	-	-	(30,625)	-100.0%
31.xxx	Office Supplies	49,622	47,037	8,509	63,500	63,500	-	-	(63,500)	-100.0%
31.008	Clothing/Uniform	4,366	614	-	7,000	7,000	-	-	(7,000)	-100.0%
35.xxx	Small Tools/Minor Equip	50,133	11,976	-	20,000	20,000	10,000	10,000	(10,000)	-50.0%
41.xxx	Professional Service	45,238	2,930	-	27,000	27,000	-	-	(27,000)	-100.0%
42.xxx	Communication	202	21,454	656	-	-	-	-	-	n/a
43/49.003	Travel & Training	36,955	32,618	-	33,100	33,100	45,000	45,000	11,900	36.0%
48.xxx	Repairs & Maintenance	17,162	27,836	-	18,000	18,000	-	-	(18,000)	-100.0%
49.xxx	Other Charges & Services	3,225	-	-	299,360	299,360	-	-	(299,360)	-100.0%
597	Interfund Transfers	14,061	-	-	-	-	-	-	-	n/a
6x.xxx	Capital	94,845	-	-	-	-	20,000	20,000	20,000	n/a
	Subtotal Operating Exp:	**$ 392,320**	**$ 192,754**	**$ 13,431**	**$ 598,413**	**$ 598,413**	**$ 75,000**	**$ 75,000**	**$ (523,413)**	**-87.5%**
	Total Expenditures	**$ 392,320**	**$ 192,754**	**$ 13,431**	**$ 598,413**	**$ 598,413**	**$ 75,000**	**$ 75,000**	**$ (523,413)**	**-87.5%**

POLICE FELONY SEIZURE

Responsible Manager: ***John Unfred, Assistant Police Chief***

PURPOSE/DESCRIPTION

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

REVENUE & EXPENDITURE SUMMARY

Code	Item	2014 Actual	2015 Actual	2016 Adopted	2016 Adjusted	2016 Year-end	2017 Proposed	2018 Proposed	17 Proposed - 16 Adj $ Chg	17 Proposed - 16 Adj % Chg
Revenue Summary:										
	Interest	289	-	-	-	-	-	-	-	n/a
	Total Revenues:	**$ 289**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**n/a**
Expenditure Summary:										
31.xxx	Office Supplies	10,968	5,044	3,913	-	-	-	-	-	n/a
597	Interfund Transfers	85,939	-	-	-	-	-	-	-	n/a
	Subtotal Expenditures:	**$ 96,907**	**$ 5,044**	**$ 3,913**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**n/a**
	Total Expenditures:	**$ 96,907**	**$ 5,044**	**$ 3,913**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**n/a**

POLICE FEDERAL SEIZURE

Responsible Manager: ***John Unfred, Assistant Police Chief***

PURPOSE/DESCRIPTION

The purpose of the Federal Seizure Fund is to track the revenues associated with assets seized as a result of the Police Department working in conjunction with federal law enforcement and the related public safety expenditures funded by those revenues.

REVENUE & EXPENDITURE SUMMARY

Code	Item	2014 Actual	2015 Actual	2016 Adopted	2016 Adjusted	2016 Year-end	2017 Proposed	2018 Proposed	17 Proposed - 16 Adj $ Chg	17 Proposed - 16 Adj % Chg
Revenue Summary:										
	Forfeitures	68,495	218,838	-	-	75,000	75,000	75,000	-	n/a
	Interest	34	62	-	-	-	-	-	-	n/a
	Total Revenues	**$ 68,529**	**$ 218,900**	**$ -**	**$ -**	**$ 75,000**	**$ 75,000**	**$ 75,000**	**$ 75,000**	**n/a**
Expenditure Summary:										
11.002/4	Overtime	-	-	-	-	-	25,000	25,000	-	n/a
31.xxx	Office Supplies	1,316	8,755	-	-	-	-	-	-	n/a
35.xxx	Small Tools/Minor Equip	394	16,670	-	206,847	101,847	20,000	20,000	-	0.0%
41.xxx	Professional Service	4,157	-	-	-	-	-	-	-	n/a
43/49.003	Travel & Training	10,190	3,550	-	-	-	-	-	-	n/a
5x.xxx	Intergovernmental	-	-	-	-	-	9,900	9,900	-	n/a
6x.xxx	Capital	21,375	54,865	-	-	-	50,000	50,000	-	n/a
	Subtotal Operating Exp:	**$ 37,432**	**$ 83,840**	**$ -**	**$ 206,847**	**$ 101,847**	**$104,900**	**$104,900**	**$ (101,947)**	**-49.3%**
	Total Expenditures	**$ 37,432**	**$ 83,840**	**$ -**	**$ 206,847**	**$ 101,847**	**$104,900**	**$104,900**	**$ (101,947)**	**-49.3%**

POLICE PUBLIC SAFETY GRANTS

Responsible Manager: ***John Unfred, Assistant Police Chief***

PURPOSE/DESCRIPTION

The purpose of the Public Safety Grants Fund is to account for the revenues and expenditures related to grants and local revenue received by the Police Department.

REVENUE & EXPENDITURE SUMMARY

Code	Item	2014 Actual	2015 Actual	2016 Adopted	2016 Adjusted	2016 Year-end	2017 Proposed	2018 Proposed	17 Proposed - 16 Adj $ Chg	17 Proposed - 16 Adj % Chg
Revenue Summary:										
	Grants	$ 175,919	$ 192,779	$ -	$ 163,135	$ 163,135	$ -	$ -	$ (163,135)	-100.0%
	Transfer-In General Fund	10,848	-	-	-	-	-	-	-	n/a
	Total Revenues:	**$ 186,767**	**$ 192,779**	**$ -**	**$ 163,135**	**$ 163,135**	**$ -**	**$ -**	**$ (163,135)**	**-100.0%**
Expenditure Summary:										
11.xxx	Salaries & Wages	6,712	-	-	-	-	-	-	-	n/a
11.002/4	Overtime	21,259	17,591	-	45,776	45,776	-	-	(45,776)	-100.0%
21.xxx	Benefits	9,462	3,566	-	16,830	16,830	-	-	(16,830)	-100.0%
31.xxx	Office Supplies	22,359	1,580	-	1,639	1,639	-	-	(1,639)	-100.0%
35.xxx	Small Tools/Minor Equip	11,468	14,347	-	15,966	15,966	-	-	(15,966)	-100.0%
41.xxx	Professional Service	74,801	149,109	-	76,760	76,760	-	-	(76,760)	-100.0%
42.xxx	Communication	2,518	-	-	-	-	-	-	-	n/a
43/49.003	Travel & Training	6,030	700	-	6,164	6,164	-	-	(6,164)	-100.0%
45.xxx	Operating Rental/Lease	6,464	-	-	-	-	-	-	-	n/a
6x.xxx	Capital	25,479	6,102	-	-	-	-	-	-	n/a
	Subtotal Operating Exp:	**$ 186,552**	**$ 192,995**	**$ -**	**$ 163,135**	**$ 163,135**	**$ -**	**$ -**	**$ (163,135)**	**-100.0%**
Capital & One-time Funding:										
	Capital & One-Time	-	-	-	-	-	-	-	-	n/a
	Subtotal One-time Exp:	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**n/a**
	Total Expenditures:	**$ 186,552**	**$ 192,995**	**$ -**	**$ 163,135**	**$ 163,135**	**$ -**	**$ -**	**$ (163,135)**	**-100.0%**

2017/2018
Budget Line Item Detail

2017/2018 Budget Detail

POLICE - COMMAND/COMMAND

001.0000.15.521.10.11.002	OVERTIME		2017		2018
ADMINISTRATIVE OVERTIME		$	8,000	$	8,000
	Subtotal:	**$**	**8,000**	**$**	**8,000**

001.0000.15.521.10.11.005	ON CALL PAY		2017		2018
ON-CALL PAY FOR COMMAND DUTY OFFICER PAY		$	16,100	$	16,100
	Subtotal:	**$**	**16,100**	**$**	**16,100**

001.0000.15.521.10.11.007	HOLIDAY PAY		2017		2018
HOLIDAY PAY		$	5,830	$	5,830
	Subtotal:	**$**	**5,830**	**$**	**5,830**

001.0000.15.521.10.31.001	OFFICE & OPERATING SUPPLIES		2017		2018
BATTERIES		$	1,000	$	1,000
BATTERIES FOR DIVE COMPUTERS DIVE TEAM OFFICER		$	80	$	80
DIVATOR MKII ANNUAL SERVICE PARTS KIT #300		$	100	$	100
DIVE SUPPLIES - LANYARDS, O-RINGS, D-RINGS, ETC		$	100	$	100
EYE PROTECTION FOR BIKE TEAM OAKLEY		$	200	$	200
FLASHLIGHT REPLACEMENTS		$	800	$	800
FOOD AND VITAMINS FOR K9 DOGS		$	2,000	$	2,000
FORENSIC KITS		$	800	$	800
HELMETS FOR BIKE TEAM		$	175	$	175
K9 FOOD		$	1,200	$	1,200
LED GLOW STICKS FOR DIVE TEAM		$	60	$	60
PATCHES AND PINS FOR OFFICERS		$	250	$	250
PEPPER SPRAY		$	450	$	450
RANGE SUPPLIES		$	6,500	$	6,500
ROAD FLARES		$	1,000	$	1,000
STOCK FOR FIRST AID KITS IN STATION VEHICLES		$	1,800	$	1,800
SUNSCREEN FOR MARINE SERVICE OFFICERS		$	35	$	35
SUPPLIES PER PERSON - PAPER, PENS, BINDERS, CLIPS		$	2,000	$	2,000
TASER BATTERY REPLACEMENTS		$	2,000	$	2,000
TASER CARTRIDGE REPLACEMENTS		$	3,000	$	3,000
TIRE CHAINS FOR VEHICLES		$	600	$	600
TIRES FOR BIKE TEAM		$	500	$	500
WIPER BLADES		$	500	$	500
	Subtotal:	**$**	**25,150**	**$**	**25,150**

001.0000.15.521.10.31.003	OFFICE FORMS		2017		2018
OFFICE FORMS		$	1,500	$	1,500
	Subtotal:	**$**	**1,500**	**$**	**1,500**

001.0000.15.521.10.31.005	MEETING MEALS EXPENSE		2017		2018
MEETING MEALS		$	2,000	$	2,000
	Subtotal:	**$**	**2,000**	**$**	**2,000**

001.0000.15.521.10.31.008	CLOTHING		2017		2018
BADGES AND EMBLEMS FOR REPLACEMENT JUMPSUITS		$	1,500	$	1,500
CLOTHING FOR CHAPLAINS		$	970	$	970
DRESS BLUES FOR LIEUTENANTS		$	1,500	$	1,500
FULL GEAR FOR NEW HIRE		$	2,500	$	2,500
REPLACEMENT BAGS, DUTY BELTS, STRAPS		$	6,000	$	6,000
	Subtotal:	**$**	**12,470**	**$**	**12,470**

001.0000.15.521.10.31.020	AMMUNITION		2017		2018
AMMUNITION		$	65,280	$	65,280
	Subtotal:	**$**	**65,280**	**$**	**65,280**

2017/2018 Budget Detail

POLICE - COMMAND/COMMAND

001.0000.15.521.10.35.001	SMALL TOOLS & MINOR EQUIPMENT		2017		2018
REPAIR OF ADMIN EQUIPMENT		$	1,000	$	1,000
	Subtotal:	**$**	**1,000**	**$**	**1,000**

001.0000.15.521.10.35.004	FURNITURE EQUIPMENT		2017		2018
ERGONOMIC RETROFIT		$	800	$	800
	Subtotal:	**$**	**800**	**$**	**800**

001.0000.15.521.10.35.010	PUBLIC SAFETY EQUIPMENT		2017		2018
K9 TRAINING AND TRACKING EQUIPMENT		$	800	$	800
MATCH FOR BULLET PROOF VESTS		$	4,000	$	4,000
OPTICS		$	5,000	$	5,000
PISTOLS		$	4,500	$	4,500
RIFFLE UPPERS		$	7,500	$	7,500
RIFLES		$	3,600	$	3,600
TASER HOLSTERS		$	600	$	600
TASERS - LEASE		$	2,600	$	5,200
	Subtotal:	**$**	**28,600**	**$**	**31,200**

001.0000.15.521.10.41.001	PROFESSIONAL SERVICES		2017		2018
ABC LEGAL		$	1,500	$	1,500
ACCUPRINT		$	3,000	$	3,000
FRANCISCAN OCCUPATIONAL		$	8,000	$	8,000
GOOD 2 GO		$	1,000	$	1,000
K9 VETERINARY EXAMS		$	1,000	$	1,000
LEADS ONLINE		$	8,160	$	8,160
LEMAY SHREDDING		$	1,500	$	1,500
GENERAL		$	5,000	$	5,000
MULTICARE PHYSICALS		$	4,000	$	4,000
PC FINGERPRINTING		$	8,000	$	8,000
STERICYCLE		$	3,000	$	3,000
	Subtotal:	**$**	**44,160**	**$**	**44,160**

001.0000.15.521.10.41.015	ALARM PERMIT PROCESSING FEES		2017		2018
ATB - ALARM PROGRAM		$	45,000	$	45,000
	Subtotal:	**$**	**45,000**	**$**	**45,000**

001.0000.15.521.10.41.070	TOWING SERVICES		2017		2018
TOWING		$	8,000	$	8,000
	Subtotal:	**$**	**8,000**	**$**	**8,000**

001.0000.15.521.10.43.003	MILEAGE REIMBURSEMENTS		2017		2018
REIMBURSEMENT FOR TRAVEL BETWEEN LPD AND CITY HALL		$	610	$	610
	Subtotal:	**$**	**610**	**$**	**610**

001.0000.15.521.10.43.005	PARKING REIMBURSEMENTS		2017		2018
PARKING REIMBURSEMENTS		$	200	$	200
	Subtotal:	**$**	**200**	**$**	**200**

001.0000.15.521.10.44.001	ADVERTISING		2017		2018
LEGAL NOTICES		$	550	$	550
	Subtotal:	**$**	**550**	**$**	**550**

001.0000.15.521.10.48.007	RADIO REPAIR & MAINTENANCE		2017		2018
RADIO REPAIR		$	300	$	300
	Subtotal:	**$**	**300**	**$**	**300**

2017/2018 Budget Detail

POLICE - COMMAND/COMMAND

001.0000.15.521.10.51.001	INTER-GOVERNMENTAL SERVICES		2017		2018
BOATHOUSE LEASE AND MAINTENANCE		$	6,380	$	6,380
GENERAL		$	1,000	$	1,000
	Subtotal:	**$**	**7,380**	**$**	**7,380**

001.0000.15.521.10.51.006	POLICE CONTRACT - JAIL SERVIC		2017		2018
JAIL SERVICES		$	624,240	$	624,240
	Subtotal:	**$**	**624,240**	**$**	**624,240**

001.0000.15.521.10.51.058	SS911 - RECORDS		2017		2018
PD RECORD MANAGEMENT - PUBLIC SERVICES		$	15,960	$	15,960
PD RECORDS MANAGEMENT - WARRANT SERVICES		$	81,340	$	81,340
	Subtotal:	**$**	**97,300**	**$**	**97,300**

001.0000.15.521.10.51.059	SS911 - DISPATCH SERVICES		2017		2018
PD SS911 COMMUNICATION SERVICES		$	1,539,360	$	1,539,360
	Subtotal:	**$**	**1,539,360**	**$**	**1,539,360**

001.0000.15.521.10.51.063	SS911 - TECHNOLOGY		2017		2018
PD RECORDS MANAGEMENT - CORE TECHNOLOGY		$	297,600	$	297,600
PD RECORDS MANAGEMENT - CORE OPERATIONS		$	150,510	$	150,510
	Subtotal:	**$**	**448,110**	**$**	**448,110**

001.0000.15.521.10.51.064	RADIO USER FEES CITY OF TACOMA		2017		2018
PD RADIO USER FEES		$	110,300	$	110,300
	Subtotal:	**$**	**110,300**	**$**	**110,300**

001.0000.15.521.10.51.068	SWM CHARGES		2017		2018
SURFACE WATER MANAGEMENT		$	20	$	20
	Subtotal:	**$**	**20**	**$**	**20**
	Total Budget:	**$**	**3,092,260**	**$**	**3,094,860**

2017/2018 Budget Detail

POLICE - COMMAND/REIMBURSEMENTS

001.0000.15.521.91.11.002	OVERTIME		2017		2018
OVERTIME FUNDED BY VESSEL REGISTRATION FEES		$	19,280	$	19,280
	Subtotal:	**$**	**19,280**	**$**	**19,280**

001.0000.15.521.91.51.001	INTER-GOVERNMENTAL SERVICES		2017		2018
BOATHOUSE LEASE		$	5,750	$	5,750
	Subtotal:	**$**	**5,750**	**$**	**5,750**
	Total Budget:	**$**	**25,030**	**$**	**25,030**

2017/2018 Budget Detail

POLICE - COMMAND/REIMBURSEMENTS

001.0000.15.521.94.11.002	OVERTIME		2017		2018
OVERTIME FBI-PACIFIC NW INNOCENCE LOST TASK FORCE		$	35,100	$	35,100
	Subtotal:	**$**	**35,100**	**$**	**35,100**
	Total Budget:	**$**	**35,100**	**$**	**35,100**

2017/2018 Budget Detail

POLICE - COMMAND/REIMBURSEMENTS

001.0000.15.521.95.11.002	OVERTIME		2017		2018
OVERTIME FBI-SAFE STREETS TASK FORCE		$	17,550	$	17,550
	Subtotal:	**$**	**17,550**	**$**	**17,550**
	Total Budget:	**$**	**17,550**	**$**	**17,550**

2017/2018 Budget Detail

POLICE - COMMAND/EMERGENCY MANAGEMENT

001.0000.15.525.60.11.002	OVERTIME		2017		2018
OVERTIME FOR EMERGENCY SERVICES		$	2,000	$	2,000
	Subtotal:	**$**	**2,000**	**$**	**2,000**

001.0000.15.525.60.31.001	OFFICE & OPERATING SUPPLIES		2017		2018
SUPPLIES FOR EMERGENCY MGMT TRAINING AND PLANNING		$	3,000	$	3,000
	Subtotal:	**$**	**3,000**	**$**	**3,000**

001.0000.15.525.60.35.001	SMALL TOOLS & MINOR EQUIPMENT		2017		2018
EMERGENCY EQUIPMENT		$	1,500	$	1,500
	Subtotal:	**$**	**1,500**	**$**	**1,500**

001.0000.15.525.60.41.001	PROFESSIONAL SERVICE		2017		2018
CITY PORTION OF EOC COORDINATOR NOT PAID BY GRANT		$	31,540	$	31,540
	Subtotal:	**$**	**31,540**	**$**	**31,540**
	Total Budget:	**$**	**38,040**	**$**	**38,040**

2017/2018 Budget Detail

POLICE - PROFESSIONAL STANDARDS/TRAINING

001.0000.15.521.40.11.002	OVERTIME		2017		2018
324 HRS OF OVERTIME FOR TRAINING INSTRUCTORS AND OFFICERS		$	14,000	$	14,000
	Subtotal:	**$**	**14,000**	**$**	**14,000**

001.0000.15.521.40.11.007	HOLIDAY PAY		2017		2018
HOLIDAY CASHOUT PER CBA		$	1,800	$	1,800
	Subtotal:	**$**	**1,800**	**$**	**1,800**

001.0000.15.521.40.31.005	MEETING MEALS EXPENSE		2017		2018
MEETING MEALS FOR HOSTING OUTSIDE TRAININGS		$	160	$	160
	Subtotal:	**$**	**160**	**$**	**160**

001.0000.15.521.40.31.008	CLOTHING		2017		2018
SHIRTS AND CAPS FOR INSTRUCTORS		$	300	$	300
	Subtotal:	**$**	**300**	**$**	**300**

001.0000.15.521.40.41.001	PROFESSIONAL SERVICES		2017		2018
FILTER AND LEAD REMOVAL IN THE RANGE		$	7,500	$	7,500
PSYCHOLOGICAL NEEDS ASSESSMENTS		$	3,000	$	3,000
SERVICES FOR HIRING AND BACKGROUNDS		$	4,000	$	4,000
	Subtotal:	**$**	**14,500**	**$**	**14,500**

001.0000.15.521.40.43.001	TRANSPORTATION CHARGES		2017		2018
ADMINISTRATIVE AND CLERICAL TRAINING		$	1,000	$	1,000
ASSOC. OF LAW ENFORCEMENT EMERGENCY RESPONSE TRAINERS		$	900	$	900
ARSON INVESTIGATION		$	600	$	600
BACKGROUND INVESTIGATIONS		$	1,000	$	1,000
CRIMES AGAINST CHILDREN CONFERENCE		$	550	$	550
CRIMES AGAINST WOMEN CONFERENCE		$	550	$	550
FORCE SCIENCE USE OF FORCE INVESTIGATIONS		$	-	$	1,000
FORENSICS CONFERENCE		$	900	$	900
HITS K9 CONFERENCE		$	960	$	960
INTERNATIONAL ASSOC. OF POLICE CHIEFS		$	900	$	900
INTERNATIONAL ASSOC. FOR PROPERTY & EVIDENCE		$	800	$	800
IAPRO PROFESSIONAL STANDARDS CONFERENCE		$	800	$	800
INTERNAL INVESTIGATIONS		$	600	$	600
LEADS ONLINE INVESTIGATION CONFERENCE		$	1,200	$	1,200
OFFICER INVOLVED SHOOTING INVESTIGATIONS		$	1,200	$	1,200
POLICE EXECUTIVE RESEARCH FORUM SENIOR MANAGEMENT INSTITUTE		$	600	$	600
PROBLEM ORIENTED POLICING		$	800	$	800
RAD TACTICAL AND SURVIVAL TRAINING		$	800	$	800
ROLLING SURVEILLANCE		$	260	$	260
STREET CRIMES SEMINAR		$	1,200	$	1,200
SUPERVISION OF HOMICIDE INVESTIGATIONS		$	400	$	-
TRAVEL FOR BACKGROUND AND RECRUITING		$	1,000	$	1,000
TRAVEL FOR INVESTIGATIONS		$	1,000	$	1,000
WESTERN STATES AUTO THEFT CONFERENCE		$	350	$	350
	Subtotal:	**$**	**18,370**	**$**	**18,970**

2017/2018 Budget Detail

POLICE - PROFESSIONAL STANDARDS/TRAINING

001.0000.15.521.40.43.002	LODGING CHARGES	2017	2018
ADMINISTRATIVE AND CLERICAL TRAINING		$ 300	$ 300
ASSOC. OF LAW ENFORCEMENT EMERGENCY RESPONSE TRAINERS		$ 600	$ 600
ANIMAL CONTROL ANNUAL CONFERENCE		$ 600	$ 600
ARSON INVESTIGATION		$ 600	$ 600
BACKGROUND INVESTIGATIONS		$ 1,200	$ 1,200
CHILDREN'S JUSTICE CONFERENCE		$ 1,200	$ 1,200
CRIME PREVENTION ASSOCIATION CONFERENCE		$ 600	$ 600
CRIMES AGAINST CHILDREN CONFERENCE		$ 430	$ 500
CRIMES AGAINST WOMEN CONFERENCE		$ 430	$ 350
ELDER ABUSE AND FRAUD INVESTIGATIONS		$ 500	$ 500
EVOC INSTRUCTOR UPDATE		$ 600	$ 600
FIREARMS INSTRUCTOR COURSES (RIFLE AND PISTOL)		$ 500	$ 500
FORCE SCIENCE USE OF FORCE INVESTIGATIONS		$ -	$ 800
FORENSIC COMPUTER ANALYSIS		$ 350	$ 350
FORENSICS CONFERENCE		$ 750	$ 750
GLOCK ARMORER		$ 500	$ 500
HITS K9 CONFERENCE		$ 1,500	$ 1,500
INTERNATIONAL ASSOC. OF POLICE CHIEFS		$ 1,800	$ 1,800
INTERNATIONAL ASSOC. FOR PROPERTY & EVIDENCE CONFERENCE		$ 1,200	$ 1,200
IAPRO CONFERENCE		$ 650	$ 650
INTERNAL INVESTIGATIONS		$ 600	$ 600
INTERNET CRIMES AGAINST CHILDREN		$ 900	$ 450
LEADS ONLINE CONFERENCE		$ 1,050	$ 1,050
LODGING FOR BACKGROUNDS AND RECRUITING		$ 800	$ 800
LODGING FOR INVESTIGATIVE TRAVEL		$ 800	$ 800
METRO CIVIL DISTURBANCE TEAM		$ 300	$ 300
NW CONFERENCE ON BEHAVIORAL HEALTH		$ 600	$ 600
OFFICER INVOLVED SHOOTING INVESTIGATIONS		$ 700	$ -
PRACTICAL HOMICIDE		$ -	$ 400
PROBLEM ORIENTED POLICING		$ 800	$ 800
RAD TACTICAL AND SURVIVAL TRAINING		$ 600	$ 600
REID INTERVIEW AND INTERROGATION		$ 1,000	$ 1,000
ROLLING SURVEILANCE		$ 600	$ 600
STREET CRIMES SEMINAR		$ 1,200	$ 1,200
SUPERVISION OF HOMICIDE INVESTIGATIONS		$ 450	$ -
WASHINGTON ASSOCIATION OF CODE ENFORCEMENT		$ 700	$ 700
WASHINGTON BEHAVIORAL HEALTH		$ 600	$ 600
WASHINGTON HOMICIDE INVESTIGATORS CONFERENCE		$ 600	$ 600
WASHINGTON STATE CRISIS INTERVENTION		$ 500	$ 500
WASHINGTON ASSOCIATION OF SHERIFFS & POLICE CHIEFS		$ 1,300	$ 1,300
WESTERN STATES AUTO THEFT CONFERENCE		$ 800	$ 800
WA STATE LAW ENFORCE. FIREARMS INSTRUCTORS ASSOC.		$ 800	$ 800
WASHINGTON STATE POLICE CANINE ASSOC. CONFERENCE		$ 1,600	$ 1,600
	Subtotal:	**$ 31,610**	**$ 31,200**

2017/2018 Budget Detail

POLICE - PROFESSIONAL STANDARDS/TRAINING

001.0000.15.521.40.49.001	MEMBERSHIPS/DUES		2017		2018
ANIMAL CONTROL		$	100	$	100
BUILDING INSPECTOR CERTIFICATION		$	200	$	200
CRIME PREVENTION - WA ST CRIME-FREE ASSOCIATION		$	200	$	200
COMMERCIAL VEHICLE SAFETY ALLIANCE OPERATOR CERT		$	400	$	1,600
FBI LAW ENFORCEMENT EXECUTIVE DEVELOPMENT ASSOC.		$	100	$	100
FBI NATIONAL ACADEMY ASSOCIATES		$	90	$	90
INTERNATIONAL ASSOC. OF POLICE CHIEFS		$	300	$	300
INTERNATIONAL ASSOC. FOR PROPERTY & EVIDENCE		$	150	$	150
INTERNATIONAL ASSOC. FOR IDENTIFICATION		$	80	$	80
NATIONAL & WA STATE TACTICAL OFFICERS ASSOC.		$	500	$	500
PIERCE COUNTY POLICE CHIEFS ASSOC.		$	25	$	25
POLICE EXECUTIVE RESEARCH FORUM		$	100	$	100
SERVICE CLUBS		$	600	$	600
WASHINGTON ANIMAL CONTROL ASSOC.		$	200	$	200
WASHINGTON HOMICIDE INVESTIGATORS ASSOC.		$	125	$	125
WASHINGTON STATE POLICE CANINE ASSOC.		$	50	$	50
	Subtotal:	**$**	**3,220**	**$**	**4,420**

2017/2018 Budget Detail

POLICE - PROFESSIONAL STANDARDS/TRAINING

001.0000.15.521.40.49.003	REGISTRATION	2017	2018
ADMINISTRATIVE AND CLERICAL TRAINING		$ 595	$ 595
ASSOC. OF LAW ENFORCEMENT EMERGENCY RESPONSE TRAINERS		$ 500	$ 500
ANIMAL CONTROL ANNUAL CONFERENCE		$ 400	$ 400
ARSON INVESTIGATION		$ 600	$ -
BACKGROUND INVESTIGATIONS		$ 700	$ 700
BUILDING INSPECTOR CERTIFICATION CLASS		$ 1,000	$ -
CHILD SEXUAL ABUSE INVESTIGATIONS		$ 300	$ 300
CHILDRENS' JUSTICE CONFERENCE		$ 1,200	$ 1,200
CJTC INTERVIEW TECHNIQUES		$ 2,800	$ 2,800
CRIME PREVENTION ASSOCIATION CONFERENCE		$ 200	$ 200
CRIMES AGAINST CHILDREN CONFERENCE		$ 500	$ 500
CRIMES AGAINST WOMEN CONFERENCE		$ 350	$ 350
DEFENSIVE TACTICS INSTRUCTOR COURSES		$ 3,200	$ 3,200
ELDER ABUSE AND FRAUD INVESTIGATIONS		$ 600	$ 600
ENCOUNTERS WITH VETS IN CRISIS		$ 120	$ 120
EVOC IN SERVICE TRAINING (TRACK RENTAL)		$ 300	$ 300
EVOC INSTRUCTOR UPDATE		$ 1,000	$ 1,000
FIREARMS INSTRUCTOR COURSES (RIFLE AND PISTOL)		$ 6,000	$ 6,000
FORCE SCIENCE USE OF FORCE INVESTIGATIONS		$ -	$ 1,000
FORENSIC COMPUTER ANALYSIS		$ 745	$ 745
FORENSICS CONFERENCE		$ 800	$ 800
GLOCK ARMORER		$ 1,000	$ 1,000
HITS K9 CONFERENCE		$ 960	$ 960
INTERNATIONAL ASSOC. OF POLICE CHIEFS		$ 900	$ 900
INTERNATIONAL ASSOC. FOR PROPERTY & EVIDENCE CONFERENCE		$ 800	$ 800
IAPRO CONFERENCE		$ 100	$ 100
IDENTIFYING ILLNESS OR INJURY BY ABUSE		$ 300	$ 300
INTERNAL INVESTIGATIONS		$ 450	$ 450
INTERNET CRIMES AGAINST CHILDREN		$ 450	$ 450
INVESTIGATIONS OF SHAKEN BABIES AND HEAD TRAUMA		$ 900	$ 900
INVESTIGATIONS OF SUDDEN INFANT DEATH SYNDROME		$ 250	$ 250
LEADS ONLINE CONFERENCE		$ 1,200	$ 1,200
METRO CIVIL DISTURBANCE TEAM		$ 2,100	$ 2,100
NW CONFERENCE ON BEHAVIORAL HEALTH		$ 465	$ 465
OFFICER INVOLVED SHOOTING INVESTIGATIONS		$ 2,000	$ -
POLICE EXECUTIVE RESEARCH FORUM SENIOR MANAGEMENT INSTITUTE		$ 8,500	$ 8,500
PRACTICAL HOMICIDE		$ -	$ 1,100
PROBLEM ORIENTED POLICING		$ 500	$ 500
RAD TACTICAL AND SURVIVAL TRAINING		$ 500	$ 500
REID INTERVIEW AND INTERROGATION		$ 2,000	$ 2,000
ROLLING SURVEILLANCE		$ 600	$ 600
STREET CRIMES SEMINAR		$ 2,800	$ 2,800
SUPERVISION OF HOMICIDE INVESTIGATIONS		$ 550	$ -
UNDERCOVER INVESTIGATIONS		$ 585	$ 585
WA ASSOC. OF CEO SPRING ONE DAY		$ 50	$ 50
WASHINGTON ASSOCIATION OF CODE ENFORCEMENT		$ 500	$ 500
WASHINGTON BEHAVIORAL HEALTH		$ 300	$ 300
WASHINGTON HOMICIDE INVESTIGATORS CONFERENCE		$ 1,100	$ 1,100
WASHINGTON SAFETY SUMMIT		$ 200	$ 200
WASHINGTON STATE CRISIS INTERVENTION		$ 130	$ 130
WASHINGTON ASSOCIATION OF SHERIFFS & POLICE CHIEFS		$ 750	$ 750
WESTERN STATES AUTO THEFT CONFERENCE		$ 500	$ 500
WA STATE LAW ENFORCE. FIREARMS INSTRUCTORS ASSOC.		$ 2,550	$ 2,550
WASHINGTON STATE POLICE CANINE ASSOC. CONFERENCE		$ 1,200	$ 1,200
	Subtotal:	**$ 57,100**	**$ 55,050**

2017/2018 Budget Detail

POLICE - PROFESSIONAL STANDARDS/TRAINING

001.0000.15.521.40.49.005	PRINTING & BINDING		2017		2018
PRINTING AND BINDING		$	1,000	$	1,000
	Subtotal:	**$**	**1,000**	**$**	**1,000**

001.0000.15.521.40.49.006	TUITION & RELATED FEES		2017		2018
CRIMINAL JUSTICE TRAINING CENTER BASIC LAW ENFORCE. ACADEMY		$	18,000	$	18,000
	Subtotal:	**$**	**18,000**	**$**	**18,000**
	Total Budget:	**$**	**160,060**	**$**	**159,400**

2017/2018 Budget Detail

POLICE - CRIMINAL INVESTIGATIONS/INVESTIGATIONS

001.0000.15.521.21.11.002	OVERTIME		2017		2018
1,689 HOURS @ $60.25 PER HOUR		$	93,830	$	93,830
	Subtotal:	**$**	**93,830**	**$**	**93,830**

001.0000.15.521.21.11.003	COMP TIME/CASH OUT		2017		2018
COMP TIME CASH OUT FOR CIU		$	6,010	$	6,010
	Subtotal:	**$**	**6,010**	**$**	**6,010**

001.0000.15.521.21.11.005	ON CALL PAY		2017		2018
ON-CALL PAY PER CBA		$	20,000	$	20,000
	Subtotal:	**$**	**20,000**	**$**	**20,000**

001.0000.15.521.21.11.006	HOLIDAY PREMIUM PAY		2017		2018
HOLIDAY PREMIUM PAY PER CBA		$	2,530	$	2,530
	Subtotal:	**$**	**2,530**	**$**	**2,530**

001.0000.15.521.21.11.007	HOLIDAY PAY		2017		2018
HOLIDAY PAY PER CBA		$	22,000	$	22,000
	Subtotal:	**$**	**22,000**	**$**	**22,000**

001.0000.15.521.21.31.005	MEETING MEALS EXPENSE		2017		2018
MEETING MEAL EXPENSE FOR PUBLIC MEETINGS		$	220	$	220
	Subtotal:	**$**	**220**	**$**	**220**

001.0000.15.521.21.31.008	CLOTHING		2017		2018
LPD HATS FOR INCLEMENT WEATHER		$	100	$	100
LPD JACKETS FOR PLAIN CLOTHED ASSIGNMENTS		$	800	$	800
	Subtotal:	**$**	**900**	**$**	**900**

001.0000.15.521.21.35.001	SMALL TOOLS & MINOR EQUIPMENT		2017		2018
SMALL TOOLS, MINOR EQUIPMENT, FORENSIC CHEMICALS		$	6,700	$	6,700
	Subtotal:	**$**	**6,700**	**$**	**6,700**

001.0000.15.521.21.35.010	PUBLIC SAFETY EQUIPMENT		2017		2018
CASECRACKER UPGRADE		$	-	$	2,100
CVSA COMPUTER REPLACEMENT		$	4,495	$	-
EXTENDED TRUCK BED RACK FOR FORENSIC SERVICES		$	3,525	$	-
EXTERNAL VEST CARRIER		$	900	$	300
FLASHLIGHT RELACEMENT		$	300	$	-
SPEECH RECOGNITION SOFTWARE		$	800	$	-
	Subtotal:	**$**	**10,020**	**$**	**2,400**

001.0000.15.521.21.41.001	PROFESSIONAL SERVICES		2017		2018
FORENSIC QUALITY SERVICES ACCREDITATION		$	-	$	10,000
	Subtotal:	**$**	**-**	**$**	**10,000**
	Total Budget:	**$**	**162,210**	**$**	**164,590**

2017/2018 Budget Detail

POLICE - SPECIALTY UNITS/SPECIALTY UNITS

001.0000.15.521.23.11.002	OVERTIME		2017		2018
OVERTIME		$	84,630	$	84,630
	Subtotal:	**$**	**84,630**	**$**	**84,630**

001.0000.15.521.23.11.003	COMP TIME/CASH OUT		2017		2018
COMP TIME CASH OUT PER CBA		$	5,000	$	5,000
	Subtotal:	**$**	**5,000**	**$**	**5,000**

001.0000.15.521.23.11.005	ON CALL PAY		2017		2018
ON CALL PAY PER CBA		$	3,000	$	3,000
	Subtotal:	**$**	**3,000**	**$**	**3,000**

001.0000.15.521.23.11.006	HOLIDAY PREMIUM PAY		2017		2018
HOLIDAY PREMIUM PAY PER CBA		$	510	$	510
	Subtotal:	**$**	**510**	**$**	**510**

001.0000.15.521.23.11.007	HOLIDAY PAY		2017		2018
HOLIDAY CASH OUT PER CBA		$	17,010	$	17,010
	Subtotal:	**$**	**17,010**	**$**	**17,010**

001.0000.15.521.23.41.001	PROFESSIONAL SERVICES		2017		2018
SPECIALIZED PHONE SERVICES		$	700	$	700
	Subtotal:	**$**	**700**	**$**	**700**
	Total Budget:	**$**	**110,850**	**$**	**110,850**

2017/2018 Budget Detail

POLICE - SPECIALTY UNITS/SWAT

001.0000.15.521.26.11.002	OVERTIME	2017	2018
OVERTIME FOR SWAT TRAINING AND CALL OUTS		$ 30,000	$ 30,000
	Subtotal:	**$ 30,000**	**$ 30,000**

001.0000.15.521.26.31.008	CLOTHING	2017	2018
FIRE RESISTANT UNIFORMS		$ 1,500	$ 1,500
REPLACEMENT CLOTHING FOR KEVLAR GLOVES		$ 120	$ 120
	Subtotal:	**$ 1,620**	**$ 1,620**

001.0000.15.521.26.31.020	AMMUNITION	2017	2018
.233 PRACTICE AMMO FED AMERICAN EAGLE .55 GR		$ 6,525	$ 6,525
.308 BARRIER AMMO BLACK HILLS GOLD 108 GR		$ 2,005	$ 2,005
.308 GENERAL USE AMMO HORNADY 168 GR TAP		$ 6,005	$ 6,005
.40 PRACTICE AMMO AMERICAN EAGLE AE40N1 180 GR		$ 4,710	$ 4,710
.45 PRACTICE AMMO AMERICAN EAGLE AE45N1 230 GR		$ 2,375	$ 2,375
9MM SIMUNITION FX5307070		$ 1,180	$ 1,180
	Subtotal:	**$ 22,800**	**$ 22,800**

001.0000.15.521.26.35.010	PUBLIC SAFETY EQUIPMENT	2017	2018
BATTERIES MINOR EQUIPMENT REPAIR OR REPLACEMENT		$ 800	$ 800
BREACHER'S TAPE		$ 500	$ 500
CHEMICAL AGENT STORAGE AND REPLACEMENT		$ 3,500	$ 3,500
ENTRY TRAINING FRAMES		$ 800	$ 800
HAND HELD GPS		$ 1,000	$ -
HEARING PROTECTION		$ 330	$ 330
HELMET STROBE LIGHTS		$ 1,300	$ -
HELMETS WITH ATTACHMENTS		$ 1,600	$ 800
NFDD BOXES		$ 1,000	$ -
RADIO HEADSET REPLACEMENT		$ 3,500	$ 3,500
TACTICAL ARMOR TO REPLACE EXPIRED		$ 7,000	$ 7,000
THERMAL IMAGING DEVICE		$ 1,500	$ -
	Subtotal:	**$ 22,830**	**$ 17,230**

001.0000.15.521.26.41.001	PROFESSIONAL SERVICES	2017	2018
RADIO EQUIPMENT REPAIRS		$ 1,500	$ 1,500
	Subtotal:	**$ 1,500**	**$ 1,500**
	Total Budget:	**$ 78,750**	**$ 73,150**

2017/2018 Budget Detail

POLICE - SPECIALITY UNITS/CSRT-CRIME PREVENTION

001.0000.15.521.30.11.002	OVERTIME		2017		2018
OVERTIME		$	19,000	$	19,000
	Subtotal:	**$**	**19,000**	**$**	**19,000**

001.0000.15.521.30.11.003	COMP TIME/CASH OUT		2017		2018
COMP TIME CASH OUT PER CBA		$	2,730	$	2,730
	Subtotal:	**$**	**2,730**	**$**	**2,730**

001.0000.15.521.30.11.006	HOLIDAY PREMIUM PAY		2017		2018
HOLIDAY PREMIUM PAY PER CBA		$	1,260	$	1,260
	Subtotal:	**$**	**1,260**	**$**	**1,260**

001.0000.15.521.30.11.007	HOLIDAY PAY		2017		2018
HOLIDAY CASH OUT PER CBA		$	30,000	$	30,000
	Subtotal:	**$**	**30,000**	**$**	**30,000**

001.0000.15.521.30.31.005	MEETING MEALS EXPENSE		2017		2018
MEALS FOR CRIME FREE HOUSING PROGRAMS		$	160	$	160
	Subtotal:	**$**	**160**	**$**	**160**

001.0000.15.521.30.35.010	PUBLIC SAFETY EQUIPMENT		2017		2018
MOTION CENSOR CAMERAS		$	1,000	$	-
	Subtotal:	**$**	**1,000**	**$**	**-**

001.0000.15.521.30.48.007	RADIO REPAIR & MAINTENANCE		2017		2018
REPAIR OF 800 MHZ RADIOS		$	270	$	270
	Subtotal:	**$**	**270**	**$**	**270**

001.0000.15.521.30.49.005	PRINTING & BINDING		2017		2018
CRIME PREVENTION AND COMMUNITY ENHANCEMENT		$	2,000	$	2,000
	Subtotal:	**$**	**2,000**	**$**	**2,000**
	Total Budget:	**$**	**56,420**	**$**	**55,420**

2017/2018 Budget Detail

POLICE - SPECIALITY UNITS/CSRT-CODE ENFORCEMENT (ONGOING)

001.0000.15.521.32.11.002	OVERTIME		2017		2018
OVERTIME		$	3,200	$	3,200
	Subtotal:	**$**	**3,200**	**$**	**3,200**

001.0000.15.521.32.31.001	OFFICE & OPERATING SUPPLIES		2017		2018
GRAFITTI REMOVAL SUPPLIES		$	500	$	500
NNO SUPPLIES		$	1,000	$	1,000
OFFICE SUPPLIES FOR CODE ENFORCEMENT		$	1,200	$	1,200
	Subtotal:	**$**	**2,700**	**$**	**2,700**

001.0000.15.521.32.31.003	OFFICE FORMS		2017		2018
FORMS FOR CODE ENFORCEMENT		$	150	$	150
	Subtotal:	**$**	**150**	**$**	**150**

001.0000.15.521.32.31.005	MEETING MEALS EXPENSE		2017		2018
MEALS FOR PUBLIC MEETINGS		$	210	$	210
	Subtotal:	**$**	**210**	**$**	**210**

001.0000.15.521.32.31.008	CLOTHING		2017		2018
BOOT REPLACEMENT		$	200	$	200
CEO JACKET		$	280	$	-
CSO CLOTHING REPLACEMENT		$	150	$	150
JUMPSUIT REPLACEMENT		$	1,800	$	1,800
	Subtotal:	**$**	**2,430**	**$**	**2,150**

001.0000.15.521.32.35.017	CAMERA		2017		2018
CAMERA FOR CODE ENFORCEMENT		$	200	$	200
	Subtotal:	**$**	**200**	**$**	**200**

001.0000.15.521.32.41.001	PROFESSIONAL SERVICES		2017		2018
CSRT LEGAL NOTICES		$	200	$	200
	Subtotal:	**$**	**200**	**$**	**200**

001.0000.15.521.32.48.007	RADIO REPAIR & MAINTENANCE		2017		2018
REPAIR OF 800 MHZ PORTABLE RADIO		$	180	$	180
	Subtotal:	**$**	**180**	**$**	**180**

001.0000.15.521.32.49.005	PRINTING & BINDING		2017		2018
PRINTING OF NOTICES / FORMS		$	400	$	400
	Subtotal:	**$**	**400**	**$**	**400**

001.0000.15.521.32.51.017	PUGET SOUND AIR POLLUTION		2017		2018
CLEAN AIR ASSESSMENT FOR CODE ENFORCEMENT		$	36,400	$	36,400
	Subtotal:	**$**	**36,400**	**$**	**36,400**
	Total Budget:	**$**	**46,070**	**$**	**45,790**

2017/2018 Budget Detail

POLICE - SPECIALITY UNITS/CSRT-CODE ENFORCEMENT (1-TIME)

001.9999.15.521.32.49.003	REGISTRATION		2017		2018
CSRT TRAINING		$	1,600	$	-
	Subtotal:	**$**	**1,600**	**$**	**-**
	Total Budget:	**$**	**1,600**	**$**	**-**

2017/2018 Budget Detail

POLICE - SPECIALTY UNITS/TRAFFIC POLICING

001.0000.15.521.70.11.002	OVERTIME	2017	2018
OVERTIME		$ 40,000	$ 40,000
	Subtotal:	**$ 40,000**	**$ 40,000**

001.0000.15.521.70.11.003	COMP TIME/CASH OUT	2017	2018
COMP TIME CASHOUT PER CBA		$ 3,060	$ 3,060
	Subtotal:	**$ 3,060**	**$ 3,060**

001.0000.15.521.70.11.006	HOLIDAY PREMIUM PAY	2017	2018
HOLIDAY PREMIUM PAY PER CBA		$ 6,730	$ 6,730
	Subtotal:	**$ 6,730**	**$ 6,730**

001.0000.15.521.70.11.007	HOLIDAY PAY	2017	2018
HOLIDAY CASHOUT PER CBA		$ 15,290	$ 15,290
	Subtotal:	**$ 15,290**	**$ 15,290**

001.0000.15.521.70.11.070	DUI EMERGENCY RESPONSE	2017	2018
DUI RECOVERY, OFFSET BY REVENUE		$ 20,000	$ 20,000
	Subtotal:	**$ 20,000**	**$ 20,000**

001.0000.15.521.70.31.005	MEETING MEALS EXPENSE	2017	2018
MEAL EXPENSE FOR HOSTING PUBLIC MEETINGS		$ 90	$ 90
	Subtotal:	**$ 90**	**$ 90**

001.0000.15.521.70.31.008	CLOTHING	2017	2018
INCLEMENT WEATHER CLOTHING (PER CBA)		$ 3,500	$ 3,500
JUMPSUIT REPLACEMENT		$ 1,200	$ 1,200
REPLACEMENT MOTORCYCLE CLOTHING		$ 1,300	$ 1,300
	Subtotal:	**$ 6,000**	**$ 6,000**

001.0000.15.521.70.35.010	PUBLIC SAFETY EQUIPMENT	2017	2018
REPLACEMENT EQUIPMENT FOR COLLISION INVESTIGATION		$ 1,000	$ 1,000
	Subtotal:	**$ 1,000**	**$ 1,000**

001.0000.15.521.70.41.001	PROFESSIONAL SERVICES	2017	2018
ANNUAL RADAR CALIBRATION		$ 4,000	$ 4,000
	Subtotal:	**$ 4,000**	**$ 4,000**

001.0000.15.521.70.48.007	RADIO REPAIR & MAINTENANCE	2017	2018
REPAIR AND MAINTENANCE OF 800 MHZ RADIOS		$ 200	$ 200
	Subtotal:	**$ 200**	**$ 200**
	Total Budget:	**$ 96,370**	**$ 96,370**

2017/2018 Budget Detail

POLICE - SPECIALTY UNITS/CAMERA ENFORCEMENT

001.0000.15.521.71.41.080	PHOTO INFRACTIONS		2017		2018
VENDOR FEE FOR PHOTO INFRACTIONS		$	390,000	$	390,000
	Subtotal:	**$**	**390,000**	**$**	**390,000**
	Total Budget:	**$**	**390,000**	**$**	**390,000**

2017/2018 Budget Detail

POLICE - SPECIALTY UNITS/PROPERTY ROOM

001.0000.15.521.80.11.002	OVERTIME		2017		2018
OVERTIME		$	5,000	$	5,000
	Subtotal:	**$**	**5,000**	**$**	**5,000**

001.0000.15.521.80.31.001	OFFICE & OPERATING SUPPLIES		2017		2018
EVIDENCE PACKING AND PROCESSING SUPPLIES		$	8,500	$	8,500
UPGRADE/REPLACE SHELVING AND STORAGE		$	2,000	$	2,000
	Subtotal:	**$**	**10,500**	**$**	**10,500**

001.0000.15.521.80.31.003	OFFICE FORMS		2017		2018
FORMS FOR EVIDENCE PACKING AND PROCESSING		$	1,000	$	1,000
	Subtotal:	**$**	**1,000**	**$**	**1,000**

001.0000.15.521.80.31.008	CLOTHING		2017		2018
REPLACE JACKETS, PANTS, SHIRTS		$	1,500	$	1,500
	Subtotal:	**$**	**1,500**	**$**	**1,500**

001.0000.15.521.80.35.001	SMALL TOOLS & MINOR EQUIPMENT		2017		2018
SMALL TOOLS & MINOR EQUIPMENT		$	1,900	$	1,900
	Subtotal:	**$**	**1,900**	**$**	**1,900**

001.0000.15.521.80.44.001	ADVERTISING		2017		2018
ADVERTISING		$	600	$	600
	Subtotal:	**$**	**600**	**$**	**600**
	Total Budget:	**$**	**20,500**	**$**	**20,500**

2017/2018 Budget Detail

POLICE - SPECIALTY UNITS/ANIMAL CONTROL

001.0000.15.554.30.11.002	OVERTIME		2017		2018
OVERTIME FOR ANIMAL CONTROL		$	6,000	$	6,000
	Subtotal:	**$**	**6,000**	**$**	**6,000**

001.0000.15.554.30.11.005	ON CALL/STANDBY PAY		2017		2018
ON CALL/STANDBY PAY FOR ANIMAL CONTROL		$	17,000	$	17,000
	Subtotal:	**$**	**17,000**	**$**	**17,000**

001.0000.15.554.30.31.003	OFFICE FORMS		2017		2018
PRINTING OF DANGEROUS DOG NOTICES		$	160	$	160
	Subtotal:	**$**	**160**	**$**	**160**

001.0000.15.554.30.31.008	CLOTHING		2017		2018
CLOTHING		$	380	$	380
PERSONAL PROTECTIVE EQUIPMENT		$	200	$	200
REPLACEMENT JUMPSUIT		$	500	$	500
	Subtotal:	**$**	**1,080**	**$**	**1,080**

001.0000.15.554.30.35.001	SMALL TOOLS & MINOR EQUIPMENT		2017		2018
ANIMAL CONTROL CADAVER BAGS AND LEASHES		$	500	$	500
ANIMAL CONTROL EUTHENASIA DRUGS		$	120	$	120
ANIMAL CONTROL PET FOOD		$	200	$	200
SMALL TOOLS & MINOR EQUIPMENT		$	1,300	$	1,300
	Subtotal:	**$**	**2,120**	**$**	**2,120**

001.0000.15.554.30.41.001	PROFESSIONAL SERVICES		2017		2018
ANIMAL EXAMS		$	600	$	600
VET VISITS		$	600	$	600
	Subtotal:	**$**	**1,200**	**$**	**1,200**

001.0000.15.554.30.41.008	THE HUMANE SOCIETY		2017		2018
HUMANE SOCIETY		$	106,900	$	106,900
	Subtotal:	**$**	**106,900**	**$**	**106,900**
	Total Budget:	**$**	**134,460**	**$**	**134,460**

2017/2018 Budget Detail
NARCOTICS SEIZURE FUND

180.0000.15.521.21.35.010	PUBLIC SAFETY EQUIPMENT	2017	2018
SPECIAL OPERATIONS SURVEILLANCE EQUIPMENT		10,000.00	10,000.00
	Subtotal:	**10,000.00**	**10,000.00**

180.0000.15.521.21.49.003	REGISTRATION	2017	2018
BASIC AND ADVANCED EXPLOSIVE BREACHING COURSE		5,000.00	5,000.00
CALIFORNIA NARCOTICS INVESTIGATORS TRAINING AND		5,000.00	5,000.00
NARCOTICS INVESTIGATIONS PROFICIENCY TRAINING		10,000.00	10,000.00
NARCOTICS K9 CONFERENCE		2,000.00	2,000.00
NATIONAL ASSOCIATION OF TECHNICAL INVESTIGATORS		3,000.00	3,000.00
PROFESSIONAL SEMINARS ON LESSONS LEARNED FROM		4,000.00	4,000.00
TRAINING ON ADVANCED CELL PHONE INVESTIGATIONS		5,000.00	5,000.00
UNDERCOVER INVESTIGATIONS AND INFORMANT MANAGEMENT		5,000.00	5,000.00
WEEKLONG TEAM TRAINING IN YAKIMA (MEETS NTOA		3,000.00	3,000.00
WSTOA CONFERENCE		3,000.00	3,000.00
	Subtotal:	**45,000.00**	**45,000.00**

180.0000.15.521.21.64.010	PUBLIC SAFETY EQUIPMENT	2017	2018
REPLACE SWAT ROBOT FOR SEARCH WARRANTS		20,000.00	20,000.00
	Subtotal:	**20,000.00**	**20,000.00**
	Total Budget:	**75,000.00**	**75,000.00**

2017/2018 Budget Detail

FEDERAL SEIZURE FUND

182.0000.15.521.30.35.010	PUBLIC SAFETY EQUIPMENT		2017		2018
PUBLIC SAFETY EQUIPMENT		$	20,000	$	20,000
	Subtotal:	**$**	**20,000**	**$**	**20,000**

182.0001.15.521.30.11.002	OVERTIME		2017		2018
OVERTIME FOR PREDPOL ENFORCEMENT		$	25,000	$	25,000
	Subtotal:	**$**	**25,000**	**$**	**25,000**

182.0001.15.521.30.51.001	INTER-GOVERNMENTAL SERVICES		2017		2018
PREDPOL PAYMENT TO SS911		$	9,900	$	9,900
	Subtotal:	**$**	**9,900**	**$**	**9,900**

182.0001.15.521.30.51.001	INTER-GOVERNMENTAL SERVICES		2017		2018
IN CAR CAMERA EXPANSION - QTY 10 CAMERAS		$	50,000	$	50,000
	Subtotal:	**$**	**50,000**	**$**	**50,000**
	Total Budget:	**$**	**104,900**	**$**	**104,900**

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BUDGET BY FUND

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FUND 001: GENERAL FUND

PURPOSE/DESCRIPTION

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

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

- *2% General Fund Contingency Reserves:* The purpose of this reserve is to accommodate unexpected operational changes, legislative impacts, or other economic events affecting the City's operations which could not have been reasonably anticipated at the time the original budget was prepared. The City Council will determine how the Contingency Reserves are spent.

- *5% General Fund Ending Fund Balance Reserves:* The purpose of this reserve is to provide financial stability, cash flow for operations and the assurance that the City will be able to respond to revenue shortfalls with fiscal strength.

- *5% Strategic Reserves:* The purpose of this reserve is to provide some fiscal means for the City to respond to potential adversities such as public emergencies, natural disasters or similarly major, unanticipated events.

The City's fiscal policy requires ongoing expenditures to be funded with ongoing revenues, therefore, beginning fund balance from prior year are primarily used for one-time and/or capital purpose.

The following pages present a sources and uses summary of the departmental budgets which comprise the General Fund. Also included is an expenditure by object summary.

FUND 001: GENERAL FUND (continued)

SOURCES & USES

Item	2014 Actual	2015 Actual	2016 Adopted	2016 Adjusted	2016 Year-end	2017 Proposed	2018 Proposed	17 Proposed - 16 Adj $ Chg	17 Proposed - 16 Adj % Chg
REVENUES									
Taxes	**$25,056,768**	**$25,902,341**	**$25,596,000**	**$25,533,800**	**$25,749,634**	**$26,053,034**	**$26,498,600**	**$ 519,234**	**2.0%**
Property Tax	6,468,617	6,563,936	6,562,000	6,639,000	6,644,634	6,711,734	6,812,400	72,734	1.1%
Local Sales & Use Tax	8,272,877	8,707,904	8,426,000	8,601,900	8,750,000	8,925,000	9,192,800	323,100	3.8%
Sales/Parks	481,690	515,202	481,000	499,900	515,000	525,300	541,100	25,400	5.1%
Brokered Natural Gas Use Tax	79,394	33,661	30,000	30,000	30,000	30,000	30,000	-	0.0%
Criminal Justice Sales Tax	863,463	926,884	846,000	898,300	945,000	963,900	992,800	65,600	7.3%
Admissions Tax	654,011	656,410	660,000	680,400	610,000	616,100	622,300	(64,300)	-9.5%
Utility Tax	5,747,855	5,703,609	6,076,000	5,644,000	5,644,000	5,644,000	5,644,000	-	0.0%
Leasehold Tax	6,457	22,800	8,000	8,000	12,000	12,000	12,000	4,000	50.0%
Gambling Tax	2,482,403	2,771,934	2,507,000	2,532,300	2,599,000	2,625,000	2,651,200	92,700	3.7%
Franchise Fees	**3,382,845**	**3,520,594**	**3,254,000**	**3,510,300**	**3,529,000**	**3,634,900**	**3,743,900**	**124,600**	**3.5%**
Cable, Water, Sewer, Solid Waste	2,524,420	2,666,387	2,415,000	2,626,100	2,709,000	2,790,300	2,874,000	164,200	6.3%
Tacoma Power	858,425	854,207	839,000	884,200	820,000	844,600	869,900	(39,600)	-4.5%
Development Service Fees	**1,096,893**	**1,002,837**	**982,970**	**1,481,000**	**1,190,370**	**1,304,214**	**1,354,391**	**(176,786)**	**-11.9%**
Building Permits	443,123	453,669	430,000	685,300	475,000	494,000	513,760	(191,300)	-27.9%
Other Building Permit Fees	100,147	98,058	106,000	143,600	122,600	126,480	130,511	(17,120)	-11.9%
Plan Review/Plan Check Fees	466,631	371,069	375,000	572,000	491,340	596,256	620,097	24,256	4.2%
Other Zoning/Development Fees	86,993	80,040	71,970	80,100	101,430	87,478	90,023	7,378	9.2%
Licenses & Permits	**447,376**	**452,242**	**454,800**	**510,900**	**439,500**	**481,500**	**481,500**	**(29,400)**	**-5.8%**
Business License	270,375	248,339	260,000	332,900	261,500	303,500	303,500	(29,400)	-8.8%
Alarm Permits & Fees	135,883	164,363	159,000	136,000	136,000	136,000	136,000	-	0.0%
Animal Licenses	41,118	39,540	35,800	42,000	42,000	42,000	42,000	-	0.0%
State Shared Revenues	**1,146,708**	**1,108,785**	**1,075,300**	**1,197,900**	**1,201,600**	**1,212,908**	**1,213,000**	**15,008**	**1.3%**
Sales Tax Mitigation	48,556	46,846	50,000	50,000	50,000	50,000	50,000	-	0.0%
Criminal Justice	147,169	134,679	136,900	150,200	153,100	154,752	154,800	4,552	3.0%
Criminal Justice High Crime	332,925	224,154	298,100	236,700	236,700	236,700	236,700	-	0.0%
Liquor Excise Tax	99,953	191,738	80,800	258,500	267,500	274,596	274,600	16,096	6.2%
Liquor Board Profits	518,105	511,368	509,500	502,500	494,300	496,860	496,900	(5,640)	-1.1%
Intergovernmental	**353,747**	**413,554**	**408,372**	**401,025**	**406,025**	**417,700**	**429,800**	**16,675**	**4.2%**
Police FBI & Other Misc	37,607	13,334	12,900	12,900	12,900	12,900	12,900	-	0.0%
Police-Animal Svcs-Steilacoom	10,586	12,173	13,000	13,000	13,000	13,400	13,800	400	3.1%
Police-Animal Svcs-Dupont	20,554	27,954	27,000	27,000	27,000	27,800	28,600	800	3.0%
Police-South Sound 911 Investigations	-	-		-	5,000	5,000	5,000	5,000	n/a
Muni Court-University Place Contract	225,000	170,585	171,002	124,711	124,711	128,500	132,400	3,789	3.0%
Muni Court-Town of Steilacoom Contract	10,000	99,276	99,349	92,352	92,352	95,100	98,000	2,748	3.0%
Muni Court-City of Dupont	-	89,042	85,121	131,062	131,062	135,000	139,100	3,938	3.0%
Administrative Services - Human Resources	-	1,190	-	-	-	-	-	-	n/a
Parks & Recreation	50,000	-	-	-	-	-	-	-	n/a

FUND 001: GENERAL FUND (continued)

SOURCES & USES (continued)

Item	2014 Actual	2015 Actual	2016 Adopted	2016 Adjusted	2016 Year-end	2017 Proposed	2018 Proposed	17 Proposed - 16 Adj $ Chg	17 Proposed - 16 Adj % Chg
Charges for Services & Fees	**1,003,355**	**944,539**	**958,500**	**989,500**	**974,000**	**977,500**	**979,500**	**(12,000)**	**-1.2%**
Parks & Recreation Fees	234,414	231,151	262,500	262,500	255,500	259,000	261,000	(3,500)	-1.3%
Court Transport-University Place	11,220	-	14,000	-	-	-	-	-	n/a
Court Transport-Steilacoom	2,805	-	-	-	-	-	-	-	n/a
Police - Various Contracts	3,695	19,800	-	-	-	-	-	-	n/a
Police - Towing Impound Fees	49,300	37,000	40,000	40,000	40,000	40,000	40,000	-	0.0%
Police - Extra Duty	398,599	363,353	400,000	400,000	400,000	400,000	400,000	-	0.0%
Police - WSH Comm Policing Program	288,027	286,537	231,000	276,000	276,000	276,000	276,000	-	0.0%
Other	15,295	6,697	11,000	11,000	2,500	2,500	2,500	(8,500)	-77.3%
Fines & Forfeitures	**2,089,104**	**1,981,247**	**2,194,100**	**2,194,100**	**1,982,219**	**1,982,219**	**1,982,219**	**(211,881)**	**-9.7%**
Municipal Court	1,384,894	1,282,219	1,444,100	1,444,100	1,282,219	1,282,219	1,282,219	(161,881)	-11.2%
Photo Infraction	704,211	699,028	750,000	750,000	700,000	700,000	700,000	(50,000)	-6.7%
Miscellaneous/Interest/Other	**140,049**	**117,636**	**74,150**	**74,150**	**70,150**	**48,650**	**48,650**	**(25,500)**	**-34.4%**
Interest Earnings	7,202	7,919	2,000	2,000	6,000	6,000	6,000	4,000	200.0%
Penalties & Interest - Taxes	33,952	21,915	30,500	30,500	30,500	30,500	30,500	-	0.0%
Miscellaneous/Other	98,895	87,801	41,650	41,650	33,650	12,150	12,150	(29,500)	-70.8%
Interfund Transfers	**313,060**	**284,700**	**284,700**	**284,700**	**284,700**	**284,700**	**284,700**	**-**	**0.0%**
Transfers In - Fund 101 Street O&M	28,360	-	-	-	-	-	-	-	n/a
Tranfsers In - Fund 102 Street Capital	-	-	-	-	-	-	-	-	n/a
Transfer In - Fund 401 SWM	284,700	284,700	284,700	284,700	284,700	284,700	284,700	-	0.0%
Total Operating Revenues	**$ 35,029,905**	**$ 35,728,474**	**$ 35,282,892**	**$ 36,177,375**	**$ 35,827,198**	**$ 36,397,325**	**$ 37,016,260**	**$ 219,950**	**0.6%**
EXPENDITURES									
City Council	94,441	103,021	90,090	136,290	136,290	134,910	134,920	(1,380)	-1.0%
City Manager	528,918	601,322	552,260	592,066	590,832	611,558	620,129	19,492	3.3%
Municipal Court	1,893,926	1,790,330	1,807,930	2,046,213	2,128,783	1,996,463	2,053,330	(49,750)	-2.4%
Administrative Services	3,441,279	1,490,468	1,465,450	1,628,158	1,623,004	1,616,401	1,655,784	(11,757)	-0.7%
Legal	1,272,057	1,634,745	1,631,360	1,752,249	1,690,990	1,718,200	1,688,739	(34,049)	-1.9%
Community & Economic Dev	1,786,180	1,876,796	1,952,360	2,160,784	1,935,268	1,871,780	1,926,371	(289,004)	-13.4%
Parks, Rec & Community Svcs	2,155,686	2,465,429	2,508,650	2,670,401	2,677,682	2,630,206	2,641,869	(40,195)	-1.5%
Police	19,883,014	21,595,504	21,341,706	22,546,826	22,925,545	23,173,274	24,122,464	626,448	2.8%
Property Management	825,724	-	-	-	-	-	-	-	n/a
Non-Departmental	195,983	132,402	2,249,930	131,290	131,290	131,720	131,720	430	0.3%
Transfer to Fund 101 Street	1,001,675	1,266,320	1,061,550	1,312,143	1,225,435	1,027,161	1,012,178	(284,982)	-21.7%
Transfer to Fund 102 Street Capital	35,000	-	-	-	-	-	-	-	n/a
Transfer to Fund 105 Abatement/RHSP	-	35,000	35,000	35,000	35,000	35,000	35,000	-	0.0%
Transfer to Fund 201 GO Bond DS	287,758	340,162	290,160	444,810	467,594	477,570	478,135	32,760	7.4%
Contribution to Fleet/Equip Reserves	920,300	-	-	-	-	-	-	-	n/a
Total Operating Expenditures:	**$ 34,321,939**	**$ 33,331,499**	**$ 34,986,446**	**$ 35,456,230**	**$ 35,567,713**	**$ 35,424,243**	**$ 36,500,639**	**$ (31,987)**	**-0.1%**
Oper Rev Over/(Under) Exp	**$ 707,966**	**$ 2,396,975**	**$ 296,446**	**$ 721,145**	**$ 259,485**	**$ 973,082**	**$ 515,621**	**$ 251,937**	**34.9%**

FUND 001: GENERAL FUND (continued)

SOURCES & USES (continued)

Item	2014 Actual	2015 Actual	2016 Adopted	2016 Adjusted	2016 Year-end	2017 Proposed	2018 Proposed	17 Proposed - 16 Adj $ Chg	17 Proposed - 16 Adj % Chg
OTHER FINANCING SOURCES									
Grants/Donations/Contributions	299,991	335,163	156,500	259,368	284,618	69,750	69,750	(189,618)	-73.1%
Transfer In-Narcotics Seizure	14,061	-	-	-	-	-	-	-	n/a
Transfer In-Felony Seizure	85,939	-	-	-	-	-	-	-	n/a
Transfer In-CDBG/Grants	840,056	-	-	-	-	-	-	-	n/a
Transfer In-LID Guaranty Fund	-	-	270,000	270,000	270,000	-	-	(270,000)	-100.0%
Transfer In-Fleet & Equipment	1,074,959	40,802	-	-	-	96,050	16,000	96,050	n/a
Total Other Financing Sources	**$ 2,315,006**	**$ 375,965**	**$ 426,500**	**$ 529,368**	**$ 554,618**	**$ 165,800**	**$ 85,750**	**$ (363,568)**	**-68.7%**
OTHER FINANCING USES									
Municipal Court	51,459	51,350	-	18,056	18,056	41,024	17,485	22,968	127.2%
City Council	5,264	-	-	-	-	29,483	4,044	29,483	n/a
City Manager	18,000	31,573	-	11,933	11,933	-	-	(11,933)	-100.0%
Administrative Services	465,692	3,992	-	9,785	9,785	46,276	17,594	36,491	372.9%
Legal/Clerk	21,209	309,575	10,000	47,453	47,453	44,381	18,917	(3,072)	-6.5%
Community & Economic Development	321,515	59,524	-	466,165	466,165	52,026	22,175	(414,139)	-88.8%
Parks, Recreation & Community Services	9,725	1,294	-	72,582	72,582	49,998	21,311	(22,584)	-31.1%
Police	52,863	113,235	-	108,539	108,539	457,640	194,380	349,101	321.6%
Property Management	27,385	-	-	-	-	-	-	-	n/a
Transfer Out - Street	37,000	-	-	14,531	14,531	158,923	42,033	144,392	993.7%
Transfer Out - Abatement/RHSP	-	-	-	-		90,000	90,000	90,000	n/a
Transfer Out - OEA/SSMCP	50,000	50,000	50,000	54,750	54,750	50,000	50,000	(4,750)	-8.7%
Transfer Out - Public Safety Grants	10,848	-	-	-	-	-	-	-	n/a
Transfer Out - Parks CIP	-	146,729	-	-	-	-	-	-	n/a
Transfer Out - Transportation CIP	-	689,500	500,000	310,500	310,500	500,000	500,000	189,500	61.0%
Transfer to Fleet & Equipment	-	-	-	233,239	233,239	-	-	(233,239)	-100.0%
Total Other Financing Uses	**$ 1,070,960**	**$ 1,456,772**	**$ 560,000**	**$ 1,347,533**	**$ 1,347,533**	**$ 1,519,751**	**$ 977,939**	**$ 172,218**	**12.8%**
Total Revenue & Other Sources	**$ 37,344,910**	**$ 36,104,439**	**$ 35,709,392**	**$ 36,706,743**	**$ 36,381,816**	**$ 36,563,125**	**$ 37,102,010**	**$ (143,618)**	**-0.4%**
Total Expenditures & Other Uses	**$ 35,392,899**	**$ 34,788,272**	**$ 35,546,446**	**$ 36,803,763**	**$ 36,915,246**	**$ 36,943,994**	**$ 37,478,578**	**$ 140,231**	**0.4%**
Beginning Balance	**$ 2,580,681**	**$ 4,532,693**	**$ 4,174,854**	**$ 5,848,860**	**$ 5,848,860**	**$ 5,315,430**	**$ 4,934,561**	**$ (533,430)**	**-9.1%**
Ending Balance	**$ 4,532,693**	**$ 5,848,860**	**$ 4,337,800**	**$ 5,751,840**	**$ 5,315,430**	**$ 4,934,561**	**$ 4,557,993**	**$ (817,279)**	**-14.2%**
EFB as % of G/S Oper Rev	12.6%	16.0%	12.0%	15.5%	14.4%	13.2%	12.0%	-2.30%	-14.8%
Reserves - Total Target 12%	$ 4,316,235	$ 4,397,783	$ 4,337,797	$ 4,445,565	$ 4,415,222	$ 4,483,722	$ 4,557,991	38,157	0.9%
2% Contingency Reserves	$ 719,372	$ 732,964	$ 722,972	$ 740,928	$ 735,870	$ 747,287	$ 759,665	6,359	0.9%
5% General Fund Reserves	$ 1,798,431	$ 1,832,409	$ 1,807,413	$ 1,852,319	$ 1,839,676	$ 1,868,218	$ 1,899,163	15,899	0.9%
5% Strategic Reserves	$ 1,798,431	$ 1,832,409	$ 1,807,413	$ 1,852,319	$ 1,839,676	$ 1,868,218	$ 1,899,163	15,899	0.9%
Unreserved / (Shortfall):	$ 216,459	$ 1,451,078	$ -	$ 1,306,275	$ 900,208	$ 450,839	$ 3	$ (855,436)	-65.5%

FUND 001: GENERAL FUND (continued)

EXPENDITURE BY OBJECT SUMMARY

Code	Item	2014 Actual	2015 Actual	2016 Adopted	2016 Adjusted	2016 Year-end	2017 Proposed	2018 Proposed	17 Proposed - 16 Adj $ Chg	17 Proposed - 16 Adj % Chg
Expenditure Summary:										
11.xxx	Salaries & Wages	$ 15,579,165	$ 14,556,604	$ 15,230,136	$ 15,338,135	$ 15,917,835	$ 15,663,824	$ 16,353,041	$ 325,689	2.1%
11.002/4	Overtime	989,091	951,883	716,440	707,412	707,412	710,920	710,920	3,508	0.5%
11.008	Extra Duty Pay	326,628	328,481	400,000	400,000	400,000	400,000	400,000	-	0.0%
11.011	Temporary Help	146,686	198,192	186,650	186,650	186,650	207,120	207,120	20,470	11.0%
21.xxx	Benefits	6,396,353	5,987,178	6,498,940	6,546,061	6,474,561	6,339,979	6,656,037	(206,082)	-3.1%
31.xxx	Other Operating Supplies	391,808	271,692	350,630	347,805	347,805	305,485	305,485	(42,320)	-12.2%
31.002	Printer & Copier Supplies	28,931	-	-	-	-	-	-	-	n/a
31.003/00	Forms & Publications	7,088	8,511	14,700	14,700	14,700	14,700	14,700	-	0.0%
31.005	Meeting Food & Beverage	8,168	9,310	6,690	6,690	6,690	7,040	7,040	350	5.2%
31.008	Clothing/Uniform	58,420	61,460	64,660	58,630	58,630	49,580	49,300	(9,050)	-15.4%
31.030	Maintenance Supplies	67	-	-	-	-	-	-	-	n/a
32.xxc	Fuel	407,610	-	-	-	-	-	-	-	n/a
35.xxx	Small Tools/Minor Equip	88,727	59,233	119,160	110,160	110,160	122,880	109,760	12,720	11.5%
41.xxx	Professional Service	2,071,317	1,862,236	1,885,410	1,979,924	2,073,724	2,121,585	2,141,585	141,661	7.2%
42.xxx	Communication	186,651	56,317	57,020	57,020	57,020	57,020	57,020	-	0.0%
43/49.003	Travel & Training	130,399	116,025	142,450	154,305	154,305	192,230	191,920	37,925	24.6%
44.xxx	Advertising	25,176	17,698	17,700	17,700	17,700	27,450	27,450	9,750	55.1%
45.xxx	Operating Rental/Lease	50,726	6,005	-	-	-	-	-	-	n/a
46.xxx	WCIA Risk Assessment	925,475	-	-	-	-	-	-	-	n/a
47.xxx	Utilities	333,151	117,623	93,250	93,250	93,250	70,600	70,600	(22,650)	-24.3%
48.xxx	Repairs & Maintenance	428,934	2,046	25,950	25,950	25,950	20,950	20,950	(5,000)	-19.3%
49.001	Membership Dues	123,935	74,333	78,710	78,710	78,710	79,435	79,775	725	0.9%
49.xxx	Other Charges & Services	74,204	80,150	108,230	108,230	108,230	86,040	86,040	(22,190)	-20.5%
597	Interfund Transfers	1,324,433	1,641,482	1,386,710	1,791,953	1,728,029	1,539,731	1,525,313	(252,222)	-14.1%
5x.xxx	Intergovernmental	3,298,499	3,333,019	3,326,420	3,293,986	3,293,986	3,401,361	3,338,831	107,375	3.3%
9x.xxx	IS Charges - M&O	-	2,848,725	3,363,550	3,214,024	2,919,839	3,227,683	3,281,094	13,659	0.4%
9x.xxx	IS Charges - Reserves	920,300	743,297	913,040	924,935	792,527	778,630	866,658	(146,305)	-15.8%
	Subtotal Operating Exp:	**$ 34,321,939**	**$ 33,331,499**	**$ 34,986,446**	**$ 35,456,230**	**$ 35,567,713**	**$ 35,424,243**	**$ 36,500,639**	**$ (31,987)**	**-0.1%**
Capital & One-time Funding:										
	City Council	5,264	-	-	-	-	-	-	-	n/a
	City Manager	18,000	31,573	-	11,933	11,933	29,483	4,044	17,550	147.1%
	Administrative Services	465,692	3,992	-	9,785	9,785	46,276	17,594	36,491	372.9%
	Community & Economic Dev	321,515	59,524	-	466,165	466,165	52,026	22,175	(414,139)	-88.8%
	Parks, Rec & Comm Services	37,110	1,294	-	72,582	72,582	49,998	21,311	(22,584)	-31.1%
	Legal	21,209	309,575	10,000	47,453	47,453	44,381	18,917	(3,072)	-6.5%
	Municipal Court	51,459	51,350	-	18,056	18,056	41,024	17,485	22,968	127.2%
	Police	52,863	113,235	-	108,539	108,539	457,640	194,380	349,101	321.6%
	Transfers Out	97,848	886,229	550,000	613,020	613,020	798,923	682,033	185,903	30.3%
	Subtotal One-time Exp:	**$ 1,070,959**	**$ 1,456,773**	**$ 560,000**	**$ 1,347,533**	**$ 1,347,533**	**$ 1,519,751**	**$ 977,939**	**$ 172,218**	**12.8%**
	Total Expenditures:	**$ 35,392,899**	**$ 34,788,272**	**$ 35,546,446**	**$ 36,803,763**	**$ 36,915,246**	**$ 36,943,994**	**$ 37,478,578**	**$ 140,231**	**0.4%**

FUND 101: STREET FUND

PURPOSE/DESCRIPTION

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

SOURCES & USES

Item	2014 Actual	2015 Actual	2016 Adopted	2016 Adjusted	2016 Year-end	2017 Proposed	2018 Proposed	17 Proposed - 16 Adj $ Chg	17 Proposed - 16 Adj % Chg
REVENUES									
Permits Fees	$ 84,653	$ 56,942	$ 28,000	$ 28,000	$ 96,000	$ 96,000	$ 96,000	$ 68,000	242.9%
Engineering Review Fees	1,303	1,050	300	300	1,000	1,000	1,000	700	233.3%
Motor Vehicle Fuel Tax	852,760	861,723	837,400	840,700	869,319	870,028	870,000	29,328	3.5%
Interest Earnings	2	-	-	-	-	-	-	-	n/a
Total Operating Revenues:	**$ 938,718**	**$ 919,715**	**$ 865,700**	**$ 869,000**	**$ 966,319**	**$ 967,028**	**$ 967,000**	**$ 98,028**	**11.3%**
EXPENDITURES									
Operations & Maintenance	1,829,567	1,723,478	1,561,249	1,639,994	1,663,811	1,504,533	1,480,962	(135,461)	-8.3%
Engineering Services	208,410	445,961	372,001	508,199	508,993	492,156	500,716	(16,043)	-3.2%
General Fund Admin Support	28,360	-	-	-	-	-	-	-	n/a
Total Operating Expenditures:	**$ 2,066,337**	**$ 2,169,439**	**$ 1,933,250**	**$ 2,148,193**	**$ 2,172,804**	**$ 1,996,689**	**$ 1,981,678**	**$ (151,504)**	**-7.1%**
Oper Rev Over/(Under) Exp	**$(1,127,619)**	**$(1,249,724)**	**$(1,067,550)**	**$(1,279,193)**	**$(1,206,485)**	**$ (1,029,661)**	**$ (1,014,678)**	**$ 249,532**	**-19.5%**
OTHER FINANCING SOURCES									
Donations/Contributions	4,146	9,780	-	-	10,000	-	-	-	n/a
Proceeds from Sale of Assets	(2,096)	2,288	-	-	-	-	-	-	n/a
Judgments, Settlements/Misc	16,205	2,143	-	-	-	-	-	-	n/a
Permit Deposits for Prof Svcs	-	5,060	-	-	2,500	2,500	2,500	2,500	n/a
Transfer In-General Fund	1,038,675	1,266,321	1,082,550	1,326,674	1,241,466	1,186,084	1,054,211	(140,590)	-10.6%
Total Other Financing Sources	**$ 1,056,930**	**$ 1,285,592**	**$ 1,082,550**	**$ 1,326,674**	**$ 1,253,966**	**$ 1,188,584**	**$ 1,056,711**	**$ (138,090)**	**-10.4%**
OTHER FINANCING USES									
Operations & Maintenance	$ -	$ 30,808	$ 15,000	$ 47,481	$ 47,481	$ 106,282	$ 19,596	$ 58,801	123.8%
Engineering Services	12,280	5,060	-	-	-	52,641	22,437	52,641	n/a
Total Other Financing Uses	**$ 12,280**	**$ 35,867**	**$ 15,000**	**$ 47,481**	**$ 47,481**	**$ 158,923**	**$ 42,033**	**$ 111,442**	**234.7%**
Total Rev & Other Sources	**$ 1,995,648**	**$ 2,205,307**	**$ 1,948,250**	**$ 2,195,674**	**$ 2,220,285**	**$ 2,155,612**	**$ 2,023,711**	**$ (40,062)**	**-1.8%**
Total Exp & Other Uses	**$ 2,078,617**	**$ 2,205,306**	**$ 1,948,250**	**$ 2,195,674**	**$ 2,220,285**	**$ 2,155,612**	**$ 2,023,711**	**$ (40,062)**	**-1.8%**
Beginning Fund Balance, 1/1	**$ 82,969**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**n/a**
Ending Fund Balance, 12/31	**$ -**	**$ 1**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**n/a**

FUND 101: STREET FUND (continued)

EXPENDITURE OBJECT SUMMARY

Code	Item	2014 Actual	2015 Actual	2016 Adopted	2016 Adjusted	2016 Year-end	2017 Proposed	2018 Proposed	17 Proposed - 16 Adj $ Chg	17 Proposed - 16 Adj % Chg
Expenditure Summary:										
11.xxx	Salaries & Wages	680,018	594,563	675,110	664,632	664,632	599,081	602,480	(65,551)	-9.9%
11.002/4	Overtime	10,846	5,924	12,000	12,000	12,000	11,500	11,500	(500)	-4.2%
11.011	Temporary Help	-	-	30,000	30,000	30,000	51,400	51,400	21,400	71.3%
21.xxx	Benefits	257,611	237,044	253,910	255,842	255,842	246,625	256,008	(9,217)	-3.6%
31.xxx	Other Operating Supplies	21,647	84,233	35,600	78,000	78,000	95,700	95,700	17,700	22.7%
31.003/00	Forms & Publications	361	-	600	600	600	200	200	(400)	-66.7%
31.005	Meeting Food & Beverage	430	150	1,000	1,000	1,000	1,000	1,000	-	0.0%
31.008	Clothing/Uniform	6,560	3,717	6,000	6,000	6,000	6,000	6,000	-	0.0%
31.030	Maintenance Supplies	109,538	30,581	77,500	77,500	77,500	90,000	90,000	12,500	16.1%
32.xxx	Fuel	34,080	123	-	-	-	-	-	-	n/a
35.xxx	Small Tools/Minor Equip	1,911	24,288	16,650	22,500	22,500	20,000	20,000	(2,500)	-11.1%
41.xxx	Professional Service	39,710	20,912	72,590	17,590	17,590	23,300	23,300	5,710	32.5%
42.xxx	Communication	12,603	652	-	-	-	-	-	-	n/a
43/49.003	Travel & Training	6,403	2,658	8,100	8,200	8,200	9,650	9,650	1,450	17.7%
45.xxx	Operating Rental/Lease	25,474	4,751	6,100	11,100	11,100	5,000	5,000	(6,100)	-55.0%
46.xxx	Risk Assessments (WCIA)	-	-	5,000	-	-	-	-	-	n/a
47.xxx	Utilities	508,989	518,662	447,330	353,586	353,586	215,210	215,210	(138,376)	-39.1%
48.xxx	Repairs & Maintenance	128,026	23,184	56,350	5,350	5,350	15,250	15,250	9,900	185.0%
49.001	Membership Dues	5,165	1,835	3,700	3,700	3,700	2,800	2,800	(900)	-24.3%
49.xxx	Other Charges & Services	2,020	2,041	3,700	3,600	3,600	400	400	(3,200)	-88.9%
597	Interfund Transfers	28,360	-	-	-	-	-	-	-	n/a
5x.xxx	Intergovernmental	186,485	37,261	22,750	27,750	27,750	27,750	27,750	-	0.0%
9x.xxx	IS Charges - M&O	-	459,682	81,900	442,833	429,522	409,714	413,573	(33,119)	-7.5%
9x.xxx	IS Charges - Reserves	100	117,177	117,360	126,410	164,332	166,108	134,457	39,698	31.4%
	Subtotal Operating Exp:	**$ 2,066,337**	**$ 2,169,439**	**$ 1,933,250**	**$ 2,148,193**	**$ 2,172,804**	**$ 1,996,689**	**$ 1,981,678**	**$ (151,504)**	**-7.1%**
Capital & One-time Funding:										
	Capital & One-Time	12,280	35,868	15,000	47,481	47,481	158,923	42,033	111,442	234.7%
	Subtotal One-time Exp:	**$ 12,280**	**$ 35,867**	**$ 15,000**	**$ 47,481**	**$ 47,481**	**$ 158,923**	**$ 42,033**	**$ 111,442**	**234.7%**
	Total Expenditures:	**$ 2,078,617**	**$ 2,205,306**	**$ 1,948,250**	**$ 2,195,674**	**$ 2,220,285**	**$ 2,155,612**	**$ 2,023,711**	**$ (40,062)**	**-1.8%**

FUND 102: REAL ESTATE EXCISE TAX

PURPOSE/DESCRIPTION

The ***Real Estate Excise Tax Fund*** accounts for the receipt and disbursement of the first and second 0.25 percent real estate excise tax and other revenue sources that may be authorized by the City Council.

- First 0.25 percent real estate excise tax authorized by RCW 82.46.010, and dedicated for the capital purposes defined in RCW 35.43.040. Such expenditures include public buildings and facilities, parks, and debt service associated with such capital-oriented projects.

- Second 0.25 percent real estate excise tax authorized by the Growth Management Act RCW 82.46.035. These revenues are restricted to financing capital project specified in a capital facilities plan.

SOURCES & USES

Item	2014 Actual	2015 Actual	2016 Adopted	2016 Adjusted	2016 Year-end	2017 Proposed	2018 Proposed	17 Proposed - 16 Adj $ Chg	17 Proposed - 16 Adj % Chg
REVENUES									
Motor Vehicle Fuel Tax	348,310	1,486,450	-	-	-	-	-	-	n/a
Real Estate Excise Tax	1,100,298	-	800,000	1,224,000	1,400,000	1,300,000	1,300,000	76,000	6.2%
License & Permits	1,300	-	-	-	-	-	-	-	n/a
Grants	3,768,444	-	-	-	-	-	-	-	n/a
Engineering Services	475,145	-	-	-	-	-	-	-	n/a
Mitigaiton Fees	400,114	-	-	-	-	-	-	-	n/a
Interest/Miscellaneous	105	77	-	-	-	-	-	-	n/a
Donations/Contributions	10,837	-	-	-	-	-	-	-	n/a
Transfer In-General Fund	35,000	-	-	-	-	-	-	-	n/a
Transfer In-SWM	44,890	-	-	-	-	-	-	-	n/a
Total Sources	**$ 6,184,443**	**$ 1,486,527**	**$ 800,000**	**$ 1,224,000**	**$ 1,400,000**	**$ 1,300,000**	**$ 1,300,000**	**$ 76,000**	**6.2%**
EXPENDITURES									
Capital Projects	5,419,063	-	-	-	-	-	-	-	n/a
Transfer Out-Parks CIP	-	85,878	-	60,234	60,234	100,000	260,000	39,766	66.0%
Transfer Out-Transportation CIP	-	1,773,634	800,000	1,606,071	1,606,071	1,091,000	1,253,465	(515,071)	-32.1%
Transfer Out-SWM	487,975	268,989	-	-	-	-	-	-	n/a
Total Uses	**$ 5,907,038**	**$ 2,128,501**	**$ 800,000**	**$ 1,666,305**	**$ 1,666,305**	**$ 1,191,000**	**$ 1,513,465**	**$ (475,305)**	**-28.5%**
Oper Sources/(Under) Uses	**$ 277,405**	**$ (641,974)**	**$ -**	**$ (442,305)**	**$ (266,305)**	**$ 109,000**	**$ (213,465)**	**$ 551,305**	**-124.6%**
Beginning Fund Balance, 1/1	**$ 841,124**	**$ 1,118,529**	**$ -**	**$ 476,554**	**$ 476,554**	**$ 210,249**	**$ 319,249**	**$ (266,305)**	**-55.9%**
Ending Fund Balance, 12/31	**$ 1,118,529**	**$ 476,554**	**$ -**	**$ 34,249**	**$ 210,249**	**$ 319,249**	**$ 105,784**	**$ 285,000**	**832.1%**

Note:

- *Prior to 2015, this fund was the Street Capital Fund, and accounted for capital projects related to street infrastructure.*
- *Effective January 1, 2015, all street infrastructure related capital projects are accounted for in Fund 302 Transportation Capital Projects.*

FUND 103: TRANSPORTATION BENEFIT DISTRICT

PURPOSE & DESCRIPTION

The ***Transportation Benefit District Fund*** accounts for the $20 annual vehicle licensing fee (VLF) revenues used to fund specific transportation project. Proceeds from the VLF are transferred to Fund 102 Street Capital Projects to provide funding of those specific projects.

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

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

The fees are effective for tabs due beginning 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.

$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 vehicle licensing fee is expected to generate $4.1M between 2017 and 2022. The City will also use $3.00M of General Fund sources for a combined total of $7.1M. This $7.1M along with revenues generated from real estate excise tax, motor vehicle fuel tax, grants, and contributions grants will provide $56.5M of needed improvements to the City streets and roads over the next six years (2017-2022).

FUND 103: TRANSPORTATION BENEFIT DISTRICT (continued)

SOURCE & USES

Item	2014 Actual	2015 Actual	2016 Adopted	2016 Adjusted	2016 Year-end	2017 Proposed	2018 Proposed	17 Proposed - 16 Adj $ Chg	17 Proposed - 16 Adj % Chg
REVENUES									
$20 Vehicle Licensing Fee (net rev)	$ -	$ 484,016	$ 685,000	$ 685,000	$ 685,350	$ 689,000	$ 689,000	$ 685,000	100.0%
Interest Earnings	-	49	-	-	-	-	-	-	n/a
Total Revenues	**$ -**	**$484,065**	**$ 685,000**	**$685,000**	**$ 685,350**	**$ 689,000**	**$ 689,000**	**$ 4,000**	**0.6%**
EXPENDITURES									
WCIA Risk Assessment	-	2,500	2,500	2,500	2,500	2,500	2,500	-	0.0%
Audit	-	-	-	4,000	4,350	-	-	(4,000)	-100.0%
Transfer Out-Transportation CIP	-	481,565	682,500	678,500	678,500	682,500	682,500	680,000	100.2%
Total Expenditures	**$ -**	**$484,065**	**$ 685,000**	**$685,000**	**$ 685,350**	**$ 685,000**	**$ 685,000**	**$ -**	**0.0%**
Rev Over/(Under) Exp	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 4,000**	**$ 4,000**	**$ 4,000**	**n/a**
Beginning Fund Balance, 1/1	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 4,000**	**$ -**	**n/a**
Ending Fund Balance, 12/31	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 4,000**	**$ 8,000**	**$ 4,000**	**n/a**

FUND 104: HOTEL/MOTEL LODGING TAX

PURPOSE/DESCRIPTION

The ***Hotel/Motel Lodging Tax Fund*** is used to account for the hotel/motel lodging tax revenues and associated disbursements. RCW 67.28 authorizes a transient rental tax of up to two percent for lodging at hotels, motels, private campgrounds, RV parks and similar facilities. RCW 67.28 also authorizes a five percent special hotel/motel tax on the same base. The expenditures from this fund must adhere to the governing state statutes, which limit the expenditures to those costs related to tourism promotion, and acquisition and/or operation of tourism-related facilities.

SOURCES & USES

Item	2014 Actual	2015 Actual	2016 Adopted	2016 Adjusted	2016 Year-end	2017 Proposed	2018 Proposed	17 Proposed - 16 Adj $ Chg	17 Proposed - 16 Adj % Chg
REVENUES									
Special Hotel/Motel Lodging Tax	$ 399,904	$ 494,141	$ 357,000	$ 428,571	$ 428,571	$ 428,571	$ 428,571	$ -	0.0%
Transient Rental Income Tax	159,962	197,656	143,000	171,429	171,429	171,429	171,429	-	0.0%
Interest Earnings	1,255	2,920	-	-	-	-		-	n/a
Total Revenues	**$ 561,121**	**$ 694,717**	**$ 500,000**	**$ 600,000**	**$ 600,000**	**$ 600,000**	**$ 600,000**	**$ -**	**0.0%**
EXPENDITURES									
Lodging Tax Programs	467,938	450,135	500,000	903,850	903,850	1,100,000	650,000	196,150	21.7%
Total Expenditures	**$ 467,938**	**$ 450,135**	**$ 500,000**	**$ 903,850**	**$ 903,850**	**$ 1,100,000**	**$ 650,000**	**$ 196,150**	**21.7%**
Rev Over/(Under) Exp	**$ 93,183**	**$ 244,582**	**$ -**	**$ (303,850)**	**$ (303,850)**	**$ (500,000)**	**$ (50,000)**	**$ (196,150)**	**64.6%**
Beginning Fund Balance, 1/1	**$ 935,374**	**$ 1,028,557**	**$ 937,524**	**$ 1,273,140**	**$ 1,273,140**	**$ 969,290**	**$ 469,290**	**$ (303,850)**	**-23.9%**
Ending Fund Balance, 12/31	**$ 1,028,557**	**$ 1,273,139**	**$ 937,524**	**$ 969,290**	**$ 969,290**	**$ 469,290**	**$ 419,290**	**$ (500,000)**	**-51.6%**

FUND 104: HOTEL/MOTEL LODGING TAX (continued)

HISTORY OF HOTEL/MOTEL LODGING TAX PROGRAMS

Year/Program	2010	2011	2012	2013	2014	2015	2016
Advertise Grant Application Open Periods/LTAC Meetings/Bank Fees	$ 253	$ 444	$ 291	$ 381	$ 407	$ -	$ -
Lakewood Economic Dev Dept-Program & Personnel	32,869	29,937	35,586	33,978	12,783	-	-
Asia Pacific Cultural Center (APCC)	-	10,000	10,000	-	-	2,500	10,000
Audubon Washington - Birding Map	-	-	5,000	-	-	-	-
Daffodil Festival dba Daffodilians	4,000	4,000	4,000	4,000	-	-	-
Grave Concerns - Ft Steilacoom Historic Cemetery Brochure/Genealogy	-	-	2,943	-	-	-	9,500
Historic Fort Steilacoom Assoc.	7,000	7,000	6,998	8,000	8,000	6,500	10,000
Lakewold Gardens	52,986	43,453	45,266	44,195	44,912	40,000	40,000
Lakewood Chamber of Commerce	56,446	65,000	80,000	80,000	80,000	78,500	80,000
Lakewood Economic Dept - International District Cultural Banners + Road Signs	-	-	-	12,931	-	-	-
Lakewood Historical Society & Museum	21,060	39,500	39,500	39,500	39,500	33,000	39,500
Lakewood Landmarks & Heritage Advisory Board Historical Driving Tour Brochure	-	-	-	9,968	-	-	-
Lakewood Parks & Rec Dept - Lakewood Farmers Market	-	-	5,000	9,957	11,470	10,000	20,000
Lakewood Parks & Rec Dept - SummerFEST	10,000	11,000	17,000	17,000	15,245	18,000	29,000
Lakewood Playhouse, Marketing (2 Capital Improvements in 2013)	25,000	25,880	24,976	25,000	22,367	21,601	49,000
Buxton Co. - Tourism Profile	-	46,500	-	-	-	-	-
Lakewood Sister Cities Assn (LSCA) - International Festival (2012 grant was extended to 2013)	3,500	11,998	-	6,000	12,403	9,075	10,000
Northwest Korean Cultural Foundation - International Friendship Festival	12,500	2,677	-	-	-	-	-
Dean Paulson Photography-Tourism Photos	-	-	909	-	-	-	-
Freelance Graphics - Tourism Photos	-	-	1,366	-	-	-	-
South Sound User's Guide - Tourism Guide	-	-	547	200	-	-	-
Tacoma Regional Convention+Visitor Bureau	35,000	35,000	39,997	45,000	45,000	40,000	50,000
Tacoma South Sound Sports Comm	30,000	25,000	35,000	50,000	50,000	40,000	40,000
WA Museum of Military Technology	-	-	-	-	-	-	-
Subtotal - Tourism	**257,492**	**327,008**	**318,502**	**351,751**	**328,897**	**299,176**	**387,000**
CoL - Promotion & Outreach (FRAUSE, Media Consultant)	-	23,918	24,000	24,000	24,000	4,480	
Today in America - Promotional Video	-	-	19,800	-	-	-	-
Have You Seen Lakewood Lately?						9,628	15,000
Subtotal - Promotion	**-**	**23,918**	**43,800**	**24,000**	**24,000**	**14,108**	**15,000**
CPTC McGavick Center	101,850	101,850	101,850	101,850	101,850	101,850	101,850
Lakewood Colonial Center Theater Rehab & Potential Study + Advertising	20,219	-	-	-	-	-	-
CoL - Ft Steilacoom Park Golf Course Feasibility Study + Ad	15,113	-	-	-	-	-	-
Lakewood Playhouse, Building Updates	10,000	9,870	12,500	28,582	-	-	-
McCament & Rogers - 2009 Hotel Study + 2011 Update	-	14,070	-	-	-	-	-
CoL - Bridgeport Gateway Improvement	-	-	-	-	-	10,000	50,000
CoL - Waughop Lake Trail Improvement	-	-	-	-	-	25,000	100,000
CoL - Ft. Steilacoom Field Improvements	-	-	-	-	-	-	250,000
Subtotal - Capital	**147,182**	**125,790**	**114,350**	**130,432**	**101,850**	**136,850**	**501,850**
Total Programs	**$437,796**	**$507,097**	**$512,530**	**$540,542**	**$467,937**	**$450,135**	**$903,850**

FUND 105: PROPERTY ABATEMENT/RENTAL HOUSING SAFETY PROGRAM

PURPOSE/DESCRIPTION

The ***Property Abatement/Rental Housing Safety Program Fund*** accounts for projects that the City has identified and processed through the abatement program and rental housing safety program. All revenues from the rightful recovery of those project expenses, along with all revenues from fees, fines, and interest, and other rightful recoveries from those projects are deposited into the fund for the purpose of funding additional abatement projects and covering the cost of the rental housing safety program.

SOURCES & USES

Item	2014 Actual	2015 Actual	2016 Adopted	2016 Adjusted	2016 Year-end	2017 Proposed	2018 Proposed	17 Proposed - 16 Adj $ Chg	17 Proposed - 16 Adj % Chg
REVENUES									
Abatement Charges	47,549	2,525	-	8,869	23,356	-	80,319	(8,869)	-100.0%
Interest Earnings	123	34	-	-	-	-	-		
Judgments & Settlements	20,002	-	-	-	-	-	-		
Transfer In-General Fund	-	35,000	-	35,000	35,000	125,000	125,000	90,000	257.1%
Total Revenues:	**$ 67,674**	**$ 37,559**	**$ -**	**$ 43,869**	**$ 58,356**	**$ 125,000**	**$ 205,319**	**$ 81,131**	**184.9%**
EXPENDITURES									
Abatement	44,074	150,000	100,000	193,200	207,687	125,000	125,000	(68,200)	-35.3%
Total Expenditures:	**$ 44,074**	**$ 150,000**	**$ 100,000**	**$ 193,200**	**$ 207,687**	**$ 125,000**	**$ 125,000**	**$ (68,200)**	**-35.3%**
Rev Over/(Under) Exp	**$ 23,600**	**$ (112,441)**	**$ (100,000)**	**$ (149,331)**	**$ (149,331)**	**$ -**	**$ 80,319**	**$ 149,331**	**-100.0%**
Beginning Fund Balance, 1/1	**$ 238,171**	**$ 261,771**	**$ 100,000**	**$ 149,331**	**$ 149,331**	**$ -**	**$ -**	**$ (149,331)**	**-100.0%**
Ending Fund Balance, 12/31	**$ 261,771**	**$ 149,331**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 80,319**	**$ -**	**n/a**

FUND 106: PUBLIC ART

PURPOSE/DESCRIPTION

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

SOURCES & USES

Item	2014 Actual	2015 Actual	2016 Adopted	2016 Adjusted	2016 Year-end	2017 Proposed	2018 Proposed	17 Proposed - 16 Adj $ Chg	17 Proposed - 16 Adj % Chg
REVENUES									
Facility Rentals	$ 13,500	$ 9,000	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ -	0.0%
Donations/Contributions	-	400	-	-	-	-	-	-	n/a
Total Revenues	**$ 13,510**	**$ 9,409**	**$ 10,000**	**$ 10,000**	**$ 10,000**	**$ 10,000**	**$ 10,000**	**$ -**	**0.0%**
EXPENDITURES									
Arts Commission Program	123	723	2,000	2,000	2,000	2,000	2,000	-	0.0%
Public Art	-	-	31,000	31,000	31,000	-	-	(31,000)	-100.0%
Total Expenditures	**$ 123**	**$ 723**	**$ 33,000**	**$ 33,000**	**$ 33,000**	**$ 2,000**	**$ 2,000**	**$ (31,000)**	**-93.9%**
Rev Over/(Under) Exp	**$ 13,387**	**$ 8,686**	**$ (23,000)**	**$ (23,000)**	**$ (23,000)**	**$ 8,000**	**$ 8,000**	**$ 31,000**	**-134.8%**
Beginning Fund Balance, 1/1	**$ 12,001**	**$ 25,388**	**$ 23,000**	**$ 33,388**	**$ 34,074**	**$ 11,074**	**$ 19,074**	**$ (22,314)**	**-66.8%**
Ending Fund Balance, 12/31	**$ 25,388**	**$ 34,074**	**$ -**	**$ 10,388**	**$ 11,074**	**$ 19,074**	**$ 27,074**	**$ 8,686**	**83.6%**

FUND 180: NARCOTIC SEIZURE

PURPOSE/DESCRIPTION

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

SOURCES & USES

Item	2014 Actual	2015 Actual	2016 Adopted	2016 Adjusted	2016 Year-end	2017 Proposed	2018 Proposed	17 Proposed - 16 Adj $ Chg	17 Proposed - 16 Adj % Chg
REVENUES									
Forfeitures	$ 67,563	$ 166,343	$ 110,000	$ 110,000	$ 110,000	$ 75,000	$ 75,000	$ (35,000)	-31.8%
Grants	29,168	-	-	-	-	-	-	-	n/a
Law Enforcement Contracts	-	23,281	-	6,828	6,828	-	-	(6,828)	-100.0%
Interest Earnings	686	1,443	-	-	532	-	-	-	n/a
Proceeds from Sale of Land	-	-	-	-	-	-	-	-	n/a
Total Revenues	**$ 97,417**	**$ 191,067**	**$ 110,000**	**$ 116,828**	**$ 117,360**	**$ 75,000**	**$ 75,000**	**$ (41,828)**	**-35.8%**
EXPENDITURES									
Investigations	283,413	192,753	289,750	598,413	598,413	75,000	75,000	(523,413)	-87.5%
Capital Purchases	94,845	-	-	-	-	-	-	-	n/a
Transfer Out - General Fund	14,061	-	-	-	-	-	-	-	n/a
Total Expenditures	**$ 392,319**	**$ 192,753**	**$ 289,750**	**$ 598,413**	**$ 598,413**	**$ 75,000**	**$ 75,000**	**$ (523,413)**	**-87.5%**
Rev Over/(Under) Exp	**$ (294,902)**	**$ (1,686)**	**$ (179,750)**	**$ (481,585)**	**$ (481,053)**	**$ -**	**$ -**	**$ 481,585**	**-100.0%**
Beginning Fund Balance, 1/1	**$ 778,174**	**$ 483,272**	**$ 593,151**	**$ 481,585**	**$ 481,585**	**$ 532**	**$ 532**	**$ (481,053)**	**-99.9%**
Ending Fund Balance, 12/31	**$ 483,272**	**$ 481,585**	**$ 413,401**	**$ -**	**$ 532**	**$ 532**	**$ 532**	**$ 532**	**n/a**

FUND 181: FELONY SEIZURE

PURPOSE/DESCRIPTION

The ***Felony Seizure Fund*** accounts for assets seized by the police department under RCW 10.105.101 and the related expenditures. The statute authorizes the seizure of assets that have been or was actually employed as an instrumentality in the commission of, or in aiding or abetting in the commission of any felony, or which was furnished or was intended to be furnished by any person in the commission of, as a result of, or as compensation for the commission of, any felony, or which was acquired in whole or in part with proceeds traceable to the commission of a felony.

Funds shall be used exclusively by the City for the expansion and improvement of law enforcement activity; however, may not be used to supplant preexisting funding sources.

SOURCES & USES

Item	2014 Actual	2015 Actual	2016 Adopted	2016 Adjusted	2016 Year-end	2017 Proposed	2018 Proposed	17 Proposed - 16 Adj $ Chg	17 Proposed - 16 Adj % Chg
REVENUES									
Interest Earnings	$ 289	$ -	$ -	$ -	$ -	$ -	$ -	$ -	n/a
Total Revenues	**$ 289**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**n/a**
EXPENDITURES									
Investigations	10,968	5,044	-	-	-	-	-	-	n/a
Capital Purchases	85,939	-	-	-	-	-	-	-	n/a
Total Expenditures	**$ 96,907**	**$ 5,044**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**n/a**
Rev Over/(Under) Exp	**$ (96,618)**	**$ (5,044)**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**n/a**
Beginning Fund Balance, 1/1	**$ 101,662**	**$ 5,044**	**$ 11,958**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**n/a**
Ending Fund Balance, 12/31	**$ 5,044**	**$ -**	**$ 11,958**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**n/a**

FUND 182: FEDERAL SEIZURE

PURPOSE/DESCRIPTION

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

SOURCES & USES

Item	2014 Actual	2015 Actual	2016 Adopted	2016 Adjusted	2016 Year-end	2017 Proposed	2018 Proposed	17 Proposed - 16 Adj $ Chg	17 Proposed - 16 Adj % Chg
REVENUES									
Forfeitures	$ 68,945	$ 218,838	$ -	$ -	$ 75,000	$ 75,000	$ 75,000	$ 75,000	n/a
Interest Earnings	34	62	-	-	-	-	-	-	n/a
Total Revenues	**$ 68,979**	**$ 218,899**	**$ -**	**$ -**	**$ 75,000**	**$ 75,000**	**$ 75,000**	**$ 75,000**	**n/a**
EXPENDITURES									
Crime Prevention	37,432	83,840	10,000	206,847	101,847	104,900	104,900	(101,947)	-49.3%
Total Expenditures	**$ 37,432**	**$ 83,840**	**$ 10,000**	**$ 206,847**	**$ 101,847**	**$ 104,900**	**$ 104,900**	**$ (101,947)**	**-49.3%**
Rev Over/(Under) Exp	**$ 31,547**	**$ 135,059**	**$ (10,000)**	**$ (206,847)**	**$ (26,847)**	**$ (29,900)**	**$ (29,900)**	**$ 176,947**	**-85.5%**
Beginning Fund Balance, 1/1	**$ 40,240**	**$ 71,787**	**$ 30,240**	**$ 206,847**	**$ 206,847**	**$ 180,000**	**$ 150,100**	**$ (26,847)**	**-13.0%**
Ending Fund Balance, 12/31	**$ 71,787**	**$ 206,847**	**$ 20,240**	**$ -**	**$ 180,000**	**$ 150,100**	**$ 120,200**	**$ 150,100**	**n/a**

FUND 190: COMMUNITY DEVELOPMENT BLOCK GRANTS

PURPOSE/DESCRIPTION

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

SOURCES & USES

Item	2014 Actual	2015 Actual	2016 Adopted	2016 Adjusted	2016 Year-end	2017 Proposed	2018 Proposed	17 Proposed - 16 Adj $ Chg	17 Proposed - 16 Adj % Chg
REVENUES									
Grants	1,074,353	817,012	500,000	2,168,055	2,168,055	445,000	423,000	(1,723,055)	-79.5%
Interest Earnings	1,404	1,004	-	879	879	-	-	(879)	-100.0%
Misc/Contributions	12,058	16,250	-	-	-	-	-	-	n/a
Transfer In-General Fund	-	-	35,000	-	-	-	-	-	n/a
Total Revenues	**$ 1,087,815**	**$ 834,266**	**$ 535,000**	**$ 2,168,934**	**$ 2,168,934**	**$ 445,000**	**$ 423,000**	**$ (1,723,934)**	**-79.5%**
EXPENDITURES									
Grants	1,066,645	626,266	200,000	1,436,003	1,436,003	395,000	123,000	(1,041,003)	-72.5%
Section 108 Loan Repayment	-	-	-	-	-	50,000	50,000	50,000	n/a
Abatement Program	-	-	35,000	-	-	-	-	-	n/a
Transfer Out-General Fund	840,056	-	-	-	-	-	-	-	n/a
Transfer Out-Transportation CIP	-	163,114	300,000	800,198	800,198	-	250,000	(800,198)	-100.0%
Total Expenditures	**$ 1,906,701**	**$ 789,380**	**$ 535,000**	**$ 2,236,201**	**$ 2,236,201**	**$ 445,000**	**$ 423,000**	**$ (1,791,201)**	**-80.1%**
Rev Over/(Under) Exp	**$ (818,886)**	**$ 44,886**	**$ -**	**$ (67,267)**	**$ (67,267)**	**$ -**	**$ -**	**$ 67,267**	**-100.0%**
Beginning Fund Balance, 1/1	**$ 841,268**	**$ 22,381**	**$ 1,212**	**$ 67,267**	**$ 67,267**	**$ -**	**$ -**	**$ (67,267)**	**-100.0%**
Ending Fund Balance, 12/31	**$ 22,381**	**$ 67,267**	**$ 1,212**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**n/a**

Prior to 2015, this fund also accounted for the STOP Violence Against Women grant and contribution from the Nisqually Tribe for emergency assistance for displaced residence to be used to supplement CDBG funds for this purpose.

FUND 191: NEIGHBORHOOD STABILIZATION PROGRAM

PURPOSE/DESCRIPTION

The ***Neighborhood Stabilization Program Fund*** accounts for the revenues and expenditures associated with the Federal Neighborhood Stabilization Program Grant. The NSP was established for the purpose of stabilizing communities that have suffered from foreclosures and abandonment. The NSP1 program provides funds to purchase and redevelop foreclosed and abandoned homes and residential properties. The NSP3 program provides a third round of neighborhood stabilization grants to all states and select governments on a formula basis.

SOURCES & USES

Item	2014 Actual	2015 Actual	2016 Adopted	2016 Adjusted	2016 Year-end	2017 Proposed	2018 Proposed	17 Proposed - 16 Adj $ Chg	17 Proposed - 16 Adj % Chg
REVENUES									
Grant - NSP 1	154,043	-	-	-	-	-	-	-	n/a
Grant - NSP 3	96,032	-	-	-	-	-	-	-	n/a
Abatement Charges	-	-	-	38,885	39,561	-	94,716	(38,885)	-100.0%
Total Revenues	**$ 250,075**	**$ -**	**$ -**	**$ 38,885**	**$ 39,561**	**$ -**	**$ 94,716**	**$ (38,885)**	**-100.0%**
EXPENDITURES									
Grant - NSP 1	154,111	18,402	-	191,760	191,760	-	95,392	(191,760)	-100.0%
Grant - NSP 2	96,032	-	-	-	-	-	-	-	n/a
Total Expenditures	**$ 250,143**	**$ 18,402**	**$ -**	**$ 191,760**	**$ 191,760**	**$ -**	**$ 95,392**	**$ (191,760)**	**-100.0%**
Rev Over/(Under) Exp	**$ (68)**	**$ (18,402)**	**$ -**	**$ (152,875)**	**$ (152,199)**	**$ -**	**$ (676)**	**$ 152,875**	**-100.0%**
Beginning Fund Balance, 1/1	**$ 171,345**	**$ 171,277**	**$ 171,345**	**$ 152,875**	**$ 152,875**	**$ 676**	**$ 676**	**$ (152,199)**	**-99.6%**
Ending Fund Balance, 12/31	**$ 171,277**	**$ 152,875**	**$ 171,345**	**$ -**	**$ 676**	**$ 676**	**$ -**	**$ 676**	**n/a**

FUND 192: OFFICE OF ECONOMIC ADJUSTMENT GRANT

PURPOSE/DESCRIPTION

The ***Office of Economic Adjustment Grant Fund*** accounts for the revenues and expenditures associated with the Federal Office of Economic Adjustment Grant Program, which provides grants to assist communities with the alleviation of socioeconomic effects that may result from military base closures and realignments. This fund also accounts for all activity associated with the South Sound Military Communities Partnership (SSMCP). The 2016 program is to be determined.

SOURCES & USES

Item	2014 Actual	2015 Actual	2016 Adopted	2016 Adjusted	2016 Year-end	2017 Proposed	2018 Proposed	17 Proposed - 16 Adj $ Chg	17 Proposed - 16 Adj % Chg
REVENUES									
Grants	281,466	153,468	-	-	408,777	-	-	-	n/a
Partner Participation	133,250	153,629	129,500	173,500	176,805	176,805	176,805	3,305	1.9%
Transfer In-General Fund	50,000	50,000	50,000	54,750	54,750	50,000	50,000	(4,750)	-8.7%
Total Revenues	**$ 464,716**	**$ 357,097**	**$ 179,500**	**$ 228,250**	**$ 640,332**	**$ 226,805**	**$ 226,805**	**$ (1,445)**	**-0.6%**
EXPENDITURES									
OEA/SSMCP Program	408,649	394,313	179,500	225,600	607,968	306,672	226,805	81,072	35.9%
Total Expenditures	**$ 408,649**	**$ 394,313**	**$ 179,500**	**$ 225,600**	**$ 607,968**	**$ 306,672**	**$ 226,805**	**$ 81,072**	**35.9%**
Rev Over/(Under) Exp	**$ 56,067**	**$ (37,216)**	**$ -**	**$ 2,650**	**$ 32,364**	**$ (79,867)**	**$ -**	**$ (82,517)**	**-3113.8%**
Beginning Fund Balance, 1/1	**$ 28,652**	**$ 84,719**	**$ 5,393**	**$ 47,503**	**$ 47,503**	**$ 79,867**	**$ -**	**$ 32,364**	**68.1%**
Ending Fund Balance, 12/31	**$ 84,719**	**$ 47,503**	**$ 5,393**	**$ 50,153**	**$ 79,867**	**$ -**	**$ -**	**$ (50,153)**	**-100.0%**

FUND 195: PUBLIC SAFETY GRANT FUND

PURPOSE & DESCRIPTION

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

SOURCES & USES

Item	2014 Actual	2015 Actual	2016 Adopted	2016 Adjusted	2016 Year-end	2017 Proposed	2018 Proposed	17 Proposed - 16 Adj $ Chg	17 Proposed - 16 Adj % Chg
REVENUES									
Grants	175,919	192,779	-	163,135	163,135	-	-	(163,135)	-100.0%
Transfer In-General Fund	10,848	-	-	-	-	-	-	-	n/a
Total Revenues	**$ 186,767**	**$ 192,779**	**$ -**	**$ 163,135**	**$ 163,135**	**$ -**	**$ -**	**$(163,135)**	**-100.0%**
EXPENDITURES									
Grants	186,551	192,996	-	163,135	163,135	-	-	(163,135)	-100.0%
Transfer Out-General Fund	-	-	-	-	-	-	-	-	n/a
Total Expenditures	**$ 186,551**	**$ 192,996**	**$ -**	**$ 163,135**	**$ 163,135**	**$ -**	**$ -**	**$(163,135)**	**-100.0%**
Rev Over/(Under) Exp	**$ 216**	**$ (217)**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**n/a**
Beginning Fund Balance, 1/1	**$ -**	**$ 216**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**n/a**
Ending Fund Balance, 12/31	**$ 216**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**n/a**

FUND 201: GENERAL OBLIGATION BOND DEBT SERVICE

PURPOSE & DESCRIPTION

The ***General Obligation Bond Debt Service Fund*** accounts for the debt service on the City Council approved general obligation (G.O.) debt. Included in the costs charged to this fund are the scheduled principal and interest payments, debt issue costs, fiscal agent fees, and any other debt related costs. Debt service currently scheduled for payment from this fund includes the 59th Street and police station debt service. Debt service payments in 2012 and 2013 were made from the General Fund. The funding source for payment of the debt service is transfers in from the General Fund.

SOURCES & USES

Item	2014 Actual	2015 Actual	2016 Adopted	2016 Adjusted	2016 Year-end	2017 Proposed	2018 Proposed	17 Proposed - 16 Adj $ Chg	17 Proposed - 16 Adj % Chg
REVENUES									
Tranfer In-General Fund	$ 287,758	$ 340,162	$ 290,160	$ 444,810	$ 467,594	$ 477,570	$ 478,135	$ 32,760	7.4%
Bond Proceeds	$ -	$ -	$ -	$ -	$ 1,884,032	$ -	$ -		
Total Revenues	**$ 287,758**	**$ 340,162**	**$ 290,160**	**$ 444,810**	**$ 2,351,626**	**$ 477,570**	**$ 478,135**	**$ 32,760**	**7.4%**
EXPENDITURES									
Debt Service - 59th Street	77,000	77,000	77,000	77,000	77,000	77,000	77,000	-	0.0%
Debt Service - Police Station 2009 LTGO	210,758	212,183	213,160	213,160	213,160	208,598	209,038	(4,562)	-2.1%
Debt Service - Police Station 2016 LTGO	-	-	-	-	22,784	36,947	36,947	36,947	n/a
Debt Service - LOCAL LED Streetlight	-	50,980	-	154,650	154,650	155,025	155,150	375	0.2%
Bond Refund	-	-	-	-	1,884,032	-	-	-	n/a
Total Expenditures	**$ 287,758**	**$ 340,162**	**$ 290,160**	**$ 444,810**	**$ 2,351,626**	**$ 477,570**	**$ 478,135**	**$ 32,760**	**7.4%**
Rev Over/(Under) Exp	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**n/a**
Beginning Fund Balance, 1/1	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**n/a**
Ending Fund Balance, 12/31	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**n/a**

OUTSTANDING DEBT OBLIGATION

Summary of Outstanding Debt
As of December 31, 2016

Description	Purpose	Issue Date	Final Maturity	Interest Rate %	Amount Issued	Outstanding Debt
59th Avenue Promissory Note	Right-of-Way / Roadway in Lakewood Towne Center	4/30/2005	4/30/2024	3.74%	$ 1,071,000	$ 524,040
Limited Tax GO Bonds 2009 LTGO	Police Station	3/31/2009	6/1/2019	3.0 - 5.0%	$ 2,719,507	$ 245,000
2016 Limited Tax General Obligation Bonds (LTGO)	Police Station Refunding 2009 LTGO	4/19/2016	12/1/2028	1.4 - 2.41%	$ 1,884,032	$ 1,884,032
LGIP Lease 1110-1-1	LED Streetlight Retrofit	3/24/2015	6/1/2027	2.33%	$ 1,460,000	$ 1,370,000
					$ 7,134,539	**$ 4,023,072**

FUND 202: LOCAL IMPROVEMENT DISTRICT DEBT SERVICE

PURPOSE & DESCRIPTION

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

SOURCES & USES

Item	2014 Actual	2015 Actual	2016 Adopted	2016 Adjusted	2016 Year-end	2017 Proposed	2018 Proposed	17 Proposed - 16 Adj $ Chg	17 Proposed - 16 Adj % Chg
REVENUES									
Interest Earnings	$ 41	$ 149	$ -	$ -	$ -	$ -	$ -	$ -	n/a
Assessments	284,860	607,068	270,280	204,485	204,485	204,438	191,881	(47)	0.0%
Total Revenues	**$ 284,901**	**$ 607,217**	**$ 270,280**	**$ 204,485**	**$ 204,485**	**$ 204,438**	**$ 191,881**	**$ (47)**	**0.0%**
EXPENDITURES									
Debt Service - LID's 1101/1103	201,846	50,541	199,260	610,542	610,542	130,601	120,816	(479,941)	-78.6%
Debt Service - LID 1108	82,153	73,330	71,020	71,020	71,020	73,837	71,065	2,817	4.0%
Total Expenditures	**$ 283,999**	**$ 123,871**	**$ 270,280**	**$ 681,562**	**$ 681,562**	**$ 204,438**	**$ 191,881**	**$(477,124)**	**-70.0%**
Rev Over/(Under) Exp	**$ 902**	**$ 483,346**	**$ -**	**$ (477,077)**	**$ (477,077)**	**$ -**	**$ -**	**$ 477,077**	**-100%**
Beginning Fund Balance, 1/1	**$ 149**	**$ 1,051**	**$ 149**	**$ 484,396**	**$ 484,396**	**$ 7,319**	**$ 7,319**	**$(477,077)**	**-98.5%**
Ending Fund Balance, 12/31	**$ 1,051**	**$ 484,396**	**$ 149**	**$ 7,319**	**$ 7,319**	**$ 7,319**	**$ 7,319**	**$ -**	**0.0%**

OUTSTANDING DEBT OBLIGATION

Summary of Outstanding Debt
As of December 31, 2016

Description	Purpose	Issue Date	Final Maturity	Interest Rate %	Amount Issued	Outstanding Debt
Combined Local Improve District (CLID) 1101/1103	Street Improvements	12/1/2006	12/1/2026	3.75 - 4.65%	$ 2,824,704	$ 555,000
Local Improvement District (LID) 1108	Street Improvements	1/1/2008	12/1/2027	4.22 - 5.3%	$ 880,000	$ 346,515
					$ 3,704,704	**$ 901,515**

FUND 204: SEWER PROJECT DEBT SERVICE

PURPOSE & DESCRIPTION

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

The City has the option to draw on another $500,000 PWTF loan (PW-12-851-025) at 0.5% interest rate for 20 years from time of loan approval. Since the loan was approved in 2012, the 1st draw won't be until fall of 2015 with debt service payments beginning in 2016 based on a 17 year amortization schedule. This $500,000 PWTFL will partially fund the Woodbrook Sanitary Sewer Phase IV Project, the proceeds of which is accounted for in Fund 311 Sewer Capital Project Fund.

SOURCES & USES

Item	2014 Actual	2015 Actual	2016 Adopted	2016 Adjusted	2016 Year-end	2017 Proposed	2018 Proposed	17 Proposed - 16 Adj $ Chg	17 Proposed - 16 Adj % Chg
REVENUES									
Sewer Charges (4.75% Sewer Surcharge)	$ 586,192	$ 659,515	$ 600,000	$ 600,000	$ 660,000	$ 660,000	$ 660,000	$ 60,000	10.0%
Interest Earnings	4,620	4,138	-	-	4,500	4,500	4,500		
Sanitary Side Sewer Connect Home Loan Repay	10,228	26,246	-	-	19,020	20,229	20,229	20,229	n/a
Total Revenues	**$ 601,040**	**$ 689,899**	**$ 600,000**	**$ 600,000**	**$ 683,520**	**$ 684,729**	**$ 684,729**	**$ 84,729**	**14.1%**
EXPENDITURES									
PWTFL Debt Service (PW-04-691-PRE-132)	32,984	32,439	32,390	32,390	32,984	32,092	31,795	(298)	-0.9%
PWTFL Debt Service (PW-06-962-022)	313,623	310,679	310,680	310,679	313,623	309,206	307,734	(1,473)	-0.5%
PWTFL Debt Service (PW-08-951-025)	111,828	110,701	110,790	110,788	111,828	110,268	109,748	(520)	-0.5%
PWTFL Debt Service (PW-12-851-025)	-	-	44,000	44,000	340	2,840	38,214	(41,160)	-93.5%
Transfer To Fund 311 Sewer Capital	-	270,000	-	-	-	290,000	50,000	290,000	n/a
Total Expenditures	**$ 458,435**	**$ 723,819**	**$ 497,860**	**$ 497,857**	**$ 458,775**	**$ 744,406**	**$ 537,491**	**$ 246,549**	**49.5%**
Rev Over/(Under) Exp	**$ 142,605**	**$ (33,920)**	**$ 102,140**	**$ 102,143**	**$ 224,745**	**$ (59,677)**	**$ 147,238**	**$ (161,820)**	**-158%**
Beginning Fund Balance, 1/1	**$ 508,250**	**$ 650,854**	**$ 539,921**	**$ 616,934**	**$ 616,934**	**$ 841,679**	**$ 782,002**	**$ 224,745**	**36.4%**
Ending Fund Balance, 12/31	**$ 650,854**	**$ 616,934**	**$ 642,061**	**$ 719,077**	**$ 841,679**	**$ 782,002**	**$ 929,240**	**$ 62,925**	**8.8%**

OUTSTANDING DEBT OBLIGATION

Summary of Outstanding Debt
As of December 31, 2016

Description	Purpose	Issue Date	Final Maturity	Interest Rate %	Amount Issued	Outstanding Debt
PWTFL 04-691-PRE-132	American Lake Gardens/ Tillicum Sewer	7/7/2005	7/7/2024	1.00%	$ 593,864	$ 237,721
PWTFL 06-962-022	American Lake Gardens/ Tillicum Sewer	9/18/2006	9/18/2026	0.50%	$ 5,000,000	$ 2,944,821
PWTFL 08-951-025	American Lake Gardens/ Tillicum Sewer	3/1/2008	7/1/2028	0.50%	$ 1,840,000	$ 1,248,314
PWTFL 12-951-025	American Lake Gardens/ Tillicum Sewer	6/1/2012	6/1/2031	0.50%	$ 500,000	$ 500,000
					$ 7,933,864	**$ 4,930,856**

FUND 251: LOCAL IMPROVEMENT DISTRICT GUARANTY

PURPOSE & DESCRIPTION

The ***LID Guaranty Debt Service Fund*** fund was created in conjunction with establishing the permanent financing of CLID 1101-1103. It also accounts for the guaranty funds connected with LID 1108. The source of funding was the LID bonds and underlying that, the assessment payments from the property owners.

Per RCW 35.54.095, a city that maintains a local improvement guaranty fund, upon certification by the city treasurer that the local improvement guaranty fund has sufficient funds currently on hand to meet all valid outstanding obligations of the fund and all other obligations of the fund reasonably expected to be incurred in the near future, may by ordinance transfer assets to its general fund. The net cash of the local improvement guaranty fund may be reduced to an amount not less than ten percent (10%) of the outstanding obligations guaranteed by the fund.

The outstanding debt for LID's 1101/1103 and 1108 are as follows:

LID	Outstanding Debt Obligation 12/31/2016	12/31/2017	12/31/2018	Maturity Date
1101/1103	$ 555,000	$ 450,000	$ 350,000	12/1/2022
1108	346,515	290,667	234,767	12/1/2024
Total	**$ 901,515**	**$ 740,667**	**$ 584,767**	
10% LID Guaranty Requirement	**$ 90,152**	**$ 74,067**	**$ 58,477**	

SOURCES & USES

Item	2014 Actual	2015 Actual	2016 Adopted	2016 Adjusted	2016 Year-end	2017 Proposed	2018 Proposed	17 Proposed - 16 Adj $ Chg	17 Proposed - 16 Adj % Chg
REVENUES									
Interest Earnings	(60)	2,703	-	-	-	-	-	-	n/a
Total Revenues	**$ (60)**	**$ 2,703**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**n/a**
EXPENDITURES									
Transfer Out-General Fund	-	-	270,000	270,000	270,000	-	-	(270,000)	-100.0%
Total Expenditures	**$ -**	**$ -**	**$ 270,000**	**$ 270,000**	**$ 270,000**	**$ -**	**$ -**	**$ (270,000)**	**-100.0%**
Rev Over/(Under) Exp	**$ (60)**	**$ 2,703**	**$ (270,000)**	**$ (270,000)**	**$ (270,000)**	**$ -**	**$ -**	**$ 270,000**	**-100%**
Beginning Fund Balance, 1/1	**$ 391,858**	**$ 391,798**	**$ 391,858**	**$ 394,501**	**$ 394,501**	**$ 124,501**	**$ 124,501**	**$ (270,000)**	**-68.4%**
Ending Fund Balance, 12/31	**$ 391,798**	**$ 394,501**	**$ 121,858**	**$ 124,501**	**$ 124,501**	**$ 124,501**	**$ 124,501**	**$ -**	**0.0%**

FUND 301: PARKS CAPITAL

PURPOSE & DESCRIPTION

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.

SOURCES & USES

Item	2014 Actual	2015 Actual	2016 Adopted	2016 Adjusted	2016 Year-end	2017 Proposed	2018 Proposed	17 Proposed - 16 Adj $ Chg	17 Proposed - 16 Adj % Chg
REVENUES									
Grants	$ -	$ 270,943	$ -	$ 984,950	$ 984,950	$ 850,000	$ 1,350,000	$ -	0.0%
Contributions/Donations	-	5	375,000	654,000	654,000	-	-	-	0.0%
USGA/Verizon Fees	10,000	14,000	-	-	-	-	-	-	n/a
Interest Earnings	1	35,000	-	-	-	-	-	-	n/a
Proceeds from Sale of Land	-	-	-	193,550	193,550	-	-	-	0.0%
Transfer In-General Fund	-	146,729	-	-	-	-	-	-	n/a
Transfer In-REET	-	85,878	-	60,234	60,234	100,000	260,000	-	0.0%
Transfer In-Hotel/Motel Lodging Tax	-	35,000	-	400,000	400,000	500,000	50,000	-	0.0%
Transfer In-SWM	-	35,000	-	56,324	56,324	50,000	200,000	-	0.0%
Total Revenues	**$ 10,001**	**$ 622,555**	**$ 375,000**	**$ 2,349,058**	**$ 2,349,058**	**$ 1,500,000**	**$ 1,860,000**	**$ (849,058)**	**-36.1%**
EXPENDITURES									
Capital	-	545,726	1,181,450	2,412,607	2,436,164	1,500,000	1,860,000	(912,607)	-37.8%
Total Expenditures	**$ -**	**$ 545,726**	**$ 1,181,450**	**$ 2,412,607**	**$ 2,436,164**	**$ 1,500,000**	**$ 1,860,000**	**$ (912,607)**	**-37.8%**
Rev Over/(Under) Exp	**$ 10,001**	**$ 76,829**	**$ (806,450)**	**$ (63,549)**	**$ (87,106)**	**$ -**	**$ -**	**$ 63,549**	**-100.0%**
Beginning Fund Balance, 1/1	**$ 276**	**$ 10,277**	**$ 806,726**	**$ 87,106**	**$ 87,106**	**$ -**	**$ -**	**$ (87,106)**	**-100.0%**
Ending Fund Balance, 12/31	**$ 10,277**	**$ 87,106**	**$ 276**	**$ 23,557**	**$ -**	**$ -**	**$ -**	**$ (23,557)**	**-100.0%**

CAPITAL PROJECTS

	2017 Proposed Projects	Sources: REET	Grants & Contributions	General Fund	Lodging Tax	SWM	Total Sources	Total Uses
3	Fort Steilacoom Park Pavilion (Rotary Club of Lakewood)	$ -	$ 350,000	$ -	$ 450,000	$ -	$ 800,000	$ 800,000
9	Gateway - Farwest Drive & Steilacoom Blvd (Transportation CIP)	-	50,000	-	50,000	-	100,000	100,000
12	Main Street Banners & Brackets	-	-	10,000	-	-	10,000	10,000
13	Park Equipment Replacement	-	-	20,000	-	-	20,000	20,000
14	Park Playground Resurfacing - Various Parks	-	-	20,000	-	-	20,000	20,000
15	Project Support	-	-	50,000	-	-	50,000	50,000
16	Springbrook Park Acquisition Phase III (Pierce County Conservation Futures)	-	450,000	-	-	50,000	500,000	500,000
	Total	**$ -**	**$ 850,000**	**$ 100,000**	**$ 500,000**	**$ 50,000**	**$ 1,500,000**	**$ 1,500,000**

	2018 Proposed Projects	Sources: REET	Grants	General Fund	Lodging Tax	SWM	Total Sources	Total Uses
1	Chambers Creek Trail	$ -	$ 50,000	$ -	$ -	$ 50,000	$ 100,000	$ 100,000
2	Edgewater Dock	-	50,000	50,000	-	-	100,000	100,000
4	Fort Steilacoom Roadway & Utility Improvements (State Capital Budget)	-	100,000	-	-	-	100,000	100,000
5	Fort Steilacoom Park/Angle Lane Parking & Elwood Fencing	130,000	-	-	-	-	130,000	130,000
9	Gateway - Lakewood Drive & 74th (Transportation CIP)	-	50,000	-	50,000	-	100,000	100,000
10	Harry Todd Park Phase I (ADA, Dock Access, Bulkhead, Shoreline, Open Space)	-	1,100,000	-	-	50,000	1,150,000	1,150,000
13	Park Equipment Replacement	-	-	20,000	-	-	20,000	20,000
14	Park Playground Resurfacing - Various Parks	-	-	10,000	-	-	10,000	10,000
15	Project Support	-	-	50,000	-	-	50,000	50,000
17	Wards Lake Improvements	-	-	-	-	100,000	100,000	100,000
	Total	**$ 130,000**	**$ 1,350,000**	**$ 130,000**	**$ 50,000**	**$ 200,000**	**$ 1,860,000**	**$ 1,860,000**

FUND 302: TRANSPORTATION CAPITAL

PURPOSE & DESCRIPTION

The ***Transportation Capital Projects Fund*** accounts for receipts and disbursements related to acquisition, design, construction and any other related street capital project expenditures. Primary revenues supporting this fund's activities include: motor vehicle fuel tax; direct and indirect federal grants; state grants; developer contributions; transfer of the $20 vehicle licensing fees from the Transportation Benefit District Fund; transfers in from the Surface Water Management Fund for SWM's portion of the project cost; transfers in from real estate excise tax; and transfers in from Community Development Block Grant Fund for eligible projects.

SOURCES & USES

Item	2014 Actual	2015 Actual	2016 Adopted	2016 Adjusted	2016 Year-end	2017 Proposed	2018 Proposed	17 Proposed - 16 Adj $ Chg	17 Proposed - 16 Adj % Chg
REVENUES									
Motor Vehicle Fuel Tax	-	375,289	300,000	340,000	340,000	350,000	350,000	10,000	2.9%
Multi-Modal Distribution	-	-	-	-	70,000	61,740	61,740	61,740	n/a
Increased Gas Tax	-	-	-	-	-	54,096	54,096	54,096	n/a
Grants	-	6,375,782	4,534,000	17,193,716	19,173,716	4,975,850	15,259,100	(12,217,866)	-71.1%
Utilities/Developers/Partners	-	328,485	25,000	1,108,605	1,108,605	20,000	20,000	(1,088,605)	-98.2%
Financing - LOCAL	-	1,667,849	-	209,773	209,773	-	-	(209,773)	-100.0%
Financing - LID	-	-	-	-	-	-	220,000	-	n/a
Proceeds from Sale of Assets	-	154,225	-	-	-	-	-	-	n/a
Transfer In - General Fund	-	689,500	500,000	310,500	310,500	500,000	500,000	189,500	61.0%
Transfer In - REET Fund	-	1,773,634	800,000	1,606,071	1,606,071	1,091,000	1,253,465	(515,071)	-32.1%
Transfer In - TBD Fund	-	481,565	682,500	678,500	678,500	682,500	682,500	4,000	0.6%
Transfer In - CDBG Fund	-	163,114	300,000	685,000	800,198	-	250,000	(685,000)	-100.0%
Transfer In-SWM	-	989,061	400,000	1,511,329	1,892,317	493,650	1,372,000	(1,017,679)	-67.3%
Total Sources	**$ -**	**$ 12,998,504**	**$ 7,541,500**	**$ 23,643,494**	**$ 26,189,680**	**$ 8,228,836**	**$ 20,022,901**	**$ (15,414,658)**	**-65.2%**
EXPENDITURES									
Capital Projects	-	11,381,128	7,276,500	24,754,183	27,522,257	8,113,000	19,958,600	(16,641,183)	-67.2%
Debt Issue Cost	-	12,849	-	-	-	-	-	-	n/a
Total Uses	**$ -**	**$ 11,393,977**	**$ 7,276,500**	**$ 24,754,183**	**$ 27,522,257**	**$ 8,113,000**	**$ 19,958,600**	**$ (16,641,183)**	**-67.2%**
Oper Sources/(Under) Uses	**$ -**	**$ 1,604,528**	**$ 265,000**	**$ (1,110,689)**	**$ (1,332,577)**	**$ 115,836**	**$ 64,301**	**$ 1,226,525**	**-110.4%**
Beginning Fund Balance, 1/1	**$ -**	**$ -**	**$ 847,537**	**$ 1,394,204**	**$ 1,604,528**	**$ 271,951**	**$ 387,787**	**$ (1,122,253)**	**-80.5%**
Ending Fund Balance, 12/31	**$ -**	**$ 1,604,528**	**$ 1,112,537**	**$ 283,515**	**$ 271,951**	**$ 387,787**	**$ 452,088**	**$ 104,272**	**36.8%**

FUND 302: TRANSPORTATION CAPITAL PROJECTS (continued)

CAPITAL PROJECTS

Transportation CIP	2017 Proposed Projects	Sources					Uses				
		MVET REET TBD	Grants	Developer Contrib/LID Option	Interfund Transfers	Total Sources	Design	ROW	Construct	Other	Total Uses
Ref #	Total	$ 2,123,500	$ 4,975,850	$ 20,000	$ 993,650	$ 8,113,000	$ 1,514,400	$ 1,118,600	$ 5,002,000	$ 478,000	$ 8,113,000
1	Chip Seal Program - Local Access Roads Overlay	330,000	-	-	-	330,000	-	-	330,000	-	330,000
5	Overlay: 88th -Steilacoom Blvd to Custer	60,000	-	-	-	60,000	60,000	-	-	-	60,000
7	Overlay: Lakewood Drive - Steilacoom Blvd Creek to North City Limits	1,210,000	-	-	-	1,210,000	27,500	-	1,182,500	-	1,210,000
8	Overlay: Steilacoom Blvd/88th Street (Weller to Custer)	1,500	10,000	-	-	11,500	11,500	-	-	-	11,500
13	Street: Roadway Safety Improvements on 40th & 96th	-	766,350	-	11,150	777,500	35,000	-	742,500	-	777,500
14	Street: Steilacoom Blvd - Farwest to Phillips	-	-	20,000	68,000	88,000	88,000	-	-	-	88,000
18	Street: Lakewood Drive - Steilacoom Blvd to North City Limits	-	356,000	-	20,000	376,000	133,400	242,600	-	-	376,000
19	Street: Northgate Road/Edgewood Ave - From JBLM to Washington Blvd	-	200,000	-	-	200,000	176,000	24,000	-	-	200,000
20	Street: Steilacoom Blvd (Phillips Dr to Farwest Dr) ROW Phase I (Weller to Phillips) & Phase II (Weller to Farwest)	-	605,000	-	97,000	702,000	-	702,000	-	-	702,000
21	Street: Steilacoom Blvd (Weller to 88th St)	-	-	-	-	-	-	-	-	-	-
23	Street: Washington Blvd Sidewalks (Edgewood Ave to Vernon Ave)	-	150,000	-	-	150,000	150,000	-	-	-	150,000
24	Street: Washington Blvd Sidewalks (Vernon Ave to Gravelly Lake Drive)	-	650,000	-	-	650,000	500,000	150,000	-	-	650,000
27	Sidewalk: Gravelly Lake Drive Phase I (59th St to Steilacoom Blvd) and Phase II (Bridgeport Way to 59th St)	-	-	-	70,000	70,000	70,000	-	-	-	70,000
28	Traffic Signal: Durango Street & Steilacoom Blvd (LID Option)	-	-	-	-	-	-	-	-	-	-
29	Traffic Signal: Safety Improvements at Military & 112th	-	673,500	-	1,500	675,000	20,000	-	655,000	-	675,000
33	New LED Streetlight	150,000	-	-	10,000	160,000	-	-	160,000	-	160,000
35	Street Striping/Pavement Patching/Marking	-	-	-	200,000	200,000	-	-	200,000	-	200,000
36	Safety: Neighborhood Traffic Safety/Traffic Calming	20,000	-	-	5,000	25,000	25,000	-	-	-	25,000
37	Safety: Safe Routes to School - John Dower Road Sidewalks	70,000	500,000	-	130,000	700,000	-	-	700,000	-	700,000
39	Safety: Phillips Rd Sidewalk & Bike Lanes Phase I-II (Steilacoom to Onyx)	46,000	480,000	-	124,000	650,000	20,000	-	630,000	-	650,000
40	Safety: Safety Projects - 2 Projects	-	450,000	-	-	450,000	48,000	-	402,000	-	450,000
41	Non-Motorized Trail: GLD Phase I - Washington Blvd to 112th (Nyanza North)	-	135,000	-	15,000	150,000	150,000	-	-	-	150,000
43	Personnel, Engineering and Professional Services	236,000	-	-	242,000	478,000	-	-	-	478,000	478,000

FUND 302: TRANSPORTATION CAPITAL PROJECTS (continued)

CAPITAL PROJECTS

Transportation CIP 2018 Proposed Projects		Sources					Uses				
		MVET REET TBD	Grants	Developer Contrib/LID Option	Interfund Transfers	Total Sources	Design	ROW	Construct	Other	Total Uses
Ref #	Total	$ 2,285,965	$15,259,100	$ 291,535	$ 2,122,000	$ 19,958,600	$ 1,131,500	$ 434,000	$ 17,901,100	$ 492,000	$ 19,958,600
1	Chip Seal Program - Local Access Roads Overlay	330,000	-	-	-	330,000	-	-	330,000	-	330,000
4	Overlay: 59th - Main Street to 100th	496,000	-	-	-	496,000	28,000	-	468,000	-	496,000
5	Overlay: 88th -Steilacoom Blvd to Custer	215,000	-	-	-	215,000	-	-	215,000	-	215,000
8	Overlay: Steilacoom Blvd/88th Street (Weller to Custer)	273,500	737,000	-	-	1,010,500	48,500	-	962,000	-	1,010,500
11	Street: 123rd St - Bridgeport to 47th Ave	-	-	-	333,000	333,000	165,000	-	168,000	-	333,000
12	Street: Oakbrook - Onyx Dr. (87th -89th)	307,000	-	-	100,000	407,000	35,000	-	372,000	-	407,000
14	Street: Steilacoom Blvd - Farwest to Phillips	-	-	20,000	58,000	78,000	78,000	-	-	-	78,000
18	Street: Lakewood Drive - Steilacoom Blvd to North City Limits	-	3,234,100	-	560,000	3,794,100	-	-	3,794,100	-	3,794,100
19	Street: Northgate Road/Edgewood Ave - From JBLM to Washington Blvd	-	1,932,000	-	-	1,932,000	-	132,000	1,800,000	-	1,932,000
21	Street: Steilacoom Blvd (Weller to 88th St)	-	304,000	-	-	304,000	54,000	250,000	-	-	304,000
23	Street: Washington Blvd Sidewalks (Edgewood Ave to Vernon Ave)	-	1,155,000	-	-	1,155,000	-	-	1,155,000	-	1,155,000
24	Street: Washington Blvd Sidewalks (Vernon Ave to Gravelly Lake Drive)	-	4,200,000	-	-	4,200,000	-	-	4,200,000	-	4,200,000
27	Sidewalk: Gravelly Lake Drive Phase I (59th St to Steilacoom Blvd) and Phase II (Bridgeport Way to 59th St)	-	540,000	-	90,000	630,000	-	-	630,000	-	630,000
28	Traffic Signal: Durango Street & Steilacoom Blvd (LID Option)	-	-	220,000	-	220,000	193,000	27,000	-	-	220,000
30	Traffic Signal: Signal Projects	8,465	-	51,535	-	60,000	35,000	25,000	-		60,000
33	New LED Streetlight	145,000	-	-	20,000	165,000	-	-	165,000	-	165,000
34	Minor Capital	-	-	-	50,000	50,000	50,000	-	-	-	50,000
35	Street Striping/Pavement Patching/Marking	-	-	-	200,000	200,000	-	-	200,000	-	200,000
36	Safety: Neighborhood Traffic Safety/Traffic Calming	25,000	-	-	-	25,000	25,000	-	-	-	25,000
38	Safety: Safe Routes to School - Steilacoom Blvd - Weller to Phillips	181,000	425,000	-	46,000	652,000	50,000	-	602,000	-	652,000
39	Safety: Phillips Rd Sidewalk & Bike Lanes Phase I-II (Steilacoom to Onyx)	-	112,000	-	8,000	120,000	120,000	-	-	-	120,000
41	Non-Motorized Trail: GLD Phase I - Washington Blvd to 112th (Nyanza North)	-	2,370,000	-	470,000	2,840,000	-	-	2,840,000	-	2,840,000
42	Motor Avenue Complete Streets	-	250,000	-	-	250,000	250,000	-	-	-	250,000
43	Personnel, Engineering and Professional Services	305,000	-	-	187,000	492,000	-	-	-	492,000	492,000

FUND 311: SEWER CAPITAL PROJECT

PURPOSE & DESCRIPTION

The ***Sewer Capital Project Fund*** accounts for the construction of a sewer system. 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.

SOURCES & USES

Item	2014 Actual	2015 Actual	2016 Adopted	2016 Adjusted	2016 Year-end	2017 Proposed	2018 Proposed	17 Proposed - 16 Adj $ Chg	17 Proposed - 16 Adj % Chg
REVENUES									
Grants	$ -	$ 583,515	$ -	$ 211,485	$ 211,485	$ -	$ -	$ -	0.0%
Interest Earnings	304	4	-	-	-	-	-	-	n/a
Public Works Trust Fund Loan	-	179,295	-	320,705	320,705	-	-	-	0.0%
Transfer In-Sewer Project Debt	-	270,000	-	-	600,000	290,000	50,000	-	n/a
Transfer In-Sanitary Sewer Connection CIP	-	-	-	-	-	-	35,000		
Total Revenues	**$ 304**	**$ 1,032,814**	**$ -**	**$ 532,190**	**$ 1,132,190**	**$ 290,000**	**$ 85,000**	**$ (242,190)**	**-45.5%**
EXPENDITURES									
Capital	20,443	784,081	-	802,820	1,402,820	290,000	85,000	(512,820)	-63.9%
Total Expenditures	**$ 20,443**	**$ 784,081**	**$ -**	**$ 802,820**	**$ 1,402,820**	**$ 290,000**	**$ 85,000**	**$ (512,820)**	**-63.9%**
Rev Over/(Under) Exp	**$ (20,139)**	**$ 248,733**	**$ -**	**$ (270,630)**	**$ (270,630)**	**$ -**	**$ -**	**$ 270,630**	**-100.0%**
Beginning Fund Balance, 1/1	**$ 126,208**	**$ -**	**$ 76,208**	**$ 309,803**	**$ 309,803**	**$ 39,173**	**$ 39,173**	**$ (270,630)**	**-87.4%**
Ending Fund Balance, 12/31	**$ 106,070**	**$ 248,733**	**$ 76,208**	**$ 39,173**	**$ 39,173**	**$ 39,173**	**$ 39,173**	**$ -**	**0.0%**

CAPITAL PROJECTS

	2017 Proposed Projects	Sources: Sewer Project Debt Service Fund	Sources: Sanitary Sewer Connection CIP Fund	Sources: Total Sources	Total Uses
1	Side Sewer Capital	$ 50,000	$ -	$ 50,000	$ 50,000
2	150th St Sewer Extension	240,000	-	240,000	240,000
	Total	**$ 290,000**	**$ -**	**$ 290,000**	**$ 290,000**

	2018 Proposed Projects	Sources: Sewer Project Debt Service Fund	Sources: Sanitary Sewer Connection CIP Fund	Sources: Total Sources	Total Uses
1	Side Sewer Capital	$ 50,000	$ -	$ 50,000	$ 50,000
3	North Thorne Lane Sewer Extension	-	35,000	35,000	35,000
	Total	**$ 50,000**	**$ 35,000**	**$ 85,000**	**$ 85,000**

FUND 312: SANITARY SEWER CONNECTION CAPITAL

PURPOSE & DESCRIPTION

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 would include public sanitary sewer improvement projects and based on Council's declaration under Resolution # 2006-31 side sewer service connections on private property which assures minimum flows within the Woodbrook/Tilllicum sanitary sewer system are achieved and maintained.

SOURCES & USES

Item	2014 Actual	2015 Actual	2016 Adopted	2016 Adjusted	2016 Year-end	2017 Proposed	2018 Proposed	17 Proposed - 16 Adj $ Chg	17 Proposed - 16 Adj % Chg
REVENUES									
Sewer Availability Charge	$ 194,839	$ 246,640	$ 302,000	$ 302,000	$ 286,000	$ 316,000	$ 346,000	$ -	0.0%
Interest Earnings	725	1,849	-	-	-	-	-	-	n/a
Proceeds from Lien	746	1,127	-	-	-	-	-	-	n/a
Total Revenues	**$ 196,310**	**$ 249,616**	**$ 302,000**	**$ 302,000**	**$ 286,000**	**$ 316,000**	**$ 346,000**	**$ 14,000**	**4.6%**
EXPENDITURES									
Capital	32,218	20,036	-	35,000	35,000	-	35,000	(35,000)	-100.0%
Transfer to Sewer Capital	-	-	-	-	600,000	-	-	-	n/a
Total Expenditures	**$ 32,218**	**$ 20,036**	**$ -**	**$ 35,000**	**$ 635,000**	**$ -**	**$ 35,000**	**$ (35,000)**	**-100.0%**
Rev Over/(Under) Exp	**$ 164,092**	**$ 229,580**	**$ 302,000**	**$ 267,000**	**$ (349,000)**	**$ 316,000**	**$ 311,000**	**$ 49,000**	**18.4%**
Beginning Fund Balance, 1/1	**$ 519,811**	**$ 683,903**	**$ 859,834**	**$ 913,482**	**$ 913,482**	**$ 564,482**	**$ 880,482**	**$ (349,000)**	**-38.2%**
Ending Fund Balance, 12/31	**$ 683,903**	**$ 913,483**	**$ 1,161,834**	**$ 1,180,482**	**$ 564,482**	**$ 880,482**	**$ 1,191,482**	**$ (300,000)**	**-25.4%**

FUND 401: SURFACE WATER MANAGEMENT

PURPOSE & DESCRIPTION

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

SOURCES & USES

Item	2014 Actual	2015 Actual	2016 Adopted	2016 Adjusted	2016 Year-end	2017 Proposed	2018 Proposed	17 Proposed - 16 Adj $ Chg	17 Proposed - 16 Adj % Chg
REVENUES									
Charges for Services & Fees	$ 2,723,885	$ 2,740,257	$ 2,702,500	$ 2,702,500	$ 2,756,000	$ 2,756,000	$ 2,756,000	$ 53,500	2.0%
Interest Earnings	11,807	14,782	-	-	17,000	4,000	2,000	4,000	n/a
Total Operating Revenues:	**$ 2,735,692**	**$ 2,755,039**	**$ 2,702,500**	**$ 2,702,500**	**$ 2,773,000**	**$ 2,760,000**	**$ 2,758,000**	**$ 57,500**	**2.1%**
EXPENDITURES									
O&M and Engineering Services	1,939,730	1,928,740	2,331,360	2,466,948	2,446,832	-	-	(2,466,948)	-100.0%
Operations & Maintenance	-	-	-	-	-	904,893	918,055	904,893	n/a
Engineering Services	-	-	-	-	-	1,575,244	1,608,972	1,575,244	n/a
Transfer Out-General Fund	284,700	284,700	284,700	284,700	284,700	284,700	284,700	-	0.0%
Total Operating Expenditures:	**$ 2,224,430**	**$ 2,213,440**	**$ 2,616,060**	**$ 2,751,648**	**$ 2,731,532**	**$ 2,764,837**	**$ 2,811,727**	**$ 13,189**	**0.5%**
Oper Rev Over/(Under) Exp	**$ 511,262**	**$ 541,598**	**$ 86,440**	**$ (49,148)**	**$ 41,468**	**$ (4,837)**	**$ (53,727)**	**$ 44,311**	**-90.2%**
OTHER FINANCING SOURCES									
Grants/Contrib/Donations	276,528	210,814	-	276,949	276,949	-	-	(276,949)	-100.0%
Judgments/Settlements	9,437	500	-	-	-	-	-	-	n/a
Transfer In-Street/Trans CIP	487,975	268,989	-	-	-	-	-	-	n/a
Transfer In-CDBG/Grant	31,237	-	-	-	-	-	-	-	n/a
Total Other Financing Sources	**$ 805,177**	**$ 480,303**	**$ -**	**$ 276,949**	**$ 276,949**	**$ -**	**$ -**	**$ (276,949)**	**-100.0%**
OTHER FINANCING USES									
Capital/1-Time	608,276	1,064,633	523,000	1,139,040	1,139,040	87,102	15,811	(1,051,938)	-92.4%
Transfers Out to CIP	44,890	1,024,061	400,000	1,567,653	1,948,641	543,650	1,572,000	(1,024,003)	-65.3%
Total Other Financing Uses	**$ 653,166**	**$ 2,088,694**	**$ 923,000**	**$ 2,706,693**	**$ 3,087,681**	**$ 630,752**	**$ 1,587,811**	**$ (2,075,941)**	**-76.7%**
Total Rev & Other Sources	**$ 3,540,869**	**$ 3,235,342**	**$ 2,702,500**	**$ 2,979,449**	**$ 3,049,949**	**$ 2,760,000**	**$ 2,758,000**	**$ (219,449)**	**-7.4%**
Total Exp & Other Uses	**$ 2,877,596**	**$ 4,302,134**	**$ 3,539,060**	**$ 5,458,341**	**$ 5,819,213**	**$ 3,395,589**	**$ 4,399,538**	**$ (2,062,752)**	**-37.8%**
Beginning Fund Balance, 1/1	**$ 6,204,969**	**$ 6,868,242**	**$ 3,250,555**	**$ 5,801,449**	**$ 5,801,449**	**$ 3,032,184**	**$ 2,396,596**	**$ (2,769,265)**	**-47.7%**
Ending Fund Balance, 12/31	**$ 6,868,242**	**$ 5,801,449**	**$ 2,413,995**	**$ 3,322,557**	**$ 3,032,184**	**$ 2,396,596**	**$ 755,058**	**$ (925,961)**	**-27.9%**
EFB as a % of Oper Rev	251.1%	210.6%	89.3%	122.9%	109.3%	86.8%	27.4%	(0)	-29.4%
17% Operating Reserves	465,068	468,356	459,425	459,425	471,410	469,200	468,860	9,775	2.1%
Over/(Under) Target	6,403,174	5,333,093	1,954,570	2,863,132	2,560,774	1,927,396	286,198	(935,736)	-32.7%

FUND 401: SURFACE WATER MANAGEMENT (continued)

EXPENDITURE OBJECT SUMMARY

Code	Item	2014 Actual	2015 Actual	2016 Adopted	2016 Adjusted	2016 Year-end	2017 Proposed	2018 Proposed	17 Proposed - 16 Adj $ Chg	17 Proposed - 16 Adj % Chg
Expenditure Summary:										
11.xxx	Salaries & Wages	$ 639,955	$ 478,389	$ 865,820	$ 850,692	$ 850,692	$ 809,500	$ 819,760	(41,192)	-4.8%
11.002/4	Overtime	5,050	6,600	5,000	5,000	5,000	5,000	5,000	-	0.0%
21.xxx	Benefits	250,437	175,180	363,030	359,313	359,313	359,020	374,380	(293)	-0.1%
31.xxx	Other Operating Supplies	2,793	5,710	34,850	8,300	8,300	8,300	8,300	-	0.0%
31.003/004	Forms & Publications	-	-	-	100	100	100	100	-	0.0%
31.005	Meeting Food & Beverage	-	-	-	200	200	200	200	-	0.0%
31.008	Clothing/Uniform	839	767	-	1,250	1,250	1,250	1,250	-	0.0%
31.030	Maintenance Supplies	31,136	35,181	-	25,000	25,000	25,000	25,000	-	0.0%
32.xxc	Fuel	9,070	-	-	-	-	-	-	-	n/a
35.xxx	Small Tools/Minor Equip	9,954	-	2,700	2,700	2,700	2,700	2,700	-	0.0%
41.xxx	Professional Service	131,428	21,028	25,000	25,000	25,000	25,000	25,000	-	0.0%
42.xxx	Communication	5,595	-	-	-	-	-	-	-	n/a
43/49.003	Travel & Training	4,031	1,230	5,300	5,300	5,300	6,800	6,800	1,500	28.3%
44.xxx	Advertising	4,792	238	3,000	3,000	3,000	3,000	3,000	-	0.0%
45.xxx	Operating Rental/Lease	333	2,944	2,500	2,500	2,500	5,000	5,000	2,500	100.0%
47.xxx	Utilities	9,022	1,246	3,500	3,500	3,500	4,000	4,000	500	14.3%
48.xxx	Repairs & Maintenance	479,666	715,594	628,640	628,640	628,640	651,540	661,240	22,900	3.6%
49.001	Membership Dues	1,125	1,508	1,500	1,500	1,500	-	-	(1,500)	-100.0%
49.xxx	Other Charges & Services	3,725	7,598	6,400	6,400	6,400	4,000	4,000	(2,400)	-37.5%
597	Interfund Transfers	448,668	449,000	452,700	452,700	452,700	452,700	452,700	-	0.0%
5x.xxx	Intergovernmental	169,061	132,235	160,000	160,000	160,000	195,770	197,370	35,770	22.4%
9x.xxx	IS Charges - M&O	-	156,325	17,500	170,879	164,861	175,106	177,216	4,227	2.5%
9x.xxx	IS Charges - Reserves	17,750	22,667	38,620	39,674	25,576	30,851	38,711	(8,823)	-22.2%
	Subtotal Operating Exp:	**$ 2,224,430**	**$ 2,213,440**	**$ 2,616,060**	**$ 2,751,648**	**$ 2,731,532**	**$ 2,764,837**	**$ 2,811,727**	**$ 13,189**	**0.5%**
Capital & One-time Funding:										
	Capital & One-Time	608,276	1,064,633	523,000	1,139,040	1,139,040	87,102	15,811	(1,051,938)	-92.4%
	Transfers Out to CIP	44,890	1,024,061	400,000	1,567,653	1,948,641	543,650	1,572,000	(1,024,003)	-65.3%
	Subtotal One-time Exp:	**$ 653,166**	**$ 2,088,694**	**$ 923,000**	**$ 2,706,693**	**$ 3,087,681**	**$ 630,752**	**$ 1,587,811**	**$ (2,075,941)**	**-76.7%**
	Total Expenditures:	**$ 2,877,596**	**$ 4,302,134**	**$ 3,539,060**	**$ 5,458,341**	**$ 5,819,213**	**$ 3,395,589**	**$ 4,399,538**	**$ (2,062,752)**	**-37.8%**

FUND 501: FLEET & EQUIPMENT

PURPOSE & DESCRIPTION

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

The following is a list of vehicle and equipment replacements included in the 2017/2018 proposed budget.

		Capital Purchase		Transfer to Gen Fund Proceeds from Sale		Transfer to Gen Fund Excess Reserves	
Dept	Description	2017 Proposed	2018 Proposed	2017 Proposed	2018 Proposed	2017 Proposed	2018 Proposed
Police	Replace 2009 Ford Crown Victoria (Veh 15-22-098)	$ 46,000	$ -	$ 2,000	$ -	$ -	$ -
Police	Replace 2010 Ford Crown Victoria (Veh 15-22-431)	46,000	-	2,000	-	-	-
Police	Replace 2008 Ford F150 (Veh 15-21-031)	35,000	-	2,000	-	-	-
Police	Replace 2010 Ford Crown Victoria (Veh 15-22-428)	46,000	-	2,000	-	-	-
Police	Replace 2010 Ford Crown Victoria (Veh 15-30-423)	46,000	-	2,000	-	-	-
Police	Replace 2010 Ford Crown Victoria (Veh 15-70-432)	46,000	-	2,000	-	-	-
Police	Replace 2008 Ford Escape (Veh 15-10-014)	-	35,000	-	2,000	-	-
Police	Replace 2008 Chevy Trailblazer (Veh 15-21-030)	-	35,000	-	2,000	-	-
Police	Replace 2010 Ford Crown Victoria (Veh 15-22-429)	-	46,000	-	2,000	-	-
Police	Replace 2008 Ford Crown Victoria (Veh 15-70-022)	-	46,000	-	2,000	-	-
Police	Replace 2010 Ford Crown Victoria (Veh 15-22-430)	-	46,000	-	2,000	-	-
Parks	Replace 2006 John Deere Mower (Veh 42800)	60,000	-	2,000	-	-	-
Parks	Replace 2008 Ford F150 (Veh 42270)	28,000	-	2,500	-	-	-
Parks	Replace 2008 Ford Ranger (Veh 21-21-012)	28,000	-	2,500	-	-	-
Parks	Replace 1991 Pothole Patching Truck (Veh 21-21-603)	200,000	-	3,000	-	-	-
Parks	Surplus 2008 Chevy Express 15 Passenger Van Veh 42350	-	-	1,000	-	-	-
Parks	Surplus Trailer with Tar Pot	-	-	800		-	-
Parks	Replace Portable Stage (Purchased used in 2004	-	9,000	-	200	-	-
Parks	Replace 2007 Ford F150 (Veh 42260)	-	28,000	-	3,000	-	-
Parks	replace 1999 Ford E350 Step Van (Veh 42210)	-	40,000	-	2,000	-	-
Parks	Replace 2003 John Deere 1200A Bunker/Ball Field Rake	-	9,000	-	800	-	-
Parks	Surplus Pool Vehicle 2005 Dodge Caravan Veh 42100	-	-	2,000	-	22,000	-
Parks	Surplus Pool Vehicle 2011 Toyota Prius Veh 42110	-	-	6,000	-	18,125	-
Parks	Surplus Pool Vehicle 2011 Toyota Prius Veh 42120	-	-	6,000	-	18,125	-
City-wide	Transfer From Police to City Hall Pool 2013 Ford Focus Veh 40940	-	-	-	-	-	-
City-wide	Transfer From Police to City Hall Pool 2015 Ford Fusion Veh 40161	-	-	-	-	-	-
City-wide	Transfer From Police to City Hall Pool 2015 Ford Fusion Veh 40031	-	-	-	-	-	-
Parks	Purchase New Street Paint Striper	9,000	-	-	-	-	-
Parks	Purchase New Propane Infrared Burner	8,500	-	-	-	-	-
Parks	Purchase New Crack Sealer	63,000	-	-	-	-	-
	Total	**$ 661,500**	**$ 294,000**	**$ 37,800**	**$ 16,000**	**$ 58,250**	**$ -**

FUND 501: FLEET & EQUIPMENT

SOURCES & USES

Item	2014 Actual	2015 Actual	2016 Adopted	2016 Adjusted	2016 Year-end	2017 Proposed	2018 Proposed	16 Proposed - 16 Adj $ Chg	16 Proposed - 16 Adj % Chg
REVENUES									
M&O Revenue	$ -	$ 629,755	$ 904,220	$ 904,220	$ 650,220	$ 751,720	$ 751,720	$ (152,500)	-16.9%
Interest Earnings	8,573	1,530	-	-	4,000	4,000	4,000	4,000	n/a
Total Operating Revenues:	**$ 8,573**	**$ 631,285**	**$ 904,220**	**$ 904,220**	**$ 654,220**	**$ 755,720**	**$ 755,720**	**$ (148,500)**	**-16.4%**
EXPENDITURES									
Fuel	-	304,709	523,400	523,400	323,400	424,150	424,150	(99,250)	-19.0%
Other Supplies	-	4,629	3,990	3,990	3,990	3,990	3,990	-	0.0%
Repairs & Maintenance	-	313,456	376,830	376,830	326,830	327,580	327,580	(49,250)	-13.1%
Other Services & Charges	-	8,492	-	-	-	-	-	-	n/a
Total Operating Expenditures:	**$ -**	**$ 631,285**	**$ 904,220**	**$ 904,220**	**$ 654,220**	**$ 755,720**	**$ 755,720**	**$ (148,500)**	**-16.4%**
Oper Rev Over/(Under) Exp	**$ 8,573**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**n/a**
OTHER FINANCING SOURCES									
Replacement Reserves	938,150	883,135	1,069,020	1,071,020	959,935	853,089	917,326	(217,931)	-20.3%
Capital Contribution	-	-	-	-	-	80,500	-	80,500	n/a
Insurance Recovery	88,294	-	-	-	-	-	-	-	n/a
Proceeds from Sale of Assets	64,135	68,698	14,000	46,800	50,000	37,800	16,000	(9,000)	-19.2%
Transfer In-General Fund	-	-	-	233,239	233,239	-	-	(233,239)	-100.0%
Total Other Financing Sources	**$ 1,090,579**	**$ 951,833**	**$ 1,083,020**	**$ 1,351,059**	**$ 1,243,174**	**$ 971,389**	**$ 933,326**	**$ (379,670)**	**-28.1%**
OTHER FINANCING USES									
Capital - Vehicle & Equipment	990,727	1,212,019	338,000	424,494	424,494	661,500	294,000	237,006	55.8%
Transfer Out-General Fund	1,074,959	40,802	-	-	-	96,050	16,000	96,050	n/a
Transfer Out-SWM	31,237	-	-	-	-	-	-	-	n/a
Transfer Out-Information Technology	-	110,050	-	123,129	123,189	-	-	(123,129)	-100.0%
Total Other Financing Uses	**$ 2,096,923**	**$ 1,362,871**	**$ 338,000**	**$ 547,623**	**$ 547,683**	**$ 757,550**	**$ 310,000**	**$ 209,927**	**38.3%**
Total Rev & Other Sources	**$ 1,099,152**	**$ 1,583,118**	**$ 1,987,240**	**$ 2,255,279**	**$ 1,897,394**	**$ 1,727,109**	**$ 1,689,046**	**$ (528,170)**	**-23.4%**
Total Exp & Other Uses	**$ 2,096,923**	**$ 1,994,156**	**$ 1,242,220**	**$ 1,451,843**	**$ 1,201,903**	**$ 1,513,270**	**$ 1,065,720**	**$ 61,427**	**4.2%**
Beginning Fund Balance, 1/1	**$ 5,093,746**	**$ 4,095,975**	**$ 4,493,859**	**$ 3,684,937**	**$ 3,684,937**	**$ 4,380,428**	**$ 4,594,267**	**$ 695,491**	**18.9%**
Ending Fund Balance, 12/31	**$ 4,095,975**	**$ 3,684,937**	**$ 5,238,879**	**$ 4,488,373**	**$ 4,380,428**	**$ 4,594,267**	**$ 5,217,593**	**$ 105,894**	**2.4%**

FUND 502: PROPERTY MANAGEMENT

PURPOSE & DESCRIPTION

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

The fund has also accumulated replacement reserves for the purpose of funding future major repairs and capital improvements to city-owned facilities. The Capital Budget section of this document provides the 6-Year capital needs as it relates to property management, including the detailed project sheets.

The following is a list of property management projects included in the 2017/2018 proposed budget.

Project Costs	2017	2018
City Hall	**$ 18,000**	**$ 75,000**
Parking Lot Improvements	-	-
Public Area Carpet Replacement	-	-
Exterior Beam Painting	-	75,000
Boiler Repair and Replacement	18,000	-
Chiller/Fan Replacement	-	-
Police Station	**$ 59,000**	**$ -**
Parking Lot Improvements	-	-
Parking Lot Gate Replacement	-	-
Vehicle Storage	-	-
Wall In Fuel Island	20,000	-
Shooting Range Equipment	-	-
Sprinkler System in the Server Room	39,000	-
Parks O&M Facility	**$ 32,000**	**$ -**
HVAC Replacement	12,000	-
LED Lighting	10,000	-
Fuel Storage Shed	10,000	-
Public Works O&M Facility	**$ -**	**$ -**
HVAC Replacement	-	-
Total Project Costs	**$ 109,000**	**$ 75,000**

FUND 502: PROPERTY MANAGEMENT

SOURCES & USES

Item	2014 Actual	2015 Actual	2016 Adopted	2016 Adjusted	2016 Year-end	2017 Proposed	2018 Proposed	17 Proposed - 16 Adj $ Chg	17 Proposed - 16 Adj % Chg
REVENUES									
M&O Revenue	$ -	$ 727,437	$ 749,800	$ 749,800	$ 749,800	$ 590,060	$ 591,390	$ (159,740)	-21.3%
Interest Earnings	703	2,634	-	-	-	-	-	-	n/a
Total Operating Revenues:	**$ 703**	**$ 730,071**	**$ 749,800**	**$ 749,800**	**$ 749,800**	**$ 590,060**	**$ 591,390**	**$ (159,740)**	**-21.3%**
EXPENDITURES									
City Hall Facility	-	299,931	342,500	342,500	342,500	290,260	290,840	(52,240)	-15.3%
Police Station	-	207,098	228,770	228,770	228,770	232,270	232,870	3,500	1.5%
Parking Facilities/Light Rail	-	154,520	178,530	178,530	178,530	67,530	67,680	(111,000)	-62.2%
Total Operating Expenditures:	**$ -**	**$ 661,549**	**$ 749,800**	**$ 749,800**	**$ 749,800**	**$ 590,060**	**$ 591,390**	**$ (159,740)**	**-21.3%**
Oper Rev Over/(Under) Exp	**$ 703**	**$ 68,522**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**n/a**
OTHER FINANCING SOURCES									
Replacement Reserves	-	-	-	-	-	100,000	100,000	100,000	n/a
Total Other Financing Sources	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 100,000**	**$ 100,000**	**$ 100,000**	**n/a**
OTHER FINANCING USES									
Capital/1-Time	7,389	67,432	50,000	212,479	212,479	109,000	75,000	(103,479)	-48.7%
Total Other Financing Uses	**$ 7,389**	**$ 67,432**	**$ 50,000**	**$ 212,479**	**$ 212,479**	**$ 109,000**	**$ 75,000**	**$ (103,479)**	**-48.7%**
Total Rev & Other Sources	**$ 703**	**$ 730,071**	**$ 749,800**	**$ 749,800**	**$ 749,800**	**$ 690,060**	**$ 691,390**	**$ (59,740)**	**-8.0%**
Total Exp & Other Uses	**$ 7,389**	**$ 728,981**	**$ 799,800**	**$ 962,279**	**$ 962,279**	**$ 699,060**	**$ 666,390**	**$ (263,219)**	**-27.4%**
Beginning Fund Balance, 1/1	**$ 452,842**	**$ 446,156**	**$ 226,421**	**$ 447,246**	**$ 447,246**	**$ 234,767**	**$ 225,767**	**$ (212,479)**	**-47.5%**
Ending Fund Balance, 12/31	**$ 446,156**	**$ 447,246**	**$ 176,421**	**$ 234,767**	**$ 234,767**	**$ 225,767**	**$ 250,767**	**$ (9,000)**	**-3.8%**

FUND 503: INFORMATION TECHNOLOGY

PURPOSE & DESCRIPTION

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

The Capital Budget section of this document provides the 6-Year capital needs as it relates to information technology, including the detailed project sheets.

Item	2017 Proposed	2018 Proposed
Primary & Secondary Data Center:		
Network - Switches & Routers	$ 160,000	$ -
Server/Harward Upgrades	30,000	-
Disaster Recovery/Co-Location Implementation (Police Station)	30,000	-
Firewall & Intrusion Detection Systems	-	50,000
City Council Chambers Technology	126,000	-
Computer Replacement	138,750	138,750
Document Management, Work Flow & Paperless System:		
Municipal Court Workflow System	50,000	-
Legal Workflow System	50,000	-
Document Mangement System - Electronic Records	150,000	150,000
Website Enhancement	15,000	-
Vulnerability & Penetration Testing	35,000	-
Wireless Access Points (Wi-Fi)	10,000	-
Total	**$ 794,750**	**$ 338,750**

FUND 503: INFORMATION TECHNOLOGY

SOURCES & USES

Item	2014 Actual	2015 Actual	2016 Adopted	2016 Adjusted	2016 Year-end	2017 Proposed	2018 Proposed	17 Proposed - 16 Adj $ Chg	17 Proposed - 16 Adj % Chg
REVENUES									
M&O Revenue	$ -	$ 1,007,671	$ 1,059,950	$ 1,147,293	$ 1,147,293	$ 1,293,748	$ 1,351,798	$ 146,455	12.8%
Misc/Interest/Other	-	1,782	-	-	-			$ -	n/a
Total Operating Revenues:	**$ -**	**$ 1,009,453**	**$ 1,059,950**	**$ 1,147,293**	**$ 1,147,293**	**$ 1,293,748**	**$ 1,351,798**	**$ 146,455**	**12.8%**
EXPENDITURES									
Personnel	-	480,917	495,410	495,408	495,408	483,588	494,268	(11,820)	-2.4%
Supplies	-	106,740	74,950	83,450	83,450	108,020	108,020	24,570	29.4%
Services & Charges	-	421,796	489,590	568,435	568,435	702,140	749,510	133,705	23.5%
Total Operating Expenditures:	**$ -**	**$ 1,009,453**	**$ 1,059,950**	**$ 1,147,293**	**$ 1,147,293**	**$ 1,293,748**	**$ 1,351,798**	**$ 146,455**	**12.8%**
Oper Rev Over/(Under) Exp	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**n/a**
OTHER FINANCING SOURCES									
Replacement Reserves	-	-	-	22,500	22,500	22,500	22,500	-	0.0%
Proceeds from Capital Lease	-	57,295	-	-	-	-	-		
Capital Contribution/1-Time	-	202,102	-	141,973	139,473	794,750	338,750		
Capital Contribution	-	110,050	10,000	123,189	123,189	-	-	(123,189)	-100.0%
Total Other Financing Sources	**$ -**	**$ 369,447**	**$ 10,000**	**$ 287,662**	**$ 285,162**	**$ 817,250**	**$ 361,250**	**$ 529,588**	**184.1%**
OTHER FINANCING USES									
Capital/1-Time	-	308,499	10,000	323,607	323,607	794,750	338,750	471,143	145.6%
Total Other Financing Uses	**$ -**	**$ 308,499**	**$ 10,000**	**$ 323,607**	**$ 323,607**	**$ 794,750**	**$ 338,750**	**$ 471,143**	**145.6%**
Total Rev & Other Sources	**$ -**	**$ 1,378,901**	**$ 1,069,950**	**$ 1,434,955**	**$ 1,432,455**	**$ 2,110,998**	**$ 1,713,048**	**$ 676,043**	**47.1%**
Total Exp & Other Uses	**$ -**	**$ 1,317,952**	**$ 1,069,950**	**$ 1,470,900**	**$ 1,470,900**	**$ 2,088,498**	**$ 1,690,548**	**$ 617,598**	**42.0%**
Beginning Fund Balance, 1/1	**$ -**	**$ -**	**$ -**	**$ 60,948**	**$ 60,948**	**$ 22,500**	**$ 45,000**	**$ (38,448)**	**-63.1%**
Ending Fund Balance, 12/31	**$ -**	**$ 60,948**	**$ -**	**$ 25,000**	**$ 22,500**	**$ 45,000**	**$ 67,500**	**$ 20,000**	**80.0%**

FUND 504: RISK MANAGEMENT

PURPOSE & DESCRIPTION

The ***Risk Management Fund*** accounts for the financial administration of the City's comprehensive risk management program. The Fund assures that the revenues and assets of the City are protected through an established risk control and risk finance program including risk management goals and objectives, a formalized risk assessment process and methodology for reviewing and monitoring of the effectiveness of the risk management program.

Risk management functions include property, casualty and general liability and similar functions. Risk management provides departments with information and assistance about recommended insurance requirements for various City contracts. Through the safety program, information and training is provided on how to reduce the risk of injury to employees, the general public and the City owned and leased property.

This fund is funded primarily through user charges allocated to the operating funds based on usage.

SOURCES & USES

Item	2014 Actual	2015 Actual	2016 Adopted	2016 Adjusted	2016 Year-end	2017 Proposed	2018 Proposed	17 Proposed - 16 Adj $ Chg	17 Proposed - 16 Adj % Chg
REVENUES									
M&O Revenue	-	958,425	778,980	1,170,142	1,071,966	1,176,972	1,176,972	6,830	0.6%
AWC Retro Refund	-	23,878	-	-	24,000	24,000	24,000	24,000	n/a
Insurance Recoveries - 3rd Party	-	51,778	-	-	70,000	50,000	50,000	50,000	n/a
Total Revenues	**$ -**	**$ 1,034,081**	**$ 778,980**	**$ 1,170,142**	**$ 1,165,966**	**$ 1,250,972**	**$ 1,250,972**	**$ 80,830**	**6.9%**
EXPENDITURES									
Safety Program	-	27	4,980	4,980	4,980	5,180	5,180	200	4.0%
AWC Retro Program	-	44,239	24,000	24,000	24,000	24,000	24,000	-	0.0%
WCIA Assessment	-	835,200	750,000	937,500	944,123	1,071,792	1,071,792	134,292	14.3%
Claims/Judgments & Settlements	-	154,615	-	203,662	192,863	150,000	150,000	(53,662)	-26.3%
Total Expenditures	**$ -**	**$ 1,034,081**	**$ 778,980**	**$ 1,170,142**	**$ 1,165,966**	**$ 1,250,972**	**$ 1,250,972**	**$ 80,830**	**6.9%**
Rev Over/(Under) Exp	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**n/a**
OTHER FINANCING SOURCES									
Capital Contribution/1-Time	-	291,920	-	-	4,176	-	-	-	n/a
Total Other Financing Sources	**$ -**	**$ 291,920**	**$ -**	**$ -**	**$ 4,176**	**$ -**	**$ -**	**$ -**	**n/a**
OTHER FINANCING USES									
Capital/1-Time	-	291,920	-	-	4,176	-	-	-	n/a
Total Other Financing Uses	**$ -**	**$ 291,920**	**$ -**	**$ -**	**$ 4,176**	**$ -**	**$ -**	**$ -**	**n/a**
Total Rev & Other Sources	**$ -**	**$ 1,326,001**	**$ 778,980**	**$ 1,170,142**	**$ 1,170,142**	**$ 1,250,972**	**$ 1,250,972**	**$ 80,830**	**6.9%**
Total Exp & Other Uses	**$ -**	**$ 1,326,001**	**$ 778,980**	**$ 1,170,142**	**$ 1,170,142**	**$ 1,250,972**	**$ 1,250,972**	**$ 80,830**	**6.9%**
Beginning Fund Balance, 1/1	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**n/a**
Ending Fund Balance, 12/31	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**n/a**

CAPITAL BUDGET

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6-Year CIP
Transportation Projects

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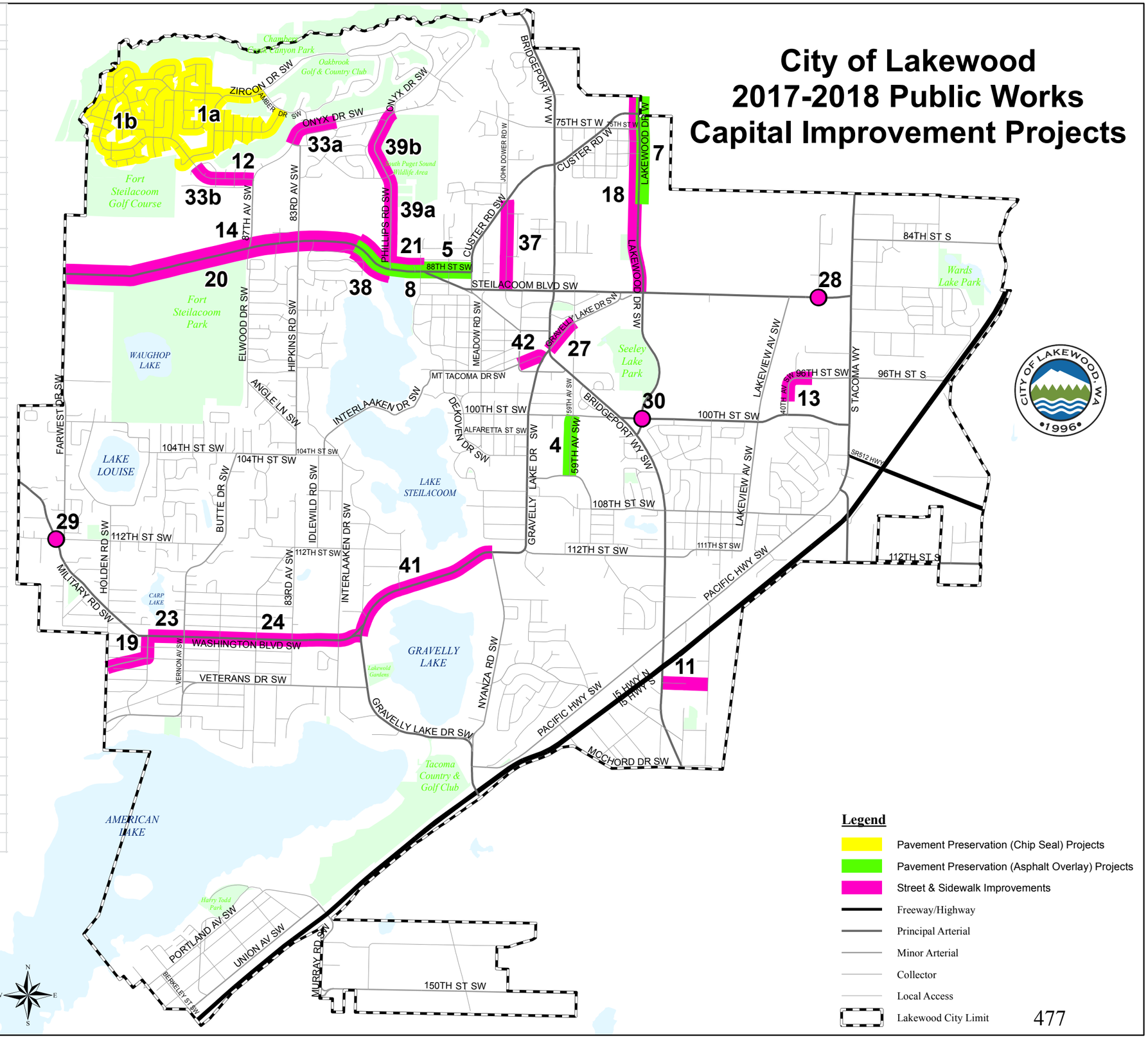
2017-2018 Tranportation Capital Improvement Projects

City of Lakewood

#	Description		Total project cost estimate
	Pavement Preservation (Chip Seal) Projects		
1a	Local Streets Within the Oakbrook	2017	$330,000
1b	Oakbrook Area (actual streets yet to determined)	2018	$330,000
	Subtotal		**$660,000**
	Pavement Preservation (Asphalt Overlay) Projects		
4	59th (Main St. to 100th St)	2018	$496,000
5	88th St (Steilacoom to Custer)	2018	$275,000
7	Lakewood Dr. (Flett Cr to North City Limits)	2017	$1,210,000
8	Steilacoom blvd/88th St. (Weller to Custer)	2018	$1,022,000
	Subtotal		**$3,003,000**
	Street & Sidewalk Improvements		
11	123rd St (Bridgeport Way to 47th Ave)	2018	$333,000
12	Oakbrook-Onyx Dr. (87th to 89th)	2018	$407,000
13	Roadway Safety Improvements on 40th & 96th	2017	$777,500
14	Steilacoom Blvd (Farwest to Phillips)-Design only	2017	$166,000
18	Lakewood Dr. (Steilacoom blvd to N City Limits)	2018	$4,170,100
19	Northgate Rd/Edgewood Ave (JBLM to Washington Blvd)	2018	$2,132,000
20	Steilacoom Blvd (Phillips to Farwest) RoW Phase I	2017	$702,000
21	Steilacoom Blvd (Weller to 88th St)	2018	$304,000
23	Washington Blvd Sidewalks (Edgewood to Vernon)	2018	$1,305,000
24	Washington Blvd Sidewalks (Vernon to Gravelly Lake Dr.)	2018	$4,850,000
27	Gravelly Lake Dr (Bridgeport Way to 59th Ave) Phase II	2018	$700,000
28	Traffic Signal & Drango St and Steilacoom Blvd	2018	$220,000
29	traffic Signal/Intersection Reconst. @ Military & 112th	2017	$675,000
30	Traffic Signal: Signal Projects	2018	$60,000
33a	New LED Streetlights	2017	$160,000
33b	New LED Streetlights	2018	$165,000
34	Minor Capital	2018	$50,000
35a	Street Striping/Pavment Patch/Marking	2017	$200,000
35b	Street Striping/Pavment Patch/Marking	2018	$200,000
36a	Neighborhood Traffic Safety/Traffic Calming	2017	$25,000
36b	Neighborhood Traffic Safety/Traffic Calming	2018	$25,000
37	John Dower Sidewalk (Custer-Steilacoom Blvd)-SRTS	2017	$700,000
38	Steilacoom Blvd. (Weller to Phillips Rd)-SRTS	2018	$652,000
39a	Phillips Rd Sidwalks Phase I	2017	$650,000
39b	Phillips Rd Sidewalks Phase II		$120,000
40	Safety Projects-Various		$450,000
41	GLD Phase I-Washington to 112th St Non-Motorized Trail	2018	$2,990,000
42	Motor Ave Complete Street	2018	$250,000
	subtotal		**$23,438,600**
	total		**$27,101,600**



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6-Year Capital Improvement Plan
Transportation CIP
PROJECT COST

Ref #	TIP/Map#		PROJECT COST	2017	2018	2019	2020	2021	2022	Total
			Total Project Cost	**$ 8,113,000**	**$ 19,958,600**	**$ 12,888,000**	**$ 19,651,000**	**$ 15,618,000**	**$ 5,468,000**	**$ 81,696,600**
			Total Funded	**$ 8,113,000**	**$ 19,958,600**	**$ 12,178,000**	**$ 5,361,000**	**$ 6,135,500**	**$ 4,710,500**	**$ 56,456,600**
			Total Unfunded	**$ -**	**$ -**	**$ 710,000**	**$ 14,290,000**	**$ 9,482,500**	**$ 757,500**	**$ 25,240,000**
		**	**Funded (Includes Funding Contingent on Anticipated Grants**	**$ 8,113,000**	**$ 19,958,600**	**$ 12,178,000**	**$ 5,361,000**	**$ 6,135,500**	**$ 4,710,500**	**$ 56,456,600**
			Chip Seal:	**$ 330,000**	**$ 330,000**	**$ 360,000**	**$ 360,000**	**$ 360,000**	**$ 360,000**	**$ 2,100,000**
1	9.7		Chip Seal Program - Local Access Roads Overlay	330,000	330,000	360,000	360,000	360,000	360,000	2,100,000
			Pavement Overlay:	**$ 1,281,500**	**$ 1,721,500**	**$ 1,664,000**	**$ 1,320,000**	**$ 866,000**	**$ -**	**$ 6,853,000**
2	9.22		Overlay: 100th - 59th to Lakeview	-	-	-	1,320,000	160,000	-	1,480,000
3	9.17		Overlay: 108th - Bridgeport to Pac Hwy	-	-	-	-	706,000	-	706,000
4	9.16		Overlay: 59th - Main Street to 100th	-	496,000	-	-	-	-	496,000
5	9.19		Overlay: 88th -Steilacoom Blvd to Custer	60,000	215,000	-	-	-	-	275,000
6	9.18		Overlay: Custer - Steilacoom to John Dower	-	-	540,000	-	-	-	540,000
7	9.15		Overlay: Lakewood Drive - Steilacoom Blvd Creek to North City Limits	1,210,000	-	-	-	-	-	1,210,000
8	9.10B		Overlay: Steilacoom Blvd/88th Street (Weller to Custer)	11,500	1,010,500	-	-	-	-	1,022,000
9	9.21	**	Overlay: 100th - Lakeview to South Tacoma Way	-	-	529,000	-	-	-	529,000
10	9.2	**	Overlay: Pacific Hwy - 108th to SR512	-	-	595,000	-	-	-	595,000
			Street Improvements:	**$ 2,943,500**	**$ 12,203,100**	**$ 4,987,000**	**$ 334,000**	**$ 3,777,500**	**$ 3,522,500**	**$ 27,767,600**
11	-		Street: 123rd St - Bridgeport to 47th Ave	-	333,000	333,000	334,000	-	-	1,000,000
12	-		Street: Oakbrook - Onyx Dr. (87th -89th)	-	407,000	-	-	-	-	407,000
13	2.81		Street: Roadway Safety Improvements on 40th & 96th	777,500	-	-	-	-	-	777,500
14	2.74*		Street: Steilacoom Blvd - Farwest to Phillips	88,000	78,000	20,000	-	-	-	186,000
15	-		Street: Veterans Dr - Gravelly Lake Drive to Alameda Ave	-	-	-	-	175,000	750,000	925,000
16	2.78		Street: Oakbrook - Onyx Dr W (Garnet-Phillips)	-	-	-	-	1,102,500	757,500	1,860,000
17	2.73	**	Street: 112th / 111th - Bridgeport to Kendrick	-	-	1,980,000	-	-	-	1,980,000
18	2.84	**	Street: Lakewood Drive - Steilacoom Blvd to North City Limits	376,000	3,794,100	-	-	-	-	4,170,100

6-Year Capital Improvement Plan
Transportation CIP
PROJECT COST

Ref #	TIP/Map#		PROJECT COST	2017	2018	2019	2020	2021	2022	Total
19	1.25	**	Street: Northgate Road/Edgewood Ave - From JBLM to Washington Blvd	200,000	1,932,000	-	-	-	-	2,132,000
20	2.74*	**	Street: Steilacoom Blvd (Phillips Dr to Farwest Dr) ROW Phase I (Weller to Phillips) & Phase II (Weller to Farwest)	702,000	-	715,000	-	-	-	1,417,000
21	2.74*, 2.87*, 2.29	**	Street: Steilacoom Blvd (Weller to 88th St)	-	304,000	1,939,000	-	-	-	2,243,000
22	2.65, 2.74	**	Street: Steilacoom Blvd 87th to 83rd	-	-	-	-	-	2,015,000	2,015,000
23	2.77*	**	Street: Washington Blvd Sidewalks (Edgewood Ave to Vernon Ave)	150,000	1,155,000	-	-	-	-	1,305,000
24	2.77*	**	Street: Washington Blvd Sidewalks (Vernon Ave to Gravelly Lake Drive)	650,000	4,200,000	-	-	-	-	4,850,000
25	2.66, 2.74*	**	Street: Steilacoom Blvd Improvements (83rd to Weller)	-	-	-	-	2,500,000	-	2,500,000
			Sidewalk Improvements:	**$ 70,000**	**$ 630,000**	**$ -**	**$ 2,230,000**	**$ -**	**$ -**	**$ 2,930,000**
26	2.79		Sidewalk: Lake City Business District (American Lake Park to Veterans Dr/Alameda)	-	-	-	2,230,000	-	-	2,230,000
27	2.69A, 2.69B	**	Sidewalk: Gravelly Lake Drive Phase I (59th St to Steilacoom Blvd) and Phase II (Bridgeport Way to 59th St)	70,000	630,000	-	-	-	-	700,000
			Traffic Signal Improvements:	**$ 675,000**	**$ 280,000**	**$ 1,409,000**	**$ 320,000**	**$ 320,000**	**$ -**	**$ 3,004,000**
28	-		Traffic Signal: Durango Street & Steilacoom Blvd (LID Option)	-	220,000	422,000	-	-	-	642,000
29	3.2		Traffic Signal: Safety Improvements at Military & 112th	675,000	-	-	-	-	-	675,000
30	-		Traffic Signal: Signal Projects	-	60,000	325,000	-	-	-	385,000
31	-	**	Traffic Signal: Traffic Control Device - Interlaaken Dr SW & Washington Blvd SW	-	-	642,000	-	-	-	642,000
32	-	**	Traffic Signal: Traffic Signal Upgrade Phase VI	-	-	20,000	320,000	320,000	-	660,000
			LED Streetlight Improvements:	**$ 160,000**	**$ 165,000**	**$ 170,000**	**$ -**	**$ -**	**$ -**	**$ 495,000**
33	6.6		New LED Streetlight	160,000	165,000	170,000	-	-	-	495,000
			Minor Capital & Major Maintenance:	**$ 200,000**	**$ 250,000**	**$ 250,000**	**$ 250,000**	**$ 250,000**	**$ 250,000**	**$ 1,450,000**
34	-		Minor Capital	-	50,000	50,000	50,000	50,000	50,000	250,000
35	-		Street Striping/Pavement Patching/Marking	200,000	200,000	200,000	200,000	200,000	200,000	1,200,000

6-Year Capital Improvement Plan
Transportation CIP
PROJECT COST

Ref #	TIP/Map#		PROJECT COST	2017	2018	2019	2020	2021	2022	Total
			Safety Improvements:	**$ 1,825,000**	**$ 797,000**	**$ 905,000**	**$ 25,000**	**$ 25,000**	**$ 25,000**	**$ 3,602,000**
36	-		Safety: Neighborhood Traffic Safety/Traffic Calming	25,000	25,000	25,000	25,000	25,000	25,000	150,000
37	2.85		Safety: Safe Routes to School - John Dower Road Sidewalks	700,000	-	-	-	-	-	700,000
38	2.71A		Safety: Safe Routes to School - Steilacoom Blvd - Weller to Phillips	-	652,000	-	-	-	-	652,000
39	2.76A, 2.76B	**	Safety: Phillips Rd Sidewalk & Bike Lanes Phase I-II (Steilacoom to Onyx)	650,000	120,000	880,000	-	-	-	1,650,000
40	-	**	Safety: Safety Projects - 2 Projects	450,000	-	-	-	-	-	450,000
			Non-Motorized Trail Improvements:	**$ 150,000**	**$ 2,840,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 2,990,000**
41	5.6A		Non-Motorized Trail: GLD Phase I - Washington Blvd to 112th (Nyanza North)	150,000	2,840,000	-	-	-	-	2,990,000
			Complete Streets	**$ -**	**$ 250,000**	**$ 1,926,000**	**$ -**	**$ -**	**$ -**	**$ 2,176,000**
42	5.7	**	Motor Avenue Complete Streets	-	250,000	1,926,000	-	-	-	2,176,000
			Other:	**$ 478,000**	**$ 492,000**	**$ 507,000**	**$ 522,000**	**$ 537,000**	**$ 553,000**	**$ 3,089,000**
43	-		Personnel, Engineering and Professional Services	478,000	492,000	507,000	522,000	537,000	553,000	3,089,000

6-Year Capital Improvement Plan
Transportation CIP
PROJECT COST

Ref #	TIP/Map#		PROJECT COST	2017	2018	2019	2020	2021	2022	Total
			Unfunded	-	-	**710,000**	**14,290,000**	**9,482,500**	**757,500**	**25,240,000**
			Street Improvements:	**$ -**	**$ -**	**$ 200,000**	**$ 3,000,000**	**$ 1,102,500**	**$ 757,500**	**$ 5,060,000**
44	2.75		Street: South Tacoma Way Improvements (88th to North City Limits)	-	-	200,000	3,000,000	-	-	3,200,000
45	2.78		Street: Oakbrook - Onyx Dr W (97th-89th)	-	-	-	-	1,102,500	757,500	1,860,000
			Sidewalk Improvements:	**$ -**	**$ -**	**$ -**	**$ 3,890,000**	**$ 7,730,000**	**$ -**	**$ 11,620,000**
46	2.68		Sidewalk: Hipkins Road (104th to Steilacoom Blvd)	-	-	-	385,000	2,970,000	-	3,355,000
47	2.8		Sidewalk: Mt. Tacoma Drive (Interlaaken to Gravelly Lake Drive)	-	-	-	3,505,000	-	-	3,505,000
48	2.8		Sidewalk: Mt. Tacoma Drive Extension (Interlaaken Sidewalks - Short Lane to Bridge; Bridge to Mt Tacoma)	-	-	-	-	4,760,000	-	4,760,000
			Safety Improvements:	**$ -**	**$ -**	**$ -**	**$ 80,000**	**$ 650,000**	**$ -**	**$ 730,000**
39	2.76A, 2.76B		Safety: Phillips Rd Sidewalks & Bike Lanes Phase III (Steilacoom to Onyx)	-	-	-	80,000	650,000	-	730,000
			Non-Motorized Trail Improvements:	**$ -**	**$ -**	**$ 510,000**	**$ 7,320,000**	**$ -**	**$ -**	**$ 7,830,000**
49	5.6B	47	Non-Motorized Trail: GLD Phase II - Nyanza Blvd	-	-	255,000	3,775,000	-	-	4,030,000
50	5.6C	48	Non-Motorized Trail: GLD Phase III - Nyanza to Washington Blvd	-	-	255,000	3,545,000	-	-	3,800,000

* Overlapping limits
** Funding contingent upon anticipated grants.

6-Year Capital Improvement Plan
Transportation CIP
Grants Anticipated

Ref #	TIP/Map#	Year	Project	Funding Agency	Amount
31	-	2019	Traffic Signal: Traffic Control Device - Interlaaken Dr SW & Washington Blvd SW	National Defense Authorization (Commute Act)	$ 642,000
42	5.7	2018, 2019	Motor Avenue Complete Streets	TIB Complete Streets and/or State Capital Budget	2,176,000
9	9.21	2019	Overlay: 100th - Lakeview to South Tacoma Way	PSRC	320,000
10	9.2	2019	Overlay: Pacific Hwy - 108th to SR512	PSRC	430,000
39	2.76A, 2.76B	2018, 2019	Safety: Phillips Rd Sidewalk & Bike Lanes Phase I-II (Steilacoom to Onyx)	WSDOT Safe Routes to School	860,000
40	-	2017	Safety: Safety Projects - 2 Projects	WSDOT Innovative Safety Program	450,000
27	2.69A, 2.69B	2018	Sidewalk: Gravelly Lake Drive Phase I (59th St to Steilacoom Blvd) and Phase II (Bridgeport Way to 59th St)	WSDOT Safe Routes to School	540,000
17	2.73	2019	Street: 112th / 111th - Bridgeport to Kendrick	PSRC	1,440,000
18	2.84	2017, 2018	Street: Lakewood Drive - Steilacoom Blvd to North City Limits	TIB	3,590,100
19	1.25	2017, 2018	Street: Northgate Road/Edgewood Ave - From JBLM to Washington Blvd	National Defense Authorization (Commute Act)	2,132,000
20	2.74*	2019	Street: Steilacoom Blvd (Phillips Dr to Farwest Dr) ROW Phase I (Weller to Phillips) & Phase II (Weller to Farwest)	PSRC	617,000
21	2.74*, 2.87*, 2.29	2018, 2019	Street: Steilacoom Blvd (Weller to 88th St)	TIB	2,243,000
22	2.65, 2.74	2022	Street: Steilacoom Blvd 87th to 83rd	PSRC	1,235,500
23	2.77*	2017, 2018	Street: Washington Blvd Sidewalks (Edgewood Ave to Vernon Ave)	National Defense Authorization (Commute Act)	1,305,000
24	2.77*	2017, 2018	Street: Washington Blvd Sidewalks (Vernon Ave to Gravelly Lake Drive)	National Defense Authorization (Commute Act)	4,850,000
25	2.66, 2.74*	2021	Street: Steilacoom Blvd Improvements (83rd to Weller)	PSRC	2,500,000
32	-	2019, 2020, 2021	Traffic Signal: Traffic Signal Upgrade Phase VI	PSRC	$ 660,000
				Total	**$ 25,990,600**

6-Year Capital Improvement Plan
Transportation CIP
FUNDING SOURCES - By Type

Ref #	TIP/Map#	FUNDING SOURCES	2017	2018	2019	2020	2021	2022	Total
		Total Funded	**$ 8,113,000**	**$ 19,958,600**	**$ 12,178,000**	**$ 5,361,000**	**$ 6,135,500**	**$ 4,710,500**	**$ 56,456,600**
		Multi-Modal/New Gas Tax (State Transportation Package)	**-**	**-**	**-**	**-**	**-**	**417,500**	**417,500**
16	2.78	Street: Oakbrook - Onyx Dr W (Garnet-Phillips)	-	-	-	-	-	417,500	417,500
		Motor Vehicle Fuel Tax (MVET)	**350,000**	**350,000**	**350,000**	**350,000**	**350,000**	**350,000**	**2,100,000**
1	9.7	Chip Seal Program - Local Access Roads Overlay	330,000	330,000	350,000	350,000	350,000	350,000	2,060,000
43	-	Personnel, Engineering and Professional Services	20,000	20,000	-	-	-	-	40,000
		Real Estate Excise Tax (REET)	**$ 1,091,000**	**$ 1,253,465**	**$ 1,142,500**	**$ 944,500**	**$ 1,740,000**	**$ 1,243,000**	**$ 7,414,465**
1	9.7	Chip Seal Program - Local Access Roads Overlay	-	-	10,000	10,000	10,000	10,000	40,000
34	-	Minor Capital	-	-	-	50,000	50,000	50,000	150,000
33	6.6	New LED Streetlight	150,000	145,000	7,500	-	-	-	302,500
2	9.22	Overlay: 100th - 59th to Lakeview	-	-	-	637,500	-	-	637,500
9	9.21	Overlay: 100th - Lakeview to South Tacoma Way	-	-	209,000	-	-	-	209,000
5	9.19	Overlay: 88th -Steilacoom Blvd to Custer	60,000	72,500	-	-	-	-	132,500
7	9.15	Overlay: Lakewood Drive - Steilacoom Blvd Creek to North City Limits	527,500	-	-	-	-	-	527,500
10	9.2	Overlay: Pacific Hwy - 108th to SR512	-	-	165,000	-	-	-	165,000
8	9.10B	Overlay: Steilacoom Blvd/88th Street (Weller to Custer)	1,500	229,500	-	-	-	-	231,000
43	-	Personnel, Engineering and Professional Services	216,000	285,000	360,000	222,000	469,500	440,000	1,992,500
36	-	Safety: Neighborhood Traffic Safety/Traffic Calming	20,000	25,000	16,000	25,000	20,000	25,000	131,000
39	2.76A, 2.76B	Safety: Phillips Rd Sidewalk & Bike Lanes Phase I-II (Steilacoom to Onyx)	46,000	-	-	-	-	-	46,000
37	2.85	Safety: Safe Routes to School - John Dower Road Sidewalks	70,000	-	-	-	-	-	70,000
38	2.71A	Safety: Safe Routes to School - Steilacoom Blvd - Weller to Phillips	-	181,000	-	-	-	-	181,000
17	2.73	Street: 112th / 111th - Bridgeport to Kendrick	-	-	110,000	-	-	-	110,000
12	-	Street: Oakbrook - Onyx Dr. (87th -89th)	-	307,000	-	-	-	-	307,000

6-Year Capital Improvement Plan
Transportation CIP
FUNDING SOURCES - By Type

Ref #	TIP/Map#	FUNDING SOURCES	2017	2018	2019	2020	2021	2022	Total
15	-	Street: Veterans Dr - Gravelly Lake Drive to Alameda Ave	-	-	-	-	88,000	378,000	466,000
16	2.78	Street: Oakbrook - Onyx Dr W (Garnet-Phillips)	-	-	-	-	1,102,500	340,000	1,442,500
30	-	Traffic Signal: Signal Projects	-	8,465	265,000	-	-	-	273,465
		TBD - $20 Vehicle License Fee	**$ 682,500**	**$ 682,500**	**$ 682,500**	**$ 682,500**	**$ 682,500**	**$ 682,500**	**$ 4,095,000**
33	6.6	New LED Streetlight	-	-	142,500	-	-	-	142,500
2	9.22	Overlay: 100th - 59th to Lakeview	-	-	-	682,500	-	-	682,500
3	9.17	Overlay: 108th - Bridgeport to Pac Hwy	-	-	-	-	682,500	-	682,500
4	9.16	Overlay: 59th - Main Street to 100th	-	496,000	-	-	-	-	496,000
5	9.19	Overlay: 88th -Steilacoom Blvd to Custer	-	142,500	-	-	-	-	142,500
6	9.18	Overlay: Custer - Steilacoom to John Dower	-	-	540,000	-	-	-	540,000
7	9.15	Overlay: Lakewood Drive - Steilacoom Blvd Creek to North City Limits	682,500	-	-	-	-	-	682,500
8	9.10B	Overlay: Steilacoom Blvd/88th Street (Weller to Custer)	-	44,000	-	-	-	-	44,000
22	2.65, 2.74	Street: Steilacoom Blvd 87th to 83rd	-	-	-	-	-	682,500	682,500
		Grants - Secured	**$ 3,169,850**	**$ 3,532,000**	**$ -**	**$ 2,000,000**	**$ -**	**$ -**	**$ 8,701,850**
41	5.6A	Non-Motorized Trail: GLD Phase I - Washington Blvd to 112th (Nyanza North)	135,000	2,370,000	-	-	-	-	2,505,000
8	9.10B	Overlay: Steilacoom Blvd/88th Street (Weller to Custer)	10,000	737,000	-	-	-	-	747,000
39	2.76A, 2.76B	Safety: Phillips Rd Sidewalk & Bike Lanes Phase I-II (Steilacoom to Onyx)	480,000	-	-	-	-	-	480,000
37	2.85	Safety: Safe Routes to School - John Dower Road Sidewalks	500,000	-	-	-	-	-	500,000
38	2.71A	Safety: Safe Routes to School - Steilacoom Blvd - Weller to Phillips	-	425,000	-	-	-	-	425,000
26	2.79	Sidewalk: Lake City Business District (American Lake Park to Veterans Dr/Alameda)	-	-	-	2,000,000	-	-	2,000,000
13	2.81	Street: Roadway Safety Improvements on 40th & 96th	766,350	-	-	-	-	-	766,350
20	2.74*	Street: Steilacoom Blvd (Phillips Dr to Farwest Dr) ROW Phase I (Weller to Phillips) & Phase II (Weller to Farwest)	605,000	-	-	-	-	-	605,000
29	3.2	Traffic Signal: Safety Improvements at Military & 112th	673,500	-	-	-	-	-	673,500

6-Year Capital Improvement Plan
Transportation CIP
FUNDING SOURCES - By Type

Ref #	TIP/Map#	FUNDING SOURCES	2017	2018	2019	2020	2021	2022	Total
		Grants - Anticipated	**$ 1,806,000**	**$ 11,727,100**	**$ 8,082,000**	**$ 320,000**	**$ 2,820,000**	**$ 1,235,500**	**$ 25,990,600**
31	-	Traffic Signal: Traffic Control Device - Interlaaken Dr SW & Washington Blvd SW	-	-	642,000	-	-	-	642,000
42	5.7	Motor Avenue Complete Streets	-	250,000	1,926,000	-	-	-	2,176,000
9	9.21	Overlay: 100th - Lakeview to South Tacoma Way	-	-	320,000	-	-	-	320,000
10	9.2	Overlay: Pacific Hwy - 108th to SR512	-	-	430,000	-	-	-	430,000
39	2.76A, 2.76B	Safety: Phillips Rd Sidewalk & Bike Lanes Phase I-II (Steilacoom to Onyx)	-	112,000	748,000	-	-	-	860,000
40	-	Safety: Safety Projects - 2 Projects	450,000	-	-	-	-	-	450,000
27	2.69A, 2.69B	Sidewalk: Gravelly Lake Drive Phase I (59th St to Steilacoom Blvd) and Phase II (Bridgeport Way to 59th St)	-	540,000	-	-	-	-	540,000
17	2.73	Street: 112th / 111th - Bridgeport to Kendrick	-	-	1,440,000	-	-	-	1,440,000
18	2.84	Street: Lakewood Drive - Steilacoom Blvd to North City Limits	356,000	3,234,100	-	-	-	-	3,590,100
19	1.25	Street: Northgate Road/Edgewood Ave - From JBLM to Washington Blvd	200,000	1,932,000	-	-	-	-	2,132,000
20	2.74*	Street: Steilacoom Blvd (Phillips Dr to Farwest Dr) ROW Phase I (Weller to Phillips) & Phase II (Weller to Farwest)	-	-	617,000	-	-	-	617,000
21	2.74*, 2.87*, 2.29	Street: Steilacoom Blvd (Weller to 88th St)	-	304,000	1,939,000	-	-	-	2,243,000
22	2.65, 2.74	Street: Steilacoom Blvd 87th to 83rd	-	-	-	-	-	1,235,500	1,235,500
23	2.77*	Street: Washington Blvd Sidewalks (Edgewood Ave to Vernon Ave)	150,000	1,155,000	-	-	-	-	1,305,000
24	2.77*	Street: Washington Blvd Sidewalks (Vernon Ave to Gravelly Lake Drive)	650,000	4,200,000	-	-	-	-	4,850,000
25	2.66, 2.74*	Street: Steilacoom Blvd Improvements (83rd to Weller)	-	-	-	-	2,500,000	-	2,500,000
32	-	Traffic Signal: Traffic Signal Upgrade Phase VI	-	-	20,000	320,000	320,000	-	660,000
		Private Utilities (Water/Sewer) / Developer Contributions	**$ 20,000**	**$ 71,535**	**$ 186,000**	**$ -**	**$ -**	**$ -**	**$ 277,535**
17	2.73	Street: 112th / 111th - Bridgeport to Kendrick	-	-	180,000	-	-	-	180,000
14	2.74*	Street: Steilacoom Blvd - Farwest to Phillips	20,000	20,000	6,000	-	-	-	46,000
30	-	Traffic Signal: Signal Projects	-	51,535	-	-	-	-	51,535

6-Year Capital Improvement Plan
Transportation CIP
FUNDING SOURCES - By Type

Ref #	TIP/Map#	FUNDING SOURCES	2017	2018	2019	2020	2021	2022	Total
		Local Improvement District (LID)	**$ -**	**$ 220,000**	**$ 422,000**	**$ -**	**$ -**	**$ -**	**$ 642,000**
28	-	Traffic Signal: Durango Street & Steilacoom Blvd (LID Option)	-	220,000	422,000	-	-	-	642,000
		General Government - General Fund	**$ 500,000**	**$ 500,000**	**$ 500,000**	**$ 500,000**	**$ 500,000**	**$ 500,000**	**$ 3,000,000**
34	-	Minor Capital	-	50,000	50,000	-	-	-	100,000
33	6.6	New LED Streetlight	10,000	20,000	20,000	-	-	-	50,000
3	9.17	Overlay: 108th - Bridgeport to Pac Hwy	-	-	-	-	23,500	-	23,500
43	-	Personnel, Engineering and Professional Services	242,000	187,000	147,000	300,000	67,500	113,000	1,056,500
36	-	Safety: Neighborhood Traffic Safety/Traffic Calming	5,000	-	9,000	-	5,000	-	19,000
35	-	Street Striping/Pavement Patching/Marking	200,000	200,000	200,000	200,000	200,000	200,000	1,200,000
2	9.22	Overlay: 100th - 59th to Lakeview	-	-	-	-	160,000	-	160,000
14	2.74*	Street: Steilacoom Blvd - Farwest to Phillips	43,000	43,000	14,000	-	-	-	100,000
15	-	Street: Veterans Dr - Gravelly Lake Drive to Alameda Ave	-	-	-	-	44,000	187,000	231,000
30	-	Traffic Signal: Signal Projects	-	-	60,000	-	-	-	60,000
		General Government -CDBG Fund	**$ -**	**$ 250,000**	**$ 250,000**	**$ 250,000**	**$ 43,000**	**$ 185,000**	**$ 978,000**
11	-	Street: 123rd St - Bridgeport to 47th Ave	-	250,000	250,000	250,000	-	-	750,000
15	-	Street: Veterans Dr - Gravelly Lake Drive to Alameda Ave	-	-	-	-	43,000	185,000	228,000
		Surface Water Mgmt Fund (SWM)	**$ 493,650**	**$ 1,372,000**	**$ 563,000**	**$ 314,000**	**$ -**	**$ 97,000**	**$ 2,839,650**
41	5.6A	Non-Motorized Trail: GLD Phase I - Washington Blvd to 112th (Nyanza North)	15,000	470,000	-	-	-	-	485,000
37	2.85	Safety: Safe Routes to School - John Dower Road Sidewalks	130,000	-	-	-	-	-	130,000
39	2.76A, 2.76B	Safety: Phillips Rd Sidewalk & Bike Lanes Phase I-II (Steilacoom to Onyx)	124,000	8,000	132,000	-	-	-	264,000
38	2.71A	Safety: Safe Routes to School - Steilacoom Blvd - Weller to Phillips	-	46,000	-	-	-	-	46,000
27	2.69A, 2.69B	Sidewalk: Gravelly Lake Drive Phase I (59th St to Steilacoom Blvd) and Phase II (Bridgeport Way to 59th St)	70,000	90,000	-	-	-	-	160,000
26	2.79	Sidewalk: Lake City Business District (American Lake Park to Veterans Dr/Alameda)	-	-	-	230,000	-	-	230,000

6-Year Capital Improvement Plan
Transportation CIP
FUNDING SOURCES - By Type

Ref #	TIP/Map#	FUNDING SOURCES	2017	2018	2019	2020	2021	2022	Total
17	2.73	Street: 112th / 111th - Bridgeport to Kendrick	-	-	250,000	-	-	-	250,000
11	-	Street: 123rd St - Bridgeport to 47th Ave	-	83,000	83,000	84,000	-	-	250,000
18	2.84	Street: Lakewood Drive - Steilacoom Blvd to North City Limits	20,000	560,000	-	-	-	-	580,000
19	1.25	Street: Northgate Road/Edgewood Ave - From JBLM to Washington Blvd	-	-	-	-	-	-	-
12	-	Street: Oakbrook - Onyx Dr. (87th -89th)	-	100,000	-	-	-	-	100,000
13	2.81	Street: Roadway Safety Improvements on 40th & 96th	11,150	-	-	-	-	-	11,150
20	2.74*	Street: Steilacoom Blvd (Phillips Dr to Farwest Dr) ROW Phase I (Weller to Phillips) & Phase II (Weller to Farwest)	97,000	-	98,000	-	-	-	195,000
22	2.65, 2.74	Street: Steilacoom Blvd 87th to 83rd	-	-	-	-	-	97,000	97,000
14	2.74*	Street: Steilacoom Blvd - Farwest to Phillips	25,000	15,000	-	-	-	-	40,000
23	2.77*	Street: Washington Blvd Sidewalks (Edgewood Ave to Vernon Ave)	-	-	-	-	-	-	-
24	2.77*	Street: Washington Blvd Sidewalks (Vernon Ave to Gravelly Lake Drive)	-	-	-	-	-	-	-
29	3.2	Traffic Signal: Safety Improvements at Military & 112th	1,500	-	-	-	-	-	1,500

* Overlapping limits

2017/2018 Proposed Transportation Capital Projects

Transportation CIP **2017 Proposed Projects**		Sources							
		MVET	REET	TBD	Grants Anticip	Grants Secured	Private Utilities	LID	General Fund
Ref #	Total	$ 350,000	$1,091,000	$ 682,500	$ 1,806,000	$ 3,169,850	$ 20,000	$ -	$ 500,000
1	Chip Seal Program - Local Access Roads Overlay	330,000	-	-	-	-	-	-	-
5	Overlay: 88th -Steilacoom Blvd to Custer	-	60,000	-	-	-	-	-	-
7	Overlay: Lakewood Drive - Steilacoom Blvd Creek to North City Limits	-	527,500	682,500	-	-	-	-	-
8	Overlay: Steilacoom Blvd/88th Street (Weller to Custer)	-	1,500	-	-	10,000	-	-	-
13	Street: Roadway Safety Improvements on 40th & 96th	-	-	-	-	766,350	-	-	-
14	Street: Steilacoom Blvd - Farwest to Phillips	-	-	-	-	-	20,000	-	43,000
18	Street: Lakewood Drive - Steilacoom Blvd to North City Limits	-	-	-	356,000	-	-	-	-
19	Street: Northgate Road/Edgewood Ave - From JBLM to Washington Blvd	-	-	-	200,000	-	-	-	-
20	Street: Steilacoom Blvd (Phillips Dr to Farwest Dr) ROW Phase I (Weller to Phillips) & Phase II (Weller to Farwest)	-	-	-	-	605,000	-	-	-
21	Street: Steilacoom Blvd (Weller to 88th St)	-	-	-	-	-	-	-	-
23	Street: Washington Blvd Sidewalks (Edgewood Ave to Vernon Ave)	-	-	-	150,000	-	-	-	-
24	Street: Washington Blvd Sidewalks (Vernon Ave to Gravelly Lake Drive)	-	-	-	650,000	-	-	-	-
27	Sidewalk: Gravelly Lake Drive Phase I (59th St to Steilacoom Blvd) and Phase II (Bridgeport Way to 59th St)	-	-	-	-	-	-	-	-
28	Traffic Signal: Durango Street & Steilacoom Blvd (LID Option)	-	-	-	-	-	-	-	-
29	Traffic Signal: Safety Improvements at Military & 112th	-	-	-	-	673,500	-	-	-
33	New LED Streetlight	-	150,000	-	-	-	-	-	10,000
35	Street Striping/Pavement Patching/Marking	-	-	-	-	-	-	-	200,000
36	Safety: Neighborhood Traffic Safety/Traffic Calming	-	20,000	-	-	-	-	-	5,000
37	Safety: Safe Routes to School - John Dower Road Sidewalks	-	70,000	-	-	500,000	-	-	-
39	Safety: Phillips Rd Sidewalk & Bike Lanes Phase I-II (Steilacoom to Onyx)	-	46,000	-	-	480,000	-	-	-
40	Safety: Safety Projects - 2 Projects	-	-	-	450,000	-	-	-	-
41	Non-Motorized Trail: GLD Phase I - Washington Blvd to 112th (Nyanza North)	-	-	-	-	135,000	-	-	-
43	Personnel, Engineering and Professional Services	20,000	216,000	-	-	-	-	-	242,000

			Uses					Transportation CIP 2017 Proposed Projects	
CDBG Fund	SWM Fund	Total Sources	Design	ROW	Construct	Other	Total Uses		
$ -	$ 493,650	$ 8,113,000	$1,514,400	$ 1,118,600	$ 5,002,000	$ 478,000	$ 8,113,000	Total	Ref #
-	-	330,000	-	-	330,000	-	330,000	Chip Seal Program - Local Access Roads Overlay	1
-	-	60,000	60,000	-	-	-	60,000	Overlay: 88th -Steilacoom Blvd to Custer	5
-	-	1,210,000	27,500	-	1,182,500	-	1,210,000	Overlay: Lakewood Drive - Steilacoom Blvd Creek to North City Limits	7
-	-	11,500	11,500	-	-	-	11,500	Overlay: Steilacoom Blvd/88th Street (Weller to Custer)	8
-	11,150	777,500	35,000	-	742,500	-	777,500	Street: Roadway Safety Improvements on 40th & 96th	13
-	25,000	88,000	88,000	-	-	-	88,000	Street: Steilacoom Blvd - Farwest to Phillips	14
-	20,000	376,000	133,400	242,600	-	-	376,000	Street: Lakewood Drive - Steilacoom Blvd to North City Limits	18
-	-	200,000	176,000	24,000	-	-	200,000	Street: Northgate Road/Edgewood Ave - From JBLM to Washington Blvd	19
-	97,000	702,000	-	702,000	-	-	702,000	Street: Steilacoom Blvd (Phillips Dr to Farwest Dr) ROW Phase I (Weller to Phillips) & Phase II (Weller to Farwest)	20
-	-	-	-	-	-	-	-	Street: Steilacoom Blvd (Weller to 88th St)	21
-	-	150,000	150,000	-	-	-	150,000	Street: Washington Blvd Sidewalks (Edgewood Ave to Vernon Ave)	23
-	-	650,000	500,000	150,000	-	-	650,000	Street: Washington Blvd Sidewalks (Vernon Ave to Gravelly Lake Drive)	24
-	70,000	70,000	70,000	-	-	-	70,000	Sidewalk: Gravelly Lake Drive Phase I (59th St to Steilacoom Blvd) and Phase II (Bridgeport Way to 59th St)	27
-	-	-	-	-	-	-	-	Traffic Signal: Durango Street & Steilacoom Blvd (LID Option)	28
-	1,500	675,000	20,000	-	655,000	-	675,000	Traffic Signal: Safety Improvements at Military & 112th	29
-	-	160,000	-	-	160,000	-	160,000	New LED Streetlight	33
-	-	200,000	-	-	200,000	-	200,000	Street Striping/Pavement Patching/Marking	35
-	-	25,000	25,000	-	-	-	25,000	Safety: Neighborhood Traffic Safety/Traffic Calming	36
-	130,000	700,000	-	-	700,000	-	700,000	Safety: Safe Routes to School - John Dower Road Sidewalks	37
-	124,000	650,000	20,000	-	630,000	-	650,000	Safety: Phillips Rd Sidewalk & Bike Lanes Phase I-II (Steilacoom to Onyx)	39
-	-	450,000	48,000	-	402,000	-	450,000	Safety: Safety Projects - 2 Projects	40
-	15,000	150,000	150,000	-	-	-	150,000	Non-Motorized Trail: GLD Phase I - Washington Blvd to 112th (Nyanza North)	41
-	-	478,000	-	-	-	478,000	478,000	Personnel, Engineering and Professional Services	43

Transportation CIP **2018 Proposed Projects**		Sources							
		MVET	REET	TBD	Grants Anticipated	Grants Secured	Developer Contribution	LID	General Fund
Ref #	Total	$ 350,000	$1,253,465	$ 682,500	$ 11,727,100	$ 3,532,000	$ 71,535	$ 220,000	$ 500,000
1	Chip Seal Program - Local Access Roads Overlay	330,000	-	-	-	-	-	-	-
4	Overlay: 59th - Main Street to 100th	-	-	496,000	-	-	-	-	-
5	Overlay: 88th -Steilacoom Blvd to Custer	-	72,500	142,500	-	-	-	-	-
8	Overlay: Steilacoom Blvd/88th Street (Weller to Custer)	-	229,500	44,000	-	737,000	-	-	-
11	Street: 123rd St - Bridgeport to 47th Ave	-	-	-	-	-	-	-	-
12	Street: Oakbrook - Onyx Dr. (87th -89th)	-	307,000	-	-	-	-	-	-
14	Street: Steilacoom Blvd - Farwest to Phillips	-	-	-	-	-	20,000	-	43,000
18	Street: Lakewood Drive - Steilacoom Blvd to North City Limits	-	-	-	3,234,100	-	-	-	-
19	Street: Northgate Road/Edgewood Ave - From JBLM to Washington Blvd	-	-	-	1,932,000	-	-	-	-
21	Street: Steilacoom Blvd (Weller to 88th St)	-	-	-	304,000	-	-	-	-
23	Street: Washington Blvd Sidewalks (Edgewood Ave to Vernon Ave)	-	-	-	1,155,000	-	-	-	-
24	Street: Washington Blvd Sidewalks (Vernon Ave to Gravelly Lake Drive)	-	-	-	4,200,000	-	-	-	-
27	Sidewalk: Gravelly Lake Drive Phase I (59th St to Steilacoom Blvd) and Phase II (Bridgeport Way to 59th St)	-	-	-	540,000	-	-	-	-
28	Traffic Signal: Durango Street & Steilacoom Blvd (LID Option)	-	-	-	-	-	-	220,000	-
30	Traffic Signal: Signal Projects	-	8,465	-	-	-	51,535	-	-
33	New LED Streetlight	-	145,000	-	-	-	-	-	20,000
34	Minor Capital	-	-	-	-	-	-	-	50,000
35	Street Striping/Pavement Patching/Marking	-	-	-	-	-	-	-	200,000
36	Safety: Neighborhood Traffic Safety/Traffic Calming	-	25,000	-	-	-	-	-	-
38	Safety: Safe Routes to School - Steilacoom Blvd - Weller to Phillips	-	181,000	-	-	425,000	-	-	-
39	Safety: Phillips Rd Sidewalk & Bike Lanes Phase I-II (Steilacoom to Onyx)	-	-	-	112,000	-	-	-	-
41	Non-Motorized Trail: GLD Phase I - Washington Blvd to 112th (Nyanza North)	-	-	-	-	2,370,000	-	-	-
42	Motor Avenue Complete Streets	-	-	-	250,000	-	-	-	-
43	Personnel, Engineering and Professional Services	20,000	285,000	-	-	-	-	-	187,000

			Uses					Transportation CIP 2018 Proposed Projects	
CDBG Fund	SWM Fund	Total Sources	Design	ROW	Construct	Other	Total Uses		
$ 250,000	$1,372,000	$ 19,958,600	$1,131,500	$ 434,000	$ 17,901,100	$ 492,000	$ 19,958,600	Total	Ref #
-	-	330,000	-	-	330,000	-	330,000	Chip Seal Program - Local Access Roads Overlay	1
-	-	496,000	28,000	-	468,000	-	496,000	Overlay: 59th - Main Street to 100th	4
-	-	215,000	-	-	215,000	-	215,000	Overlay: 88th -Steilacoom Blvd to Custer	5
-	-	1,010,500	48,500	-	962,000	-	1,010,500	Overlay: Steilacoom Blvd/88th Street (Weller to Custer)	8
250,000	83,000	333,000	165,000	-	168,000	-	333,000	Street: 123rd St - Bridgeport to 47th Ave	11
-	100,000	407,000	35,000	-	372,000	-	407,000	Street: Oakbrook - Onyx Dr. (87th -89th)	12
-	15,000	78,000	78,000	-	-	-	78,000	Street: Steilacoom Blvd - Farwest to Phillips	14
-	560,000	3,794,100	-	-	3,794,100	-	3,794,100	Street: Lakewood Drive - Steilacoom Blvd to North City Limits	18
-	-	1,932,000	-	132,000	1,800,000	-	1,932,000	Street: Northgate Road/Edgewood Ave - From JBLM to Washington Blvd	19
-	-	304,000	54,000	250,000	-	-	304,000	Street: Steilacoom Blvd (Weller to 88th St)	21
-	-	1,155,000	-	-	1,155,000	-	1,155,000	Street: Washington Blvd Sidewalks (Edgewood Ave to Vernon Ave)	23
-	-	4,200,000	-	-	4,200,000	-	4,200,000	Street: Washington Blvd Sidewalks (Vernon Ave to Gravelly Lake Drive)	24
-	90,000	630,000	-	-	630,000	-	630,000	Sidewalk: Gravelly Lake Drive Phase I (59th St to Steilacoom Blvd) and Phase II (Bridgeport Way to 59th St)	27
-	-	220,000	193,000	27,000	-	-	220,000	Traffic Signal: Durango Street & Steilacoom Blvd (LID Option)	28
-	-	60,000	35,000	25,000	-		60,000	Traffic Signal: Signal Projects	30
-	-	165,000	-	-	165,000	-	165,000	New LED Streetlight	33
-	-	50,000	50,000	-	-	-	50,000	Minor Capital	34
-	-	200,000	-	-	200,000	-	200,000	Street Striping/Pavement Patching/Marking	35
-	-	25,000	25,000	-	-	-	25,000	Safety: Neighborhood Traffic Safety/Traffic Calming	36
-	46,000	652,000	50,000	-	602,000	-	652,000	Safety: Safe Routes to School - Steilacoom Blvd - Weller to Phillips	38
-	8,000	120,000	120,000	-	-	-	120,000	Safety: Phillips Rd Sidewalk & Bike Lanes Phase I-II (Steilacoom to Onyx)	39
-	470,000	2,840,000	-	-	2,840,000	-	2,840,000	Non-Motorized Trail: GLD Phase I - Washington Blvd to 112th (Nyanza North)	41
-	-	250,000	250,000	-	-	-	250,000	Motor Avenue Complete Streets	42
-	-	492,000	-	-	-	492,000	492,000	Personnel, Engineering and Professional Services	43

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6-Year Transportation CIP Detailed Project Worksheets

6-Year Capital Improvement Plan
Transportation CIP Fund

Reference #: 1
TIP/Map #: 9.7
Project Name: Chip Seal Program - Local Access Roads Overlay

Eden Account: 302.0005.21

Project Description & Justification:
Chip Seal Program.

Complete up to 8-10 lane miles annually. May included pulverize and inlay of failed roadway sections.
Hot mix asphalt (HMA) pavement repair.

2017: Oakbrook
2018: Oakbrook

Operational Impact:
No impact. Rehabilitation of exisitng infrastructure.

Funding Sources	2017	2018	2019	2020	2021	2022	Total
Unallocated CIP/Multi-Modal/New Gas Tax	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Motor Vehicle Fuel Tax (MVET)	330,000	330,000	350,000	350,000	350,000	350,000	2,060,000
Real Estate Excise Tax (REET)	-	-	10,000	10,000	10,000	10,000	40,000
Surface Water Mgmt Fund (SWM)	-	-	-	-	-	-	-
Grants - Secured	-	-	-	-	-	-	-
Grants - Anticipated	-	-	-	-	-	-	-
Private Utilities (Water/Sewer)	-	-	-	-	-	-	-
Developer Contributions/Mitigation	-	-	-	-	-	-	-
Proceeds from Sale of Asset	-	-	-	-	-	-	-
Local Improvement District (LID)	-	-	-	-	-	-	-
GO Bond Proceeds	-	-	-	-	-	-	-
General Government - General Fund	-	-	-	-	-	-	-
General Government -CDBG Fund	-	-	-	-	-	-	-
TBD - $20 Vehicle License Fee	-	-	-	-	-	-	-
Property Tax Excess Bond Levy	-	-	-	-	-	-	-
Unfunded	-	-	-	-	-	-	-
Total Funding Sources	**$ 330,000**	**$ 330,000**	**$ 360,000**	**$ 360,000**	**$ 360,000**	**$ 360,000**	**$ 2,100,000**

Project Costs	2017	2018	2019	2020	2021	2022	Total
Design	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Right-of-Way	-	-	-	-	-	-	-
Construction	330,000	330,000	360,000	360,000	360,000	360,000	2,100,000
Total Project Costs	**$ 330,000**	**$ 330,000**	**$ 360,000**	**$ 360,000**	**$ 360,000**	**$ 360,000**	**$ 2,100,000**

Impact on Operating Funds	2017	2018	2019	2020	2021	2022	Total
Revenue Increase/(Decrease)	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-
Net M&O Impact	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

6-Year Capital Improvement Plan
Transportation CIP Fund

Reference #: 2
TIP/Map #: 9.22
Project Name: Overlay: 100th - 59th to Lakeview

Eden Account: 302.xxxx.21

Project Description & Justification:
Overlay Project.

Upgrade existing curb ramps to meet current ADA standards as required for all overlay projects.
This project includes constructing a 6' fence on the south side of 100th Street from 450' east of Lakewood Drive to Kline Street.

Operational Impact:
None. Replacement of existing infrastructure.

Funding Sources	2017	2018	2019	2020	2021	2022	Total
Unallocated CIP/Multi-Modal/New Gas Tax	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Motor Vehicle Fuel Tax (MVET)	-	-	-	-	-	-	-
Real Estate Excise Tax (REET)	-	-	-	637,500	-	-	637,500
Surface Water Mgmt Fund (SWM)	-	-	-	-	-	-	-
Grants - Secured	-	-	-	-	-	-	-
Grants - Anticipated	-	-	-	-	-	-	-
Private Utilities (Water/Sewer)	-	-	-	-	-	-	-
Developer Contributions/Mitigation	-	-	-	-	-	-	-
Proceeds from Sale of Asset	-	-	-	-	-	-	-
Local Improvement District (LID)	-	-	-	-	-	-	-
GO Bond Proceeds	-	-	-	-	-	-	-
General Government - General Fund	-	-	-	-	160,000	-	160,000
General Government -CDBG Fund	-	-	-	-	-	-	-
TBD - $20 Vehicle License Fee	-	-	-	682,500	-	-	682,500
Property Tax Excess Bond Levy	-	-	-	-	-	-	-
Unfunded	-	-	-	-	-	-	-
Total Funding Sources	**$ -**	**$ -**	**$ -**	**$ 1,320,000**	**$ 160,000**	**$ -**	**$ 1,480,000**

Project Costs	2017	2018	2019	2020	2021	2022	Total
Design	$ -	$ -	$ -	$ 30,000	$ 20,000	$ -	$ 50,000
Right-of-Way	-	-	-	-	-	-	-
Construction	-	-	-	1,290,000	140,000	-	1,430,000
Total Project Costs	**$ -**	**$ -**	**$ -**	**$ 1,320,000**	**$ 160,000**	**$ -**	**$ 1,480,000**

Impact on Operating Funds	2017	2018	2019	2020	2021	2022	Total
Revenue Increase/(Decrease)	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-
Net M&O Impact	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

6-Year Capital Improvement Plan
Transportation CIP Fund

Reference #: 3
TIP/Map #: 9.17
Project Name: Overlay: 108th - Bridgeport to Pac Hwy

Eden Account: 302.xxxx.21

Project Description & Justification:
Overlay Project.

Upgrade existing curb ramps to meet current ADA standards as required for all overlay projects.

Operational Impact:
None. Replacement of existing infrastructure.

Funding Sources	2017	2018	2019	2020	2021	2022	Total
Unallocated CIP/Multi-Modal/New Gas Tax	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Motor Vehicle Fuel Tax (MVET)	-	-	-	-	-	-	-
Real Estate Excise Tax (REET)	-	-	-	-	-	-	-
Surface Water Mgmt Fund (SWM)	-	-	-	-	-	-	-
Grants - Secured	-	-	-	-	-	-	-
Grants - Anticipated	-	-	-	-	-	-	-
Private Utilities (Water/Sewer)	-	-	-	-	-	-	-
Developer Contributions/Mitigation	-	-	-	-	-	-	-
Proceeds from Sale of Asset	-	-	-	-	-	-	-
Local Improvement District (LID)	-	-	-	-	-	-	-
GO Bond Proceeds	-	-	-	-	-	-	-
General Government - General Fund	-	-	-	-	23,500	-	23,500
General Government -CDBG Fund	-	-	-	-	-	-	-
TBD - $20 Vehicle License Fee	-	-	-	-	682,500	-	682,500
Property Tax Excess Bond Levy	-	-	-	-	-	-	-
Unfunded	-	-	-	-	-	-	-
Total Funding Sources	**$ -**	**$ -**	**$ -**	**$ -**	**$ 706,000**	**$ -**	**$ 706,000**

Project Costs	2017	2018	2019	2020	2021	2022	Total
Design	$ -	$ -	$ -	$ -	$ 28,000	$ -	$ 28,000
Right-of-Way	-	-	-	-	-	-	-
Construction	-	-	-	-	678,000	-	678,000
Total Project Costs	**$ -**	**$ -**	**$ -**	**$ -**	**$ 706,000**	**$ -**	**$ 706,000**

Impact on Operating Funds	2017	2018	2019	2020	2021	2022	Total
Revenue Increase/(Decrease)	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-
Net M&O Impact	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

6-Year Capital Improvement Plan
Transportation CIP Fund

Reference #: 4
TIP/Map #: 9.16
Project Name: Overlay: 59th - Main Street to 100th

Eden Account: 302.xxxx.21

Project Description & Justification:
Overlay Project.

Upgrade existing curb ramps to meet current ADA standards as required for all overlay projects.

Operational Impact:
None. Replacement of existing infrastructure.

Funding Sources	2017	2018	2019	2020	2021	2022	Total
Unallocated CIP/Multi-Modal/New Gas Tax	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Motor Vehicle Fuel Tax (MVET)	-	-	-	-	-	-	-
Real Estate Excise Tax (REET)	-	-	-	-	-	-	-
Surface Water Mgmt Fund (SWM)	-	-	-	-	-	-	-
Grants - Secured	-	-	-	-	-	-	-
Grants - Anticipated	-	-	-	-	-	-	-
Private Utilities (Water/Sewer)	-	-	-	-	-	-	-
Developer Contributions/Mitigation	-	-	-	-	-	-	-
Proceeds from Sale of Asset	-	-	-	-	-	-	-
Local Improvement District (LID)	-	-	-	-	-	-	-
GO Bond Proceeds	-	-	-	-	-	-	-
General Government - General Fund	-	-	-	-	-	-	-
General Government -CDBG Fund	-	-	-	-	-	-	-
TBD - $20 Vehicle License Fee	-	496,000	-	-	-	-	496,000
Property Tax Excess Bond Levy	-	-	-	-	-	-	-
Unfunded	-	-	-	-	-	-	-
Total Funding Sources	**$ -**	**$ 496,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 496,000**

Project Costs	2017	2018	2019	2020	2021	2022	Total
Design	$ -	$ 28,000	$ -	$ -	$ -	$ -	$ 28,000
Right-of-Way	-	-	-	-	-	-	-
Construction	-	468,000	-	-	-	-	468,000
Total Project Costs	**$ -**	**$ 496,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 496,000**

Impact on Operating Funds	2017	2018	2019	2020	2021	2022	Total
Revenue Increase/(Decrease)	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-
Net M&O Impact	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

6-Year Capital Improvement Plan
Transportation CIP Fund

Reference #: 5
TIP/Map #: 9.19
Project Name: Overlay: 88th -Steilacoom Blvd to Custer

Eden Account: 302.xxxx.21

Project Description & Justification:
Overlay Project.

Upgrade existing curb ramps upgraded to meet current ADA standards as required for overlay projects.

The City recently won a $747,000 grant for project reference # 8, TIP/map# 9.10 B Overlay: Steilacoom Blvd/88th St (Weller to Custer) project which included this Transportation Benefit District (TBD) funded project. Said grant funded overlay project is scheduled to be constructed in 2018 and as such it is proposed to move ahead the 2019 TBD funds scheduled for this project to 2017 & 2018 as the match money for the grant funded overlay project.

Operational Impact:
None. Replacement of existing infrastructure.

Funding Sources	2017	2018	2019	2020	2021	2022	Total
Unallocated CIP/Multi-Modal/New Gas Tax	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Motor Vehicle Fuel Tax (MVET)	-	-	-	-	-	-	-
Real Estate Excise Tax (REET)	60,000	72,500	-	-	-	-	132,500
Surface Water Mgmt Fund (SWM)	-	-	-	-	-	-	-
Grants - Secured	-	-	-	-	-	-	-
Grants - Anticipated	-	-	-	-	-	-	-
Private Utilities (Water/Sewer)	-	-	-	-	-	-	-
Developer Contributions/Mitigation	-	-	-	-	-	-	-
Proceeds from Sale of Asset	-	-	-	-	-	-	-
Local Improvement District (LID)	-	-	-	-	-	-	-
GO Bond Proceeds	-	-	-	-	-	-	-
General Government - General Fund	-	-	-	-	-	-	-
General Government -CDBG Fund	-	-	-	-	-	-	-
TBD - $20 Vehicle License Fee	-	142,500	-	-	-	-	142,500
Property Tax Excess Bond Levy	-	-	-	-	-	-	-
Unfunded	-	-	-	-	-	-	-
Total Funding Sources	**$ 60,000**	**$ 215,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 275,000**

Project Costs	2017	2018	2019	2020	2021	2022	Total
Design	$ 60,000	$ -		$ -	$ -	$ -	$ 60,000
Right-of-Way	-	-	-	-	-	-	-
Construction	-	215,000		-	-	-	215,000
Total Project Costs	**$ 60,000**	**$ 215,000**		**$ -**	**$ -**	**$ -**	**$ 275,000**

Impact on Operating Funds	2017	2018	2019	2020	2021	2022	Total
Revenue Increase/(Decrease)	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-
Net M&O Impact	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

6-Year Capital Improvement Plan
Transportation CIP Fund

Reference #: 6
TIP/Map #: 9.18
Project Name: Overlay: Custer - Steilacoom to John Dower

Eden Account: 302.xxxx.21

Project Description & Justification:
Overlay Project.

Upgrade existing curb ramps to meet current ADA standards as required for all overlay projects.

Operational Impact:
None. Replacement of existing infrastructure.

Funding Sources	2017	2018	2019	2020	2021	2022	Total
Unallocated CIP/Multi-Modal/New Gas Tax	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Motor Vehicle Fuel Tax (MVET)	-	-	-	-	-	-	-
Real Estate Excise Tax (REET)	-	-	-	-	-	-	-
Surface Water Mgmt Fund (SWM)	-	-	-	-	-	-	-
Grants - Secured	-	-	-	-	-	-	-
Grants - Anticipated	-	-	-	-	-	-	-
Private Utilities (Water/Sewer)	-	-	-	-	-	-	-
Developer Contributions/Mitigation	-	-	-	-	-	-	-
Proceeds from Sale of Asset	-	-	-	-	-	-	-
Local Improvement District (LID)	-	-	-	-	-	-	-
GO Bond Proceeds	-	-	-	-	-	-	-
General Government - General Fund	-	-	-	-	-	-	-
General Government -CDBG Fund	-	-	-	-	-	-	-
TBD - $20 Vehicle License Fee	-	-	540,000	-	-	-	540,000
Property Tax Excess Bond Levy	-	-	-	-	-	-	-
Unfunded	-	-	-	-	-	-	-
Total Funding Sources	**$ -**	**$ -**	**$ 540,000**	**$ -**	**$ -**	**$ -**	**$ 540,000**

Project Costs	2017	2018	2019	2020	2021	2022	Total
Design	$ -	$ -	$ 30,000	$ -	$ -	$ -	$ 30,000
Right-of-Way	-	-	-	-	-	-	-
Construction	-	-	510,000	-	-	-	510,000
Total Project Costs	**$ -**	**$ -**	**$ 540,000**	**$ -**	**$ -**	**$ -**	**$ 540,000**

Impact on Operating Funds	2017	2018	2019	2020	2021	2022	Total
Revenue Increase/(Decrease)	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-
Net M&O Impact	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

6-Year Capital Improvement Plan
Transportation CIP Fund

Reference #: 7
TIP/Map #: 9.15
Project Name: Overlay: Lakewood Drive - Steilacoom Blvd Creek to North City Limits

Eden Account: 302.xxxx.21

Project Description & Justification:
Reconstruction / Overlay Project.

Associated with project reference #18 Street: Lakewood Dr. (Steilacoom Blvd. to North City Limits).

Upgrade existing curb ramps to meet current ADA standards as required for wall overlay projects.

The City will be submitting in August of 2016 for a TIB grant for the full improvement of the Lakewood Dr. from Steilacoom Blvd to North City Limits and in conjunction therewith will be using the $1,210,000 denoted here as the City's match money in its application.

Last year the City previously submitted said project and it successfully competed but because the City had too many outstanding TIB grants (Bridgeport Way-I-5 to McChord gate; S Tacoma Way-SR512 to 96th St; S Tacoma Way-Steilacoom Blvd to 88th St) TIB specifically chose not to award the grant to the City. With said grant funded projects now under construction or soon will be there is a good chance that the City could win a grant per TIB's upcoming August call for projects.

Operational Impact:
None. Replacement of existing infrastructure.

Funding Sources	2017	2018	2019	2020	2021	2022	Total
Unallocated CIP/Multi-Modal/New Gas Tax	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Motor Vehicle Fuel Tax (MVET)	-	-	-	-	-	-	-
Real Estate Excise Tax (REET)	527,500	-	-	-	-	-	527,500
Surface Water Mgmt Fund (SWM)	-	-	-	-	-	-	-
Grants - Secured	-	-	-	-	-	-	-
Grants - Anticipated	-	-	-	-	-	-	-
Private Utilities (Water/Sewer)	-	-	-	-	-	-	-
Developer Contributions/Mitigation	-	-	-	-	-	-	-
Proceeds from Sale of Asset	-	-	-	-	-	-	-
Local Improvement District (LID)	-	-	-	-	-	-	-
GO Bond Proceeds	-	-	-	-	-	-	-
General Government - General Fund	-	-	-	-	-	-	-
General Government -CDBG Fund	-	-	-	-	-	-	-
TBD - $20 Vehicle License Fee	682,500	-	-	-	-	-	682,500
Property Tax Excess Bond Levy	-	-	-	-	-	-	-
Unfunded	-	-	-	-	-	-	-
Total Funding Sources	**$ 1,210,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 1,210,000**

Project Costs	2017	2018	2019	2020	2021	2022	Total
Design	$ 27,500	$ -	$ -	$ -	$ -	$ -	$ 27,500
Right-of-Way	-	-	-	-	-	-	-
Construction	1,182,500	-	-	-	-	-	1,182,500
Total Project Costs	**$ 1,210,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 1,210,000**

Impact on Operating Funds	2017	2018	2019	2020	2021	2022	Total
Revenue Increase/(Decrease)	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-
Net M&O Impact	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

6-Year Capital Improvement Plan
Transportation CIP Fund

Reference #: 8
TIP/Map #: 9.10B
Project Name: Overlay: Steilacoom Blvd/88th Street (Weller to Custer)

Eden Account: 302.xxxx.21

Project Description & Justification:
Overlay Project.

Project is within the recently adopted (June 20th) 6-Year TIP and it just won a $747,000 PSRC grant via the Pierce County countywide call for projects. Its match is the $275,000 of TBD & REET funds budgeted for the project reference # 5, TIP/map # 9.19 Overlay: 88th Street - Steilacoom Blvd to Custer which were originally budgeted for 2019 but are being proposed to move to 2017 & 2018 to accomodate this recent grant award.

Operational Impact:
Non. Replacement of existing infrastructure.

Funding Sources	2017	2018	2019	2020	2021	2022	Total
Unallocated CIP/Multi-Modal/New Gas Tax	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Motor Vehicle Fuel Tax (MVET)	-	-	-	-	-	-	-
Real Estate Excise Tax (REET)	1,500	229,500	-	-	-	-	231,000
Surface Water Mgmt Fund (SWM)	-	-	-	-	-	-	-
Grants - Secured	10,000	737,000	-	-	-	-	747,000
Grants - Anticipated	-	-	-	-	-	-	-
Private Utilities (Water/Sewer)	-	-	-	-	-	-	-
Developer Contributions/Mitigation	-	-	-	-	-	-	-
Proceeds from Sale of Asset	-	-	-	-	-	-	-
Local Improvement District (LID)	-	-	-	-	-	-	-
GO Bond Proceeds	-	-	-	-	-	-	-
General Government - General Fund	-	-	-	-	-	-	-
General Government -CDBG Fund	-	-	-	-	-	-	-
TBD - $20 Vehicle License Fee	-	44,000	-	-	-	-	44,000
Property Tax Excess Bond Levy	-	-	-	-	-	-	-
Unfunded	-	-	-	-	-	-	-
Total Funding Sources	**$ 11,500**	**$ 1,010,500**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 1,022,000**

Project Costs	2017	2018	2018	2018	2019	2020	Total
Design	$ 11,500	$ 48,500	$ -	$ -	$ -	$ -	$ 60,000
Right-of-Way	-	-	-	-	-	-	-
Construction	-	962,000	-	-	-	-	962,000
Total Project Costs	**$ 11,500**	**$ 1,010,500**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 1,022,000**

Impact on Operating Funds	2017	2018	2018	2018	2019	2020	Total
Revenue Increase/(Decrease)	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-
Net M&O Impact	**$ -**	**$ -**			**$ -**	**$ -**	**$ -**

6-Year Capital Improvement Plan
Transportation CIP Fund

Reference #: 9
TIP/Map #: 9.21
Project Name: Overlay: 100th - Lakeview to South Tacoma Way

Eden Account: 302.xxxx.21

Project Description & Justification:
Overlay Project.

Upgrade existing curb ramps to meet current ADA standards as required for all overlay projects.

Grants Anticipated:
- PSRC Countywide Grant Program (2018 application, earliest funds available is June 2019)

Operational Impact:
None. Replacement of existing infrastructure.

Funding Sources	2017	2018	2019	2020	2021	2022	Total
Unallocated CIP/Multi-Modal/New Gas Tax	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Motor Vehicle Fuel Tax (MVET)	-	-	-	-	-	-	-
Real Estate Excise Tax (REET)	-		209,000	-	-	-	209,000
Surface Water Mgmt Fund (SWM)	-	-	-	-	-	-	-
Grants - Secured	-	-	-	-	-	-	-
Grants - Anticipated	-	-	320,000	-	-	-	320,000
Private Utilities (Water/Sewer)	-	-	-	-	-	-	-
Developer Contributions/Mitigation	-	-	-	-	-	-	-
Proceeds from Sale of Asset	-	-	-	-	-	-	-
Local Improvement District (LID)	-	-	-	-	-	-	-
GO Bond Proceeds	-	-	-	-	-	-	-
General Government - General Fund	-	-	-	-	-	-	-
General Government -CDBG Fund	-		-	-	-	-	-
TBD - $20 Vehicle License Fee	-	-	-	-	-	-	-
Property Tax Excess Bond Levy	-	-	-	-	-	-	-
Unfunded	-	-	-	-	-	-	-
Total Funding Sources	**$ -**	**$ -**	**$ 529,000**	**$ -**	**$ -**	**$ -**	**$ 529,000**

Project Costs	2017	2018	2019	2020	2021	2022	Total
Design	$ -		$ 28,000	$ -	$ -	$ -	$ 28,000
Right-of-Way	-	-	-	-	-	-	-
Construction	-		501,000	-	-	-	501,000
Total Project Costs	**$ -**	**$ -**	**$ 529,000**	**$ -**	**$ -**	**$ -**	**$ 529,000**

Impact on Operating Funds	2017	2018	2019	2020	2021	2022	Total
Revenue Increase/(Decrease)	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-
Net M&O Impact	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

6-Year Capital Improvement Plan
Transportation CIP Fund

Reference #: 10
TIP/Map #: 9.2
Project Name: Overlay: Pacific Hwy - 108th to SR512

Eden Account: 302.xxxx.21

Project Description & Justification:
Overlay Project.

Upgrade existing curb ramps to meet current ADA standards as required for all overlay projects.

Grants Anticipated:
- PSRC Countywide Grant Program (2018 application, earliest funds available is June 2019)

Max. 86.5% grant funded.

Operational Impact:
None. Replacement of existing infrastructure.

Funding Sources	2017	2018	2019	2020	2021	2022	Total
Unallocated CIP/Multi-Modal/New Gas Tax	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Motor Vehicle Fuel Tax (MVET)	-	-	-	-	-	-	-
Real Estate Excise Tax (REET)	-		165,000	-	-	-	165,000
Surface Water Mgmt Fund (SWM)	-	-	-	-	-	-	-
Grants - Secured	-	-	-	-	-	-	-
Grants - Anticipated	-	-	430,000	-	-	-	430,000
Private Utilities (Water/Sewer)	-	-	-	-	-	-	-
Developer Contributions/Mitigation	-	-	-	-	-	-	-
Proceeds from Sale of Asset	-	-	-	-	-	-	-
Local Improvement District (LID)	-	-	-	-	-	-	-
GO Bond Proceeds	-	-	-	-	-	-	-
General Government - General Fund	-	-	-	-	-	-	-
General Government -CDBG Fund	-		-	-	-	-	-
TBD - $20 Vehicle License Fee	-	-	-	-	-	-	-
Property Tax Excess Bond Levy	-	-	-	-	-	-	-
Unfunded	-	-	-	-	-	-	-
Total Funding Sources	**$ -**	**$ -**	**$ 595,000**	**$ -**	**$ -**	**$ -**	**$ 595,000**

Project Costs	2017	2018	2019	2020	2021	2022	Total
Design	$ -		$ 28,000	$ -	$ -	$ -	$ 28,000
Right-of-Way	-	-	-	-	-	-	-
Construction	-		567,000	-	-	-	567,000
Total Project Costs	**$ -**	**$ -**	**$ 595,000**	**$ -**	**$ -**	**$ -**	**$ 595,000**

Impact on Operating Funds	2017	2018	2019	2020	2021	2022	Total
Revenue Increase/(Decrease)	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-
Net M&O Impact	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

6-Year Capital Improvement Plan
Transportation Projects

Reference #: 11
TIP/Map #: -
Project Name: Street: 123rd St - Bridgeport to 47th Ave

Eden Account: 302.00XX.21

Project Description & Justification:
Street Improvement Project.

Design and construction/reconstruction of 123rd St. from Bridgeport Way to 47th Ave. which will include both pavement widening and overlaying along with new asphalt pavemetn construction to a width of 28 feet curb to curb. Also includes shall be curb & gutter, 5 foot wide cement concrete sidewalk (both sides), street lights, draiange system, street lighting system, street trees, and other associated improvements consistent with Complete Streets standards.

Benefits of this Project:
1) Public Safety - response to Springbrook Park that fronts 47th Ave;
2) Additional ingress and egress to properties along 47th Ave; given current access relies solely on WSDOT bridge access I-5;
3) Economic Development - provides incentive for commercial redevelopment along 123rd St which fronts I-5.

Operational Impact:
Minimal impact.

Funding Sources	2017	2018	2019	2020	2021	2022	Total
Unallocated CIP/Multi-Modal/New Gas Tax	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Motor Vehicle Fuel Tax (MVET)	-	-	-	-	-	-	-
Real Estate Excise Tax (REET)	-	-	-	-	-	-	-
Surface Water Mgmt Fund (SWM)	-	83,000	83,000	84,000	-	-	250,000
Grants - Secured	-	-	-	-	-	-	-
Grants - Anticipated	-	-	-	-	-	-	-
Private Utilities (Water/Sewer)	-	-	-	-	-	-	-
Developer Contributions/Mitigation	-	-	-	-	-	-	-
Proceeds from Sale of Asset	-	-	-	-	-	-	-
Local Improvement District (LID)	-	-	-	-	-	-	-
GO Bond Proceeds	-	-	-	-	-	-	-
General Government - General Fund	-	-	-	-	-	-	-
General Government -CDBG Fund	-	250,000	250,000	250,000	-	-	750,000
TBD - $20 Vehicle License Fee	-	-	-	-	-	-	-
Property Tax Excess Bond Levy	-	-	-	-	-	-	-
Unfunded	-	-	-	-	-	-	-
Total Funding Sources	**$ -**	**$ 333,000**	**$ 333,000**	**$ 334,000**	**$ -**	**$ -**	**$ 1,000,000**

Project Costs	2017	2018	2019	2020	2021	2022	Total
Design	$ -	$ 165,000	$ -	$ -	$ -	$ -	$ 165,000
Right-of-Way	-	-	-	-	-	-	-
Construction	-	168,000	333,000	334,000	-	-	835,000
Total Project Costs	**$ -**	**$ 333,000**	**$ 333,000**	**$ 334,000**	**$ -**	**$ -**	**$ 1,000,000**

Impact on Operating Funds	2017	2018	2019	2020	2021	2022	Total
Revenue Increase/(Decrease)	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-
Net M&O Impact	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

6-Year Capital Improvement Plan
Transportation CIP Fund

Reference #: 12
TIP/Map #: -
Project Name: Street: Oakbrook - Onyx Dr. (87th -89th)

Eden Account: 302.xxxx.21

Project Description & Justification:
Street Improvement Project.

Reconstruct and widen Onyx Dr. from 87th Ave to 89th Ave to 32 feet in pavement width from face of curb to face of curb, install curb & gutter on both sides along with a 5 foot wide concrete on the south side thereof. Also install a street lighting system and upgrade the drainage system to accomodate the reconstructed road. Stipe street for 5 foot bikes lanes as measured from face of curb. Provide other improvements as maybe required.

Operational Impact:
None. Replacement of existing infrastructure.

Funding Sources	2017	2018	2019	2020	2021	2022	Total
Unallocated CIP/Multi-Modal/New Gas Tax	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Motor Vehicle Fuel Tax (MVET)	-	-	-	-	-	-	-
Real Estate Excise Tax (REET)	-	307,000	-	-	-	-	307,000
Surface Water Mgmt Fund (SWM)	-	100,000	-	-	-	-	100,000
Grants - Secured	-	-	-	-	-	-	-
Grants - Anticipated	-	-	-	-	-	-	-
Private Utilities (Water/Sewer)	-	-	-	-	-	-	-
Developer Contributions/Mitigation	-	-	-	-	-	-	-
Proceeds from Sale of Asset	-	-	-	-	-	-	-
Local Improvement District (LID)	-	-	-	-	-	-	-
GO Bond Proceeds	-	-	-	-	-	-	-
General Government - General Fund	-	-	-	-	-	-	-
General Government -CDBG Fund	-	-	-	-	-	-	-
TBD - $20 Vehicle License Fee	-	-	-	-	-	-	-
Property Tax Excess Bond Levy	-	-	-	-	-	-	-
Unfunded	-	-	-	-	-	-	-
Total Funding Sources	**$ -**	**$ 407,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 407,000**

Project Costs	2017	2018	2019	2020	2021	2022	Total
Design	$ -	$ 35,000	$ -	$ -	$ -	$ -	$ 35,000
Right-of-Way	-	-	-	-	-	-	-
Construction	-	372,000	-	-	-	-	372,000
Total Project Costs	**$ -**	**$ 407,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 407,000**

Impact on Operating Funds	2017	2018	2019	2020	2021	2022	Total
Revenue Increase/(Decrease)	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-
Net M&O Impact	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

6-Year Capital Improvement Plan
Transportation CIP Fund

Reference #: 13
TIP/Map #: 2.81
Project Name: Street: Roadway Safety Improvements on 40th & 96th

Eden Account: 302.0026.21

Project Description & Justification:
Street Improvement Project.

Curb, gutter, sidewalks, street lighting, guard rail, pavement rehabilitation.

Operational Impact:
Some additional LED street lights may be needed to upgrade street lighting. Additional O&M / energy costs. Assume 6 more lights at $300 / year.
Other improvements are replacement of existing infrastructure.

Funding Sources	2017	2018	2019	2020	2021	2022	Total
Unallocated CIP/Multi-Modal/New Gas Tax	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Motor Vehicle Fuel Tax (MVET)	-	-	-	-	-	-	-
Real Estate Excise Tax (REET)	-	-	-	-	-	-	-
Surface Water Mgmt Fund (SWM)	11,150	-	-	-	-	-	11,150
Grants - Secured	766,350	-	-	-	-	-	766,350
Grants - Anticipated	-	-	-	-	-	-	-
Private Utilities (Water/Sewer)	-	-	-	-	-	-	-
Developer Contributions/Mitigation	-	-	-	-	-	-	-
Proceeds from Sale of Asset	-	-	-	-	-	-	-
Local Improvement District (LID)	-	-	-	-	-	-	-
GO Bond Proceeds	-	-	-	-	-	-	-
General Government - General Fund	-	-	-	-	-	-	-
General Government -CDBG Fund	-	-	-	-	-	-	-
TBD - $20 Vehicle License Fee	-	-	-	-	-	-	-
Property Tax Excess Bond Levy	-	-	-	-	-	-	-
Unfunded	-	-	-	-	-	-	-
Total Funding Sources	**$ 777,500**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 777,500**

Project Costs	2017	2018	2019	2020	2021	2022	Total
Design	$ 35,000	$ -	$ -	$ -	$ -	$ -	$ 35,000
Right-of-Way	-	-	-	-	-	-	-
Construction	742,500	-	-	-	-	-	742,500
Total Project Costs	**$ 777,500**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 777,500**

Impact on Operating Funds	2017	2018	2019	2020	2021	2022	Total
Revenue Increase/(Decrease)	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Expenditure Increase/(Decrease)	-	300	300	300	300	300	1,500
Net M&O Impact	**$ -**	**$ 300**	**$ 300**	**$ 300**	**$ 300**	**$ 300**	**$ 1,500**

6-Year Capital Improvement Plan
Transportation CIP Fund

Reference #: 14
TIP/Map #: 2.74*
Project Name: Street: Steilacoom Blvd - Farwest to Phillips

Eden Account #: 302.0024.21

Project Description & Justification:
Street Improvement Project.

Curb, gutter, sidewalks, street lighting, pavement overlay, associated storm drainage.

Grant awarded as joint project with Town of Steilacoom - Total Project limits = Steilacoom Blvd - Puyallup Avenue to Phillips Drive.
DESIGN Only grant.

Operational Impact:
Design only project. No operational impacts.

Funding Sources	2017	2018	2019	2020	2021	2022	Total
Unallocated CIP/Multi-Modal/New Gas Tax	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Motor Vehicle Fuel Tax (MVET)	-	-	-	-	-	-	-
Real Estate Excise Tax (REET)	-		-	-	-	-	-
Surface Water Mgmt Fund (SWM)	25,000	15,000	-		-	-	40,000
Grants - Secured	-	-	-	-	-	-	-
Grants - Anticipated				-	-	-	-
Private Utilities (Water/Sewer)	20,000	20,000	6,000	-	-	-	46,000
Developer Contributions/Mitigation	-	-	-	-	-	-	-
Proceeds from Sale of Asset	-	-	-	-	-	-	-
Local Improvement District (LID)	-	-	-	-	-	-	-
GO Bond Proceeds	-	-	-	-	-	-	-
General Government - General Fund	43,000	43,000	14,000	-	-	-	100,000
General Government -CDBG Fund	-	-	-	-	-	-	-
TBD - $20 Vehicle License Fee	-	-	-	-	-	-	-
Property Tax Excess Bond Levy	-	-	-	-	-	-	-
Unfunded	-	-	-	-	-	-	-
Total Funding Sources	**$ 88,000**	**$ 78,000**	**$ 20,000**	**$ -**	**$ -**	**$ -**	**$ 186,000**

Project Costs	2017	2018	2019	2020	2021	2022	Total
Design	$ 88,000	$ 78,000	$ 20,000	$ -	$ -	$ -	$ 186,000
Right-of-Way	-	-	-	-	-	-	-
Construction	-	-	-	-	-	-	-
Total Project Costs	**$ 88,000**	**$ 78,000**	**$ 20,000**	**$ -**	**$ -**	**$ -**	**$ 716,000**

Impact on Operating Funds	2017	2018	2019	2020	2021	2022	Total
Revenue Increase/(Decrease)	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-
Net M&O Impact	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

6-Year Capital Improvement Plan
Transportation CIP Fund

Reference #: 15
TIP/Map #: -
Project Name: Street: Veterans Dr - Gravelly Lake Drive to Alameda Ave

Eden Account: 302.xxxx.21

Project Description & Justification:
Street Improvement Project.

Design the full street improvement of Veterans Drive from Gravelly Lake Drive to Alameda Ave.

Improvements include curb & gutter, sharrow bike lands, concrete sidewalks (both sides), street lights, storm drainage improvements, left turn pockets at key intersections and other amenities associated with good street design.

On the north side only of Veterans Dr. from Alameda Ave. to 83rd Ave SW, construct curb & gutter into the existing pavement. Also install as necessary any storm drainage system needed to eliminate any potential drainage issues resulting from the construction of the new cube & gutter and sidewalk.

This project is associated with project reference # 26, TIP/map # 2.79 Sidewalk: Lake City Business District (American Lake Park to Veterans Dr/Alameda).

Operational Impact:
Minimal impact.

Funding Sources	2017	2018	2019	2020	2021	2022	Total
Unallocated CIP/Multi-Modal/New Gas Tax	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Motor Vehicle Fuel Tax (MVET)	-	-	-	-	-	-	-
Real Estate Excise Tax (REET)	-	-	-	-	88,000	378,000	466,000
Surface Water Mgmt Fund (SWM)	-	-	-	-	-	-	-
Grants - Secured	-	-	-	-	-	-	-
Grants - Anticipated	-	-	-	-	-	-	-
Private Utilities (Water/Sewer)	-	-	-	-	-	-	-
Developer Contributions/Mitigation	-	-	-	-	-	-	-
Proceeds from Sale of Asset	-	-	-	-	-	-	-
Local Improvement District (LID)	-	-	-	-	-	-	-
GO Bond Proceeds	-	-	-	-	-	-	-
General Government - General Fund	-	-	-	-	44,000	187,000	231,000
General Government -CDBG Fund	-	-	-	-	43,000	185,000	228,000
TBD - $20 Vehicle License Fee	-	-	-	-	-	-	-
Property Tax Excess Bond Levy	-	-	-	-	-	-	-
Unfunded	-	-	-	-	-	-	-
Total Funding Sources	**$ -**	**$ -**	**$ -**	**$ -**	**$ 175,000**	**$ 750,000**	**$ 925,000**

Project Costs	2017	2018	2019	2020	2021	2022	Total
Design	$ -	$ -	$ -	$ -	$ 175,000	$ 56,000	$ 231,000
Right-of-Way	-	-	-	-	-	-	-
Construction	-	-	-	-	-	694,000	694,000
Total Project Costs	**$ -**	**$ -**	**$ -**	**$ -**	**$ 175,000**	**$ 750,000**	**$ 925,000**

Impact on Operating Funds	2017	2018	2019	2020	2021	2022	Total
Revenue Increase/(Decrease)	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-
Net M&O Impact	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

6-Year Capital Improvement Plan
Transportation CIP Fund

Reference #: 16
TIP/Map #: 2.78
Project Name: Street: Oakbrook - Onyx Dr W (Garnet-Phillips)

Eden Account: 302.xxxx.21

Project Description & Justification:
Street Improvement Project.

Widen the road to 32 feet with curb and gutter on both sides, a 5-foot sidewalk on southeasterly side only, sharrows, street lighting, asphalt overlay (entire width), and associate storm drainage. ..

Surface Water Management needs total $240,000:
- $70,000 in 2021
- $50,000 in 2022

Operational Impact:
Adding street lights where none exist currently. Assume adding 20 street lights/ $3/month = $720/year.
All other is replacement of existing infrastructure. Already on SWM Street sweeping routes.

Funding Sources	2017	2018	2019	2020	2021	2022	Total
Unallocated CIP/Multi-Modal/New Gas Tax	$ -	$ -	$ -	$ -	$ -	$ 417,500	$ 417,500
Motor Vehicle Fuel Tax (MVET)	-	-	-	-	-	-	-
Real Estate Excise Tax (REET)	-	-	-	-	1,102,500	340,000	1,442,500
Surface Water Mgmt Fund (SWM)	-	-	-	-	-	-	-
Grants - Secured	-	-	-	-	-	-	-
Grants - Anticipated	-	-	-	-	-	-	-
Private Utilities (Water/Sewer)	-	-	-	-	-	-	-
Developer Contributions/Mitigation	-	-	-	-	-	-	-
Proceeds from Sale of Asset	-	-	-	-	-	-	-
Local Improvement District (LID)	-	-	-	-	-	-	-
GO Bond Proceeds	-	-	-	-	-	-	-
General Government - General Fund	-	-	-	-	-	-	-
General Government -CDBG Fund	-	-	-	-	-	-	-
TBD - $20 Vehicle License Fee	-	-	-	-	-	-	-
Property Tax Excess Bond Levy	-	-	-	-	-	-	-
Unfunded	-	-	-	-	-	-	-
Total Funding Sources	**$ -**	**$ -**	**$ -**	**$ -**	**$ 1,102,500**	**$ 757,500**	**$ 1,860,000**

Project Costs	2017	2018	2019	2020	2021	2022	Total
Design	$ -	$ -	$ -	$ -	$ 210,000	$ 25,000	$ 235,000
Right-of-Way	-	-	-	-	-	-	-
Construction	-	-	-	-	892,500	732,500	1,625,000
Total Project Costs	**$ -**	**$ -**	**$ -**	**$ -**	**$ 1,102,500**	**$ 757,500**	**$ 1,860,000**

Impact on Operating Funds	2017	2018	2019	2020	2021	2022	Total
Revenue Increase/(Decrease)	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-
Net M&O Impact	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

6-Year Capital Improvement Plan
Transportation CIP Fund

Reference #: 17
TIP/Map #: 2.73
Project Name: Street: 112th / 111th - Bridgeport to Kendrick

Eden Account: 302.0015.21

Project Description & Justification:
Street Improvement Project.

Provide curb, gutter, sidewalk, street lighting, pavement overlay, and associated drainage along both sides.

The project currently funded through design and right-of-way via grant (86.5% maximum) and Sound Transit contribution.
Anticipate securing grant in future for construction.

Grants Anticipated:
- PSRC Countywide Grant Program (2018 application)

Operational Impact:
Additional street lighting added. Adding 6 additional lights at $3/month = $220/year.
Adding curb where none exists, therefore street sweeping needed. $30 / curb mile x 1/2 curb mile x 1/month = $180 / year.

Funding Sources	2017	2018	2019	2020	2021	2022	Total
Unallocated CIP/Multi-Modal/New Gas Tax	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Motor Vehicle Fuel Tax (MVET)	-	-	-	-	-	-	-
Real Estate Excise Tax (REET)	-	-	110,000	-	-	-	110,000
Surface Water Mgmt Fund (SWM)	-	-	250,000	-	-	-	250,000
Grants - Secured	-	-	-	-	-	-	-
Grants - Anticipated	-	-	1,440,000	-	-	-	1,440,000
Private Utilities (Water/Sewer)	-	-	180,000	-	-	-	180,000
Developer Contributions/Mitigation	-	-	-	-	-	-	-
Proceeds from Sale of Asset	-	-	-	-	-	-	-
Local Improvement District (LID)	-	-	-	-	-	-	-
GO Bond Proceeds	-	-	-	-	-	-	-
General Government - General Fund	-	-	-	-	-	-	-
General Government -CDBG Fund	-	-	-	-	-	-	-
TBD - $20 Vehicle License Fee	-	-	-	-	-	-	-
Property Tax Excess Bond Levy	-	-	-	-	-	-	-
Unfunded	-	-	-	-	-	-	-
Total Funding Sources	**$ -**	**$ -**	**$ 1,980,000**	**$ -**	**$ -**	**$ -**	**$ 1,980,000**

Project Costs	2017	2018	2019	2020	2021	2022	Total
Design	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Right-of-Way	-	-	-	-	-	-	-
Construction		-	1,980,000	-	-	-	1,980,000
Total Project Costs	**$ -**	**$ -**	**$ 1,980,000**	**$ -**	**$ -**	**$ -**	**$ 1,980,000**

Impact on Operating Funds	2017	2018	2019	2020	2021	2022	Total
Revenue Increase/(Decrease)	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Expenditure Increase/(Decrease)	-			400	400	400	1,200
Net M&O Impact	**$ -**	**$ -**	**$ -**	**$ 400**	**$ 400**	**$ 400**	**$ 1,200**

6-Year Capital Improvement Plan
Transportation CIP Fund

Reference #: 18
TIP/Map #: 2.84
Project Name: Street: Lakewood Drive - Steilacoom Blvd to North City Limits

Eden Account: 302.xxxx.21

Project Description & Justification:
Street Improvement Project.

The project is in the 6-Year CIP and was submitted to TIB as a grant application in August 2016.

The proposed project includes installing curb & gutter, concrete sidewalks, shared bike lanes, street lighting, pavement rehabilitation & overlay, storm drainage, left turn pocket where warranted, and possible a new traffic signal at 75th St.

The present value cost estimate for the project is $5,380,100 less the budgeted $1,210,000 associated project reference #7 Overlay: Lakewood Drive - Steilacoom to North City Limits which provides th local grant match requirement, leaving a net balance of $4,170,100.

Operational Impact:
Some additional LED street lights may be needed to upgrade street lighting. Additional O&M / energy costs. Assume 30 more lights at $2160 / year.
New traffic signal at 75th. Energy cost @ $750 per year. O&M @ $1200 per year.
Other improvements are replacement of existing infrastructure.

Funding Sources	2017	2018	2019	2020	2021	2022	Total
Unallocated CIP/Multi-Modal/New Gas Tax	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Motor Vehicle Fuel Tax (MVET)	-	-	-	-	-	-	-
Real Estate Excise Tax (REET)	-	-	-	-	-	-	-
Surface Water Mgmt Fund (SWM)	20,000	560,000	-	-	-	-	580,000
Grants - Secured	-	-	-	-	-	-	-
Grants - Anticipated	356,000	3,234,100	-	-	-	-	3,590,100
Private Utilities (Water/Sewer)	-	-	-	-	-	-	-
Developer Contributions/Mitigation	-	-	-	-	-	-	-
Proceeds from Sale of Asset	-	-	-	-	-	-	-
Local Improvement District (LID)	-	-	-	-	-	-	-
GO Bond Proceeds	-	-	-	-	-	-	-
General Government - General Fund	-	-	-	-	-	-	-
General Government -CDBG Fund	-	-	-	-	-	-	-
TBD - $20 Vehicle License Fee	-	-	-	-	-	-	-
Property Tax Excess Bond Levy	-	-	-	-	-	-	-
Unfunded	-	-	-	-	-	-	-
Total Funding Sources	**$ 376,000**	**$ 3,794,100**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 4,170,100**

Project Costs	2017	2018	2018	2018	2019	2020	Total
Design	$ 133,400	$ -	$ -	$ -	$ -	$ -	$ 133,400
Right-of-Way	242,600	-	-	-	-	-	242,600
Construction	-	3,794,100	-	-	-	-	3,794,100
Total Project Costs	**$ 376,000**	**$ 3,794,100**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 4,170,100**

Impact on Operating Funds	2017	2018	2018	2018	2019	2020	Total
Revenue Increase/(Decrease)	-	$ -	$ -	$ -	$ -	$ -	$ -
Expenditure Increase/(Decrease)	-	-	4,110	4,110	4,110	4,110	16,440
Net M&O Impact	**$ -**	**$ -**			**$ 4,110**	**$ 4,110**	**$ 16,440**

6-Year Capital Improvement Plan
Transportation CIP Fund

Reference #: 19
TIP/Map #: 1.25
Project Name: Street: Northgate Road/Edgewood Ave - From JBLM to Washington Blvd

Eden Account: 302.0040.21

Project Description & Justification:
Street Improvement Project.

Curb, gutter, sidewalks, street lighting, pavement overlay, associated storm drainage. Signal/roundabout at Northgate/Edgewood.
Replace signal at Washington/Edgewood.

Grants Anticipated:
- National Defense Authority Grant (Commute Act) subject to approval by Congress.

Surface Water Manaement needs total $260,000 in 2018.

Operational Impact:
Energy Costs: New signal @ $600/year and new street lights @ $500/year.

Funding Sources	2017	2018	2019	2020	2021	2022	Total
Unallocated CIP/Multi-Modal/New Gas Tax	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Motor Vehicle Fuel Tax (MVET)	-	-	-	-	-	-	-
Real Estate Excise Tax (REET)	-	-	-	-	-	-	-
Surface Water Mgmt Fund (SWM)	-	-	-	-	-	-	-
Grants - Secured	-	-	-	-	-	-	-
Grants - Anticipated	200,000	1,932,000	-	-	-	-	2,132,000
Private Utilities (Water/Sewer)	-	-	-	-	-	-	-
Developer Contributions/Mitigation	-	-	-	-	-	-	-
Proceeds from Sale of Asset	-	-	-	-	-	-	-
Local Improvement District (LID)	-	-	-	-	-	-	-
GO Bond Proceeds	-	-	-	-	-	-	-
General Government - General Fund	-	-	-	-	-	-	-
General Government -CDBG Fund	-	-	-	-	-	-	-
TBD - $20 Vehicle License Fee	-	-	-	-	-	-	-
Property Tax Excess Bond Levy	-	-	-	-	-	-	-
Unfunded	-	-	-	-	-	-	-
Total Funding Sources	**$ 200,000**	**$ 1,932,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 2,132,000**

Project Costs	2017	2018	2019	2020	2021	2022	Total
Design	$ 176,000	$ -	$ -	$ -	$ -	$ -	$ 176,000
Right-of-Way	24,000	132,000	-	-	-	-	156,000
Construction	-	1,800,000	-	-	-	-	1,800,000
Total Project Costs	**$ 200,000**	**$ 1,932,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 2,132,000**

Impact on Operating Funds	2017	2018	2019	2020	2021	2022	Total
Revenue Increase/(Decrease)	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Expenditure Increase/(Decrease)	-	-	1,100	1,100	1,100	1,100	4,400
Net M&O Impact	**$ -**	**$ -**	**$ 1,100**	**$ 1,100**	**$ 1,100**	**$ 1,100**	**$ 4,400**

6-Year Capital Improvement Plan
Transportation CIP Fund

Reference #: 20
TIP/Map #: 2.74*
Project Type/Name: Street: Steilacoom Blvd (Phillips Dr to Farwest Dr) ROW Phase I (Weller to Phillips) & Phase II (Weller to Farwest)

Eden Account: 302.xxxx.21

Project Description & Justification:
Street Improvement Project.

Curb & gutter, sidewalk, street lighting, pavement overlay, shared bike lanes and associated storm drainage improvements.

The City just recently won a $605,000 for right of way acquisition per PSRC's recent call for County Wide projects.

Total right-of-way need for Phase I & II is estimated at $1,417,000.

Grants Anticipated:
- PSRC Countywide Grant Program (2018 application)

Operational Impact:
Right-of-Way acquisition only project. No operational impacts.

Funding Sources	2017	2018	2019	2020	2021	2022	Total
Unallocated CIP/Multi-Modal/New Gas Tax	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Motor Vehicle Fuel Tax (MVET)	-	-	-	-	-	-	-
Real Estate Excise Tax (REET)	-	-	-	-	-	-	-
Surface Water Mgmt Fund (SWM)	97,000	-	98,000	-	-	-	195,000
Grants - Secured	605,000	-	-	-	-	-	605,000
Grants - Anticipated	-	-	617,000	-	-	-	617,000
Private Utilities (Water/Sewer)	-	-	-	-	-	-	-
Developer Contributions/Mitigation	-	-	-	-	-	-	-
Proceeds from Sale of Asset	-	-	-	-	-	-	-
Local Improvement District (LID)	-	-	-	-	-	-	-
GO Bond Proceeds	-	-	-	-	-	-	-
General Government - General Fund	-	-	-	-	-	-	-
General Government -CDBG Fund	-	-	-	-	-	-	-
TBD - $20 Vehicle License Fee	-	-	-	-	-	-	-
Property Tax Excess Bond Levy	-	-	-	-	-	-	-
Unfunded	-	-		-	-	-	-
Total Funding Sources	**$ 702,000**	**$ -**	**$ 715,000**	**$ -**	**$ -**	**$ -**	**$ 1,417,000**

Project Costs	2017	2018	2019	2020	2021	2022	Total
Design	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Right-of-Way	702,000	-	715,000	-	-	-	1,417,000
Construction	-	-	-	-	-	-	-
Total Project Costs	**$ 702,000**	**$ -**	**$ 715,000**		**$ -**	**$ -**	**$ 1,417,000**

Impact on Operating Funds	2017	2018	2019	2020	2021	2022	Total
Revenue Increase/(Decrease)	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-
Net M&O Impact	**$ -**	**$ -**	**$ -**	**$ -**		**$ -**	**$ -**

6-Year Capital Improvement Plan
Transportation CIP Fund

Reference #: 21
TIP/Map #: 2.74*, 2.87*, 2.29
Project Name: Street: Steilacoom Blvd (Weller to 88th St)

Eden Account: 302.00xx.21

Project Description & Justification:
Street Improvement Project.

The project is in the 6-Year TIP.

The project involves the widening Steilacoom Blvd between Weller and 88th St for the inclusion of sharrow bike lanes and 5 foot wide sidewalks. It also includes curb & gutter, street lighting, traffic signal upgrade at Weller, Phillips, and at 88th St. along with associated storm drainage improvements, bridge modifications to Chambers Creek bridge and pavement reabilitation & overlay.

A grant application to TIB will be submitted for the August 2017 call for project. The local match includes funds and/or portions thereof associated existing funded improvement projects that fall with the project limits of this projects.

The projects providing a total local match of $2,353,000 include:
- Steilacoom Blvd (Phillips Rd. to Puyallup Ave) for $192,000 (project reference # 14 map/TIP# 2.74*)
- Steilacoom Blvd Safe Routes to Schools (Weller to Phillips) for $712,000 (project reference # 20, map/TIP# 2.74*)
- Steilacoom Blvd/88th St Overlay project for $747,000 (project reference # 8, map/TIP# 9.10B)
- Steilacoom Blvd (Phillips to Farwest) ROW Acquistion project for $702,000 (project reference # 20, map/TIP # 2.74*)

Operational Impact:
To be determined.

Funding Sources	2017	2018	2019	2020	2021	2022	Total
Unallocated CIP/Multi-Modal/New Gas Tax	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Motor Vehicle Fuel Tax (MVET)	-	-	-	-	-	-	-
Real Estate Excise Tax (REET)	-	-	-	-	-	-	-
Surface Water Mgmt Fund (SWM)		-	-	-	-	-	-
Grants - Secured	-	-	-	-	-	-	-
Grants - Anticipated	-	304,000	1,939,000	-	-	-	2,243,000
Private Utilities (Water/Sewer)	-	-	-	-	-	-	-
Developer Contributions/Mitigation	-	-	-	-	-	-	-
Proceeds from Sale of Asset	-	-	-	-	-	-	-
Local Improvement District (LID)	-	-	-	-	-	-	-
GO Bond Proceeds	-	-	-	-	-	-	-
General Government - General Fund	-	-	-	-	-	-	-
General Government -CDBG Fund	-	-	-	-	-	-	-
TBD - $20 Vehicle License Fee	-	-	-	-	-	-	-
Property Tax Excess Bond Levy	-	-	-	-	-	-	-
Unfunded		-	-	-	-	-	-
Total Funding Sources	**$ -**	**$ 304,000**	**$ 1,939,000**	**$ -**	**$ -**	**$ -**	**$ 2,243,000**

Project Costs	2017	2018	2019	2020	2021	2022	Total
Design	$ -	$ 54,000	$ -	$ -	$ -	$ -	$ 54,000
Right-of-Way	-	250,000	-	-	-	-	250,000
Construction	-	-	1,939,000	-	-	-	1,939,000
Total Project Costs	**$ -**	**$ 304,000**	**$ 1,939,000**	**$ -**	**$ -**	**$ -**	**$ 2,243,000**

Impact on Operating Funds	2017	2018	2019	2020	2021	2022	Total
Revenue Increase/(Decrease)	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-
Net M&O Impact	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

6-Year Capital Improvement Plan
Transportation CIP Fund

Reference #: 22
TIP/Map #: 2.65, 2.74
Project Name: Street: Steilacoom Blvd 87th to 83rd

Eden Account: 302.xxxx.21

Project Description & Justification:
Street Improvement Project.

Curb, gutter, sidewalks, sharrow, street lighting, signal upgrades, overlay, right turn lane(s) and associated storm drainage

This project for construction only. Design and right of way acquisition are being completed under separate project - project reference # 20, TIP/map # 2.74* Street: Steilacoom Blvd (Phillips Dr to Farwest Dr) ROW Phase I (Weller to Phillips) $ Phase II (Weller to Farwest).

A grant in the amount of $605,000 was recently recieve from PSRC's call for Countywide projects. This grant was strictly for right-of-way acquisition on Steilacoom Blvd from Weller to Phillips Road, as such it is proposed to be submitted for the next PSRC call for Countywide projects for the balance of the right-of-way acquisition funding for Steilacoom Blvd from Weller to Farwest which would be for the 2019-2021 grant cycle and then per the 2022-2023 grant cycle apply for the construction funding to complete this improvment phase of the Steilacoom Blvd Joint project.

Operational Impact:
Some additional LED street lights may be needed to upgrade street lighting. Additional O&M / energy costs. Assume 6 more lights at $300 / year.
Other improvements are replacement of existing infrastructure.

Funding Sources	2017	2018	2019	2020	2021	2022	Total
Unallocated CIP/Multi-Modal/New Gas Tax	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Motor Vehicle Fuel Tax (MVET)	-	-	-	-	-	-	-
Real Estate Excise Tax (REET)	-	-	-	-	-	-	-
Surface Water Mgmt Fund (SWM)	-	-	-	-	-	97,000	97,000
Grants - Secured	-	-	-	-	-	-	-
Grants - Anticipated	-	-	-	-	-	1,235,500	1,235,500
Private Utilities (Water/Sewer)	-	-	-	-	-	-	-
Developer Contributions/Mitigation	-	-	-	-	-	-	-
Proceeds from Sale of Asset	-	-	-	-	-	-	-
Local Improvement District (LID)	-	-	-	-	-	-	-
GO Bond Proceeds	-	-	-	-	-	-	-
General Government - General Fund	-	-	-	-	-	-	-
General Government -CDBG Fund	-	-	-	-	-	-	-
TBD - $20 Vehicle License Fee	-	-	-	-	-	682,500	682,500
Property Tax Excess Bond Levy	-	-	-	-	-	-	-
Unfunded	-	-	-	-	-		-
Total Funding Sources	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 2,015,000**	**$ 2,015,000**

Project Costs	2017	2018	2018	2018	2019	2020	Total
Design	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Right-of-Way	-	-	-	-	-	-	-
Construction	-	-	-	-	-	2,015,000	2,015,000
Total Project Costs	**$ -**	**$ -**	**$ -**		**$ -**	**$ 2,015,000**	**$ 2,015,000**

Impact on Operating Funds	2017	2018	2018	2018	2019	2020	Total
Revenue Increase/(Decrease)	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-
Net M&O Impact	**$ -**	**$ -**	**$ -**	**$ -**		**$ -**	**$ -**

6-Year Capital Improvement Plan
Transportation CIP Fund

Reference #: 23
TIP/Map #: 2.77*
Project Name: Street: Washington Blvd Sidewalks (Edgewood Ave to Vernon Ave)

Eden Account: 302.0029.21

Project Description & Justification:
Street Improvement Project.

Curb, gutter, sidewalks (both sides), associated storm drainage, hot mix asphalt (HMA) overlay and the upgrade of the traffic signal at Edgewood.

Grants Anticipated:
- National Defense Authorization Act (Commute Act) subject to approval by Congress.

Surface Water Management needs total $130,000:
- Year 2017: $15,000
- Year 2018: $115,000

Operational Impact:
LED streetlights. Additional streetlights offset by no longer leasing PSE streetlights. Additional O&M costs for street sweeping = $250/year.

Funding Sources	2017	2018	2019	2020	2021	2022	Total
Unallocated CIP/Multi-Modal/New Gas Tax	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Motor Vehicle Fuel Tax (MVET)	-	-	-	-	-	-	-
Real Estate Excise Tax (REET)	-	-	-	-	-	-	-
Surface Water Mgmt Fund (SWM)	-	-	-	-	-	-	-
Grants - Secured	-	-	-	-	-	-	-
Grants - Anticipated	150,000	1,155,000	-	-	-	-	1,305,000
Private Utilities (Water/Sewer)	-	-	-	-	-	-	-
Developer Contributions/Mitigation	-	-	-	-	-	-	-
Proceeds from Sale of Asset	-	-	-	-	-	-	-
Local Improvement District (LID)	-	-	-	-	-	-	-
GO Bond Proceeds	-	-	-	-	-	-	-
General Government - General Fund	-	-	-	-	-	-	-
General Government -CDBG Fund	-	-	-	-	-	-	-
TBD - $20 Vehicle License Fee	-	-	-	-	-	-	-
Property Tax Excess Bond Levy	-	-	-	-	-	-	-
Unfunded	-	-	-	-	-	-	-
Total Funding Sources	**$ 150,000**	**$ 1,155,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 1,305,000**

Project Costs	2017	2018	2019	2020	2021	2022	Total
Design	$ 150,000	$ -	$ -	$ -	$ -	$ -	$ 150,000
Right-of-Way	-	-	-	-	-	-	-
Construction	-	1,155,000	-	-	-	-	1,155,000
Total Project Costs	**$ 150,000**	**$ 1,155,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 1,305,000**

Impact on Operating Funds	2017	2018	2019	2020	2021	2022	Total
Revenue Increase/(Decrease)	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Expenditure Increase/(Decrease)	-	-	250	250	250	250	1,000
Net M&O Impact	**$ -**	**$ -**	**$ 250**	**$ 250**	**$ 250**	**$ 250**	**$ 1,000**

6-Year Capital Improvement Plan
Transportation CIP Fund

Reference #: 24
TIP/Map #: 2.77*
Project Name: Street: Washington Blvd Sidewalks (Vernon Ave to Gravelly Lake Drive)

Eden Account: 302.0029.21

Project Description & Justification:
Street Improvement Project.

Curb, gutter, sidewalks (both sides), shared bike lanes, street light, associated storm drainage, hot mix asphalt overlay (HMA) overlay, upgrade of the traffic signas at Vernon and Gravelly Lake and installing a new traffic signal at Interlaaken.

Grants Anticipated:
- National Defense Authorization Act (Commute Act) subject to approval by Congress.

Surface Water Management needs total $325,000:
- Year 2017: $75,000
- Year 2018: $250,000

Operational Impact:
Replace existing PSE rental street lights with city-owned and maintained LED street lights. PSE rental costs higher than City-own operated.
More LED street lights required to meet lighting requirements. Costs offset to net zero cost increase for street lighting.
Some additional O&M costs to SWM to sweep street that previously did not have curb. $720 / year to SWM.

Funding Sources	2017	2018	2019	2020	2021	2022	Total
Unallocated CIP/Multi-Modal/New Gas Tax	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Motor Vehicle Fuel Tax (MVET)	-	-	-	-	-	-	-
Real Estate Excise Tax (REET)	-	-	-	-	-	-	-
Surface Water Mgmt Fund (SWM)	-	-	-	-	-	-	-
Grants - Secured	-	-	-	-	-	-	-
Grants - Anticipated	650,000	4,200,000	-	-	-	-	4,850,000
Private Utilities (Water/Sewer)	-	-	-	-	-	-	-
Developer Contributions/Mitigation	-	-	-	-	-	-	-
Proceeds from Sale of Asset	-	-	-	-	-	-	-
Local Improvement District (LID)	-	-	-	-	-	-	-
GO Bond Proceeds	-	-	-	-	-	-	-
General Government - General Fund	-	-	-	-	-	-	-
General Government -CDBG Fund	-	-	-	-	-	-	-
TBD - $20 Vehicle License Fee	-	-	-	-	-	-	-
Property Tax Excess Bond Levy	-	-	-	-	-	-	-
Unfunded	-	-	-	-	-	-	-
Total Funding Sources	**$ 650,000**	**$ 4,200,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 4,850,000**

Project Costs	2017	2018	2019	2020	2021	2022	Total
Design	$ 500,000	$ -	$ -	$ -	$ -	$ -	$ 500,000
Right-of-Way	150,000	-	-	-	-	-	150,000
Construction	-	4,200,000	-	-	-	-	4,200,000
Total Project Costs	**$ 650,000**	**$ 4,200,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 4,850,000**

Impact on Operating Funds	2017	2018	2019	2020	2021	2022	Total
Revenue Increase/(Decrease)	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Expenditure Increase/(Decrease)	-	-	720	720	720	720	2,880
Net M&O Impact	**$ -**	**$ -**	**$ 720**	**$ 720**	**$ 720**	**$ 720**	**$ 2,880**

6-Year Capital Improvement Plan
Transportation CIP Fund

Reference #: 25
TIP/Map #: 2.66, 2.74*
Project Name: Street: Steilacoom Blvd Improvements (83rd to Weller)

Eden Account: 302.xxxx.21

Project Description & Justification:
Street Improvement Project.

Curb, gutter, sidewalks, sharrow, street lighting, signal upgrades, overlay, and associated storm drainage

This project is for construction only. Design and right of way acquisition are being completed under separate project - project reference # 20, TIP/map # 2.74* Street: Steilacoom Blvd (Phillips Dr to Farwest Dr) ROW Phase I (Weller to Phillips) & Phase II (Weller to Farest).

Surface Water Management needs total $175,000 in Year 2021.

Grants Anticipated:
PRSC Countywide Program (2019 application)

Operational Impact:
Some additional LED street lights may be needed to upgrade street lighting. Additional O&M / energy costs. Assume 6 more lights at $300 / year.
Other improvements are replacement of existing infrastructure.

Funding Sources	2017	2018	2019	2020	2021	2022	Total
Unallocated CIP/Multi-Modal/New Gas Tax	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Motor Vehicle Fuel Tax (MVET)	-	-	-	-	-	-	-
Real Estate Excise Tax (REET)	-	-	-	-	-	-	-
Surface Water Mgmt Fund (SWM)	-	-			-	-	-
Grants - Secured	-	-	-	-	-	-	-
Grants - Anticipated	-	-	-	-	2,500,000	-	2,500,000
Private Utilities (Water/Sewer)	-	-	-	-	-	-	-
Developer Contributions/Mitigation	-	-	-	-	-	-	-
Proceeds from Sale of Asset	-	-	-	-	-	-	-
Local Improvement District (LID)	-	-	-	-	-	-	-
GO Bond Proceeds	-	-	-	-	-	-	-
General Government - General Fund	-	-	-	-	-	-	-
General Government -CDBG Fund	-	-	-	-	-	-	-
TBD - $20 Vehicle License Fee	-	-	-	-	-	-	-
Property Tax Excess Bond Levy	-	-	-	-	-	-	-
Unfunded	-	-	-	-	-	-	-
Total Funding Sources	**$ -**	**$ -**	**$ -**	**$ -**	**$ 2,500,000**	**$ -**	**$ 2,500,000**

Project Costs	2017	2018	2019	2020	2021	2022	Total
Design	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Right-of-Way	-	-	-	-	-	-	-
Construction	-	-	-	-	2,500,000	-	2,500,000
Total Project Costs	**$ -**	**$ -**	**$ -**	**$ -**	**$ 2,500,000**	**$ -**	**$ 2,500,000**

Impact on Operating Funds	2017	2018	2019	2020	2021	2022	Total
Revenue Increase/(Decrease)	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-
Net M&O Impact	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

6-Year Capital Improvement Plan
Transportation CIP Fund

Reference #: 26
TIP/Map #: 2.79
Project Name: Sidewalk: Lake City Business District (American Lake Park to Veterans Dr/Alameda)

Eden Account: 302.0030.21

Project Description & Justification:
Sidewalk Improvement Project.

Curb, gutter, sidewalks, sharrow, and associated storm drainage on both sides; roadway reconstruct; street lighting if needed. City received a $2,000,000 appropriation for this project from the 2015 State legislature session. The funded well be available in 2020.

This project is associated with project reference # 15 Street: Veterans Dr - Gravelly Lake Drive to Alameda Ave.

Operational Impact:
Replace existing PSE leased street lights with city-owned lights. Additional light costs offset by savings from PSE lease.
Additional SWM costs for street sweeping a street that will have added curb. $360 / year.

Funding Sources	2017	2018	2019	2020	2021	2022	Total
Unallocated CIP/Multi-Modal/New Gas Tax	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Motor Vehicle Fuel Tax (MVET)	-	-	-	-	-	-	-
Real Estate Excise Tax (REET)	-	-	-	-	-	-	-
Surface Water Mgmt Fund (SWM)	-	-	-	230,000	-	-	230,000
Grants - Secured	-	-	-	2,000,000	-	-	2,000,000
Grants - Anticipated	-	-	-		-	-	-
Private Utilities (Water/Sewer)	-	-	-	-	-	-	-
Developer Contributions/Mitigation	-	-	-	-	-	-	-
Proceeds from Sale of Asset	-	-	-	-	-	-	-
Local Improvement District (LID)	-	-	-	-	-	-	-
GO Bond Proceeds	-	-	-	-	-	-	-
General Government - General Fund	-	-	-	-	-	-	-
General Government -CDBG Fund	-	-	-	-	-	-	-
TBD - $20 Vehicle License Fee	-	-	-	-	-	-	-
Property Tax Excess Bond Levy	-	-	-	-	-	-	-
Unfunded	-	-	-	-	-	-	-
Total Funding Sources	**$ -**	**$ -**	**$ -**	**$ 2,230,000**	**$ -**	**$ -**	**$ 2,230,000**

Project Costs	2017	2018	2019	2020	2021	2022	Total
Design	$ -	$ -	$ -	$ 300,000	$ -	$ -	$ 300,000
Right-of-Way	-	-	-	-	-	-	-
Construction	-	-	-	1,930,000	-	-	1,930,000
Total Project Costs	**$ -**	**$ -**	**$ -**	**$ 2,230,000**	**$ -**	**$ -**	**$ 2,230,000**

Impact on Operating Funds	2017	2018	2019	2020	2021	2022	Total
Revenue Increase/(Decrease)	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Expenditure Increase/(Decrease)	-	-	-	-	360	360	720
Net M&O Impact	**$ -**	**$ -**	**$ -**	**$ -**	**$ 360**	**$ 360**	**$ 720**

6-Year Capital Improvement Plan
Transportation CIP Fund

Reference #: 27
TIP/Map #: 2.69A, 2.69B
Project Name: Sidewalk: Gravelly Lake Drive Phase I (59th St to Steilacoom Blvd) and Phase II (Bridgeport Way to 59th St)

Eden Account: 302.0045.21

Project Description & Justification:
Sidewalk Improvement Project.

The project is in the City 6-Year TIP and is a road diet which shrinks the road to 3 lanes with bikes lanes.

Phase I:
From 59th Ave to Steilacoom Blvd. The City won a TIB grant via their 2015 call for projects. This funded phase will fill in the missing improved sections along Gravelly Lake Dr from 59th Ave to Steilacoom Blvd with concrete curb & gutter and concrete sidewalks.

Phase II:
From Bridgeport Way to 59th Ave and will also shrink this section down to 3 lanes with bike lanes along with installing concrete curb & gutter and concrete sidewalks. Per this phase a Safe Routes to School grant has been applied for and appears that the project will make the funding list which will be presented to the 2017 legislature for their concurrance. Since the legislature can only approve or deny the entire project list grant funding for this project should be available after July of 2017.

Grants Anticipated:
- WSDOT Safe Routes to School Grant Program

Operational Impact:
Upgrade of existing. No new expenses.

Funding Sources	2017	2018	2019	2020	2021	2022	Total
Unallocated CIP/Multi-Modal/New Gas Tax	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Motor Vehicle Fuel Tax (MVET)	-	-	-	-	-	-	-
Real Estate Excise Tax (REET)	-	-	-	-	-	-	-
Surface Water Mgmt Fund (SWM)	70,000	90,000	-	-	-	-	160,000
Grants - Secured	-	-	-	-	-	-	-
Grants - Anticipated	-	540,000	-	-	-	-	540,000
Private Utilities (Water/Sewer)	-	-	-	-	-	-	-
Developer Contributions/Mitigation	-	-	-	-	-	-	-
Proceeds from Sale of Asset	-	-	-	-	-	-	-
Local Improvement District (LID)	-	-	-	-	-	-	-
GO Bond Proceeds	-	-	-	-	-	-	-
General Government - General Fund	-	-	-	-	-	-	-
General Government -CDBG Fund	-	-	-	-	-	-	-
TBD - $20 Vehicle License Fee	-	-	-	-	-	-	-
Property Tax Excess Bond Levy	-	-	-	-	-	-	-
Unfunded	-	-	-	-	-	-	-
Total Funding Sources	**$ 70,000**	**$ 630,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 700,000**

Project Costs	2017	2018	2019	2020	2021	2022	Total
Design	$ 70,000	$ -	$ -	$ -	$ -	$ -	$ 70,000
Right-of-Way	-	-	-	-	-	-	-
Construction	-	630,000	-	-	-	-	630,000
Total Project Costs	**$ 70,000**	**$ 630,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 700,000**

Impact on Operating Funds	2017	2018	2019	2020	2021	2022	Total
Revenue Increase/(Decrease)	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-
Net M&O Impact	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

6-Year Capital Improvement Plan
Transportation CIP Fund

Reference #: 28
TIP/Map #: -
Project Name: Traffic Signal: Durango Street & Steilacoom Blvd (LID Option)

Eden Account: 302.00XX.21

Project Description & Justification:
Traffic Signal Improvement Project.

LID roadway and intersection improvements to Steilacoom and Durango. Install a traffic signal at the intersection of Steilacoom Blvd. and Durango St. along with reconstruction and reconfiguring the existing 3-legged intersection into a 4-legged intersection. The project also includes acquiring the necessary rights-of-way to accommodate the new configuration.

The project is proposed to be funded 100% through the formation of a Local Improvement District. With respect to Design costs at $193,000, $63,220 thereof is for actual Design costs, $42,000 is for costs associated managing the construction of the improvements, $29,500 is for forming and administrating the LID and $58,280 is for the City's guaranty fund.

Operational Impact:
Minimal impact.

Funding Sources	2017	2018	2019	2020	2021	2022	Total
Unallocated CIP/Multi-Modal/New Gas Tax	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Motor Vehicle Fuel Tax (MVET)	-	-	-	-	-	-	-
Real Estate Excise Tax (REET)	-	-	-	-	-	-	-
Surface Water Mgmt Fund (SWM)	-	-	-	-	-	-	-
Grants - Secured	-	-	-	-	-	-	-
Grants - Anticipated	-	-	-	-	-	-	-
Private Utilities (Water/Sewer)	-	-	-	-	-	-	-
Developer Contributions/Mitigation	-	-	-	-	-	-	-
Proceeds from Sale of Asset	-	-	-	-	-	-	-
Local Improvement District (LID)	-	220,000	422,000	-	-	-	642,000
GO Bond Proceeds	-	-	-	-	-	-	-
General Government - General Fund	-	-	-	-	-	-	-
General Government -CDBG Fund	-	-	-	-	-	-	-
TBD - $20 Vehicle License Fee	-	-	-	-	-	-	-
Property Tax Excess Bond Levy	-	-	-	-	-	-	-
Unfunded	-	-	-	-	-	-	-
Total Funding Sources	**$ -**	**$ 220,000**	**$ 422,000**	**$ -**	**$ -**	**$ -**	**$ 642,000**

Project Costs	2017	2018	2019	2020	2021	2022	Total
Design	$ -	$ 193,000	$ -	$ -	$ -	$ -	$ 193,000
Right-of-Way	-	27,000	-	-	-	-	27,000
Construction	-	-	422,000	-	-	-	422,000
Total Project Costs	**$ -**	**$ 220,000**	**$ 422,000**	**$ -**	**$ -**	**$ -**	**$ 642,000**

Impact on Operating Funds	2017	2018	2019	2020	2021	2022	Total
Revenue Increase/(Decrease)	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-
Net M&O Impact	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

6-Year Capital Improvement Plan
Transportation CIP Fund

Reference #: 29
TIP/Map #: 3.2
Project Name: Traffic Signal: Safety Improvements at Military & 112th

Eden Account: 302.0025.21

Project Description & Justification:
Traffic Signal Project.

Intersection and corridor improvements to help meet State Target Zero goals of zero serious/fatal accidents.

Grants secured through State/Federal City safety improvement program (86.5% max grant).

2015-2017 Safety Project funding moved to specific Safety Projects

Operational Impact:
Would need to be evaluated on a case by case basis. If adding a signal to where none existed, approximate impact of $250/month energy plus $2,000/year annual maintenance.

Funding Sources	2017	2018	2019	2020	2021	2022	Total
Unallocated CIP/Multi-Modal/New Gas Tax	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Motor Vehicle Fuel Tax (MVET)	-	-	-	-	-	-	-
Real Estate Excise Tax (REET)	-	-	-	-	-	-	-
Surface Water Mgmt Fund (SWM)	1,500	-	-	-	-	-	1,500
Grants - Secured	673,500	-	-	-	-	-	673,500
Grants - Anticipated	-	-	-	-	-	-	-
Private Utilities (Water/Sewer)	-	-	-	-	-	-	-
Developer Contributions/Mitigation	-	-	-	-	-	-	-
Proceeds from Sale of Asset	-	-	-	-	-	-	-
Local Improvement District (LID)	-	-	-	-	-	-	-
GO Bond Proceeds	-	-	-	-	-	-	-
General Government - General Fund	-	-	-	-	-	-	-
General Government -CDBG Fund	-	-	-	-	-	-	-
TBD - $20 Vehicle License Fee	-	-	-	-	-	-	-
Property Tax Excess Bond Levy	-	-	-	-	-	-	-
Unfunded	-	-	-	-	-	-	-
Total Funding Sources	**$ 675,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 675,000**

Project Costs	2017	2018	2019	2020	2021	2022	Total
Design	$ 20,000	$ -	$ -	$ -	$ -	$ -	$ 20,000
Right-of-Way	-	-	-	-	-	-	-
Construction	655,000	-	-	-	-	-	655,000
Total Project Costs	**$ 675,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 675,000**

Impact on Operating Funds	2017	2018	2019	2020	2021	2022	Total
Revenue Increase/(Decrease)	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Expenditure Increase/(Decrease)	-	5,000	5,000	5,000	5,000	5,000	25,000
Net M&O Impact	**$ -**	**$ 5,000**	**$ 5,000**	**$ 5,000**	**$ 5,000**	**$ 5,000**	**$ 25,000**

6-Year Capital Improvement Plan
Transportation CIP Fund

Reference #: 30
TIP/Map #: -
Project Name: Traffic Signal: Signal Projects

Eden Account: 302.xxxx.21

Project Description & Justification:
Traffic Signal Project:

Traffic signal replacement program to replace existing aging traffic signals (30+ years useful life) that are not replaced in conjuction with other capital improvement projects.

Note - the $51,535 mitigation is from Lakewood Industrial Park received in 2014 and is set to expire on 7/31/2019.

Year 2019: Signal at the intersection of Lakewood Drive and 100th Street

Operational Impact:
No operational impact since this is replacement of existing infrastructure.

Funding Sources	2017	2018	2019	2020	2021	2022	Total
Unallocated CIP/Multi-Modal/New Gas Tax	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Motor Vehicle Fuel Tax (MVET)	-	-	-	-	-	-	-
Real Estate Excise Tax (REET)	-	8,465	265,000	-	-	-	273,465
Surface Water Mgmt Fund (SWM)	-	-	-	-	-	-	-
Grants - Secured	-	-	-	-	-	-	-
Grants - Anticipated	-	-	-	-	-	-	-
Private Utilities (Water/Sewer)	-	-	-	-	-	-	-
Developer Contributions/Mitigation	-	51,535	-	-	-	-	51,535
Proceeds from Sale of Asset	-	-	-	-	-	-	-
Local Improvement District (LID)	-	-	-	-	-	-	-
GO Bond Proceeds	-	-	-	-	-	-	-
General Government - General Fund	-	-	60,000	-	-	-	60,000
General Government -CDBG Fund	-	-	-	-	-	-	-
TBD - $20 Vehicle License Fee	-	-	-	-	-	-	-
Property Tax Excess Bond Levy	-	-	-	-	-	-	-
Unfunded	-	-	-	-	-	-	-
Total Funding Sources	**$ -**	**$ 60,000**	**$ 325,000**	**$ -**	**$ -**	**$ -**	**$ 385,000**

Project Costs	2017	2018	2019	2020	2021	2022	Total
Design	$ -	$ 35,000	$ -	$ -	$ -	$ -	$ 35,000
Right-of-Way	-	25,000	-	-	-	-	25,000
Construction	-	-	325,000	-	-	-	325,000
Total Project Costs	**$ -**	**$ 60,000**	**$ 325,000**	**$ -**	**$ -**	**$ -**	**$ 385,000**

Impact on Operating Funds	2017	2018	2019	2020	2021	2022	Total
Revenue Increase/(Decrease)	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-
Net M&O Impact	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

6-Year Capital Improvement Plan
Transportation Projects

Reference #: 31
TIP/Map #: -
Project Name: Traffic Signal: Traffic Control Device - Interlaaken Dr SW & Washington Blvd SW
Design, ROW, and Construction

Eden Account: 302.00XX.21

Project Description & Justification:
Traffic Signal Improvement Project.

Design and construct a traffic signal at the intersection of Interlaaken Dr. SW and Washington Blvd. Along with curb & gutter, sidewalk, street lights, and drainage improvements at the intersection.

It is purposed to fold this project into the combined Washington Blvd. – GLD to Edgewood street improvement project and the Northgate/Edgewood Street project for which the sum total grant requests of the three projects would be capped at the original $8,000,000 ask. While the combined total ask for the three projects individually add up to $8,064,00 with combining the signal project into the Washington Blvd. project, the road improvement work included in the stand along signal project is already included in the Washington Blvd. improvement project thus by combining them $64,000 can be saved from its original estimate.

Grants Anticipated:
- National Defense Authorization Act (Commute Act) subject to approval by Congress.

Operational Impact:
Minimal impact.

Funding Sources	2017	2018	2019	2020	2021	2022	Total
Unallocated CIP/Multi-Modal/New Gas Tax	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Motor Vehicle Fuel Tax (MVET)	-	-	-	-	-	-	-
Real Estate Excise Tax (REET)	-	-	-	-	-	-	-
Surface Water Mgmt Fund (SWM)	-	-	-	-	-	-	-
Grants - Secured	-	-	-	-	-	-	-
Grants - Anticipated	-	-	642,000	-	-	-	642,000
Private Utilities (Water/Sewer)	-	-	-	-	-	-	-
Developer Contributions/Mitigation	-	-	-	-	-	-	-
Proceeds from Sale of Asset	-	-	-	-	-	-	-
Local Improvement District (LID)	-	-	-	-	-	-	-
GO Bond Proceeds	-	-	-	-	-	-	-
General Government - General Fund	-	-	-	-	-	-	-
General Government -CDBG Fund	-	-	-	-	-	-	-
TBD - $20 Vehicle License Fee	-	-	-	-	-	-	-
Property Tax Excess Bond Levy	-	-	-	-	-	-	-
Unfunded	-	-	-	-	-	-	-
Total Funding Sources	**$ -**	**$ -**	**$ 642,000**	**$ -**	**$ -**	**$ -**	**$ 642,000**

Project Costs	2017	2018	2019	2020	2021	2022	Total
Design	$ -	$ -	$ 77,000	$ -	$ -	$ -	$ 77,000
Right-of-Way	-	-	-	-	-	-	-
Construction	-	-	565,000	-	-	-	565,000
Total Project Costs	**$ -**	**$ -**	**$ 642,000**	**$ -**	**$ -**	**$ -**	**$ 642,000**

Impact on Operating Funds	2017	2018	2019	2020	2021	2022	Total
Revenue Increase/(Decrease)	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-
Net M&O Impact	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

6-Year Capital Improvement Plan
Transportation CIP Fund

Reference #: 32
TIP/Map #: -
Project Name: Traffic Signal: Traffic Signal Upgrade Phase VI

Eden Account: 302.xxxx.21

Project Description & Justification:
Traffic Signal Project.

Traffic signal fiber optic interconnect on Custer, Lakewood Drive, Gravelly Lake Drive, Bridgeport Way.

Transit Signal Priority.

CCTB surveillance cameras to tie into City's TMC. This project didn't receive a grant from PSRC's recent call for Countywide projects. As such will resubmit this project per PSRC's 2019-2021 grant funding round for which their call for Countywide projects should occur in spring of 2018.

Grants Anticipated:
- PSRC Countywide Grant Program (2018 application)

Operational Impact:
New CCTV equipment will require ongoing operation and maintenance support that can be accomplished with traffic signal technician and traffic engineering staff. Estimate average 2 hours per year per each camera. Estimate addition of 10 cameras. Electricity through existing traffic signal meters. Estimate additional $50 / year per camera.

Funding Sources	2017	2018	2019	2020	2021	2022	Total
Unallocated CIP/Multi-Modal/New Gas Tax	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Motor Vehicle Fuel Tax (MVET)	-	-	-	-	-	-	-
Real Estate Excise Tax (REET)	-	-	-	-	-	-	-
Surface Water Mgmt Fund (SWM)	-	-	-	-	-	-	-
Grants - Secured	-	-	-	-	-	-	-
Grants - Anticipated	-	-	20,000	320,000	320,000	-	660,000
Private Utilities (Water/Sewer)	-	-	-	-	-	-	-
Developer Contributions/Mitigation	-	-	-	-	-	-	-
Proceeds from Sale of Asset	-	-	-	-	-	-	-
Local Improvement District (LID)	-	-	-	-	-	-	-
GO Bond Proceeds	-	-	-	-	-	-	-
General Government - General Fund	-	-	-	-	-	-	-
General Government -CDBG Fund	-	-	-	-	-	-	-
TBD - $20 Vehicle License Fee	-	-	-	-	-	-	-
Property Tax Excess Bond Levy	-	-	-	-	-	-	-
Unfunded	-	-	-	-	-	-	-
Total Funding Sources	**$ -**	**$ -**	**$ 20,000**	**$ 320,000**	**$ 320,000**	**$ -**	**$ 660,000**

Project Costs	2017	2018	2019	2020	2021	2022	Total
Design	-	-	$ 20,000	$ 10,000	$ -	$ -	$ 30,000
Right-of-Way	-	-	-	-	-	-	-
Construction	-	-		310,000	320,000	-	630,000
Total Project Costs	**$ -**		**$ 20,000**	**$ 320,000**	**$ 320,000**	**$ -**	**$ 660,000**

Impact on Operating Funds	2017	2018	2019	2020	2021	2022	Total
Revenue Increase/(Decrease)	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	1,500	1,500
Net M&O Impact	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 1,500**	**$ 1,500**

6-Year Capital Improvement Plan
Transportation CIP Fund

Reference #: 33
TIP/Map #: 6.6
Project Name: New LED Streetlight

Eden Account: 302.0002.21

Project Description & Justification:
Provide street lights in areas where there are none. Cost to provide stand alone streetlights up to $15,000 per pole. Cost to install street light on existing utility pole up to $3,000 per pole.

Year 2017: Install 10 LED streetlights on Onyx from 88th Ave to 97th Ave (City Park is located at the NW corner of 97th and Onyx)
Year 2018: Install 10 LED streetlights on Onyx from 88th Ave to 97th Ave (City Park is located at the NW corner of 97th and Onyx)
Year 2019: Install 11 LED streetlights on Onyx starting at Garnet and terminating about 750 feet easterly of Coral which is about the halfway point on Onyx between Garnet and Phillips.

Operational Impact:
Each new streetlight will cost up to $6.00 per month in utility costs. Assuming average of 18 per year = $1,300 additional per year.

Funding Sources	2017	2018	2019	2020	2021	2022	Total
Unallocated CIP/Multi-Modal/New Gas Tax	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Motor Vehicle Fuel Tax (MVET)	-	-	-	-	-	-	-
Real Estate Excise Tax (REET)	150,000	145,000	7,500	-	-	-	302,500
Surface Water Mgmt Fund (SWM)	-	-	-	-	-	-	-
Grants - Secured	-	-	-	-	-	-	-
Grants - Anticipated	-	-	-	-	-	-	-
Private Utilities (Water/Sewer)	-	-	-	-	-	-	-
Developer Contributions/Mitigation	-	-	-	-	-	-	-
Proceeds from Sale of Asset	-	-	-	-	-	-	-
Local Improvement District (LID)	-	-	-	-	-	-	-
GO Bond Proceeds	-	-	-	-	-	-	-
General Government - General Fund	10,000	20,000	20,000	-	-	-	50,000
General Government -CDBG Fund	-	-	-	-	-	-	-
TBD - $20 Vehicle License Fee	-	-	142,500	-	-	-	142,500
Property Tax Excess Bond Levy	-	-	-	-	-	-	-
Unfunded	-	-	-	-	-	-	-
Total Funding Sources	**$ 160,000**	**$ 165,000**	**$ 170,000**	**$ -**	**$ -**	**$ -**	**$ 495,000**

Project Costs	2017	2018	2019	2020	2021	2022	Total
Design	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Right-of-Way	-	-	-	-	-	-	-
Construction	160,000	165,000	170,000	-	-	-	495,000
Total Project Costs	**$ 160,000**	**$ 165,000**	**$ 170,000**	**$ -**	**$ -**	**$ -**	**$ 495,000**

Impact on Operating Funds	2017	2018	2019	2020	2021	2022	Total
Revenue Increase/(Decrease)	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-
Net M&O Impact	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

6-Year Capital Improvement Plan
Transportation CIP Fund

Reference #: 34
TIP/Map #: -
Project Name: Minor Capital

Eden Account: 302.0004.21

Project Description & Justification:
Minor Capital Project.

City-wide projects to provide infrastructure preservation or upgrades including:
- city-wide hot mix asphalt (HMA) patching contract (up to $50,000 per year);
- traffic signal upgrades including replacement of loop detection with video detection (up to $50,000 per year).

While the budget for 2017 is set a "0" its assuming there will be carry forward for the 2016 to fund any minor capital needs in 2017.

Operational Impact:
There is no operational impact since this work is upgrade / replacement of existing infrastructure.

Funding Sources	2017	2018	2019	2020	2021	2022	Total
Unallocated CIP/Multi-Modal/New Gas Tax	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Motor Vehicle Fuel Tax (MVET)	-	-	-	-	-	-	-
Real Estate Excise Tax (REET)		-	-	50,000	50,000	50,000	150,000
Surface Water Mgmt Fund (SWM)	-	-	-	-	-	-	-
Grants - Secured	-	-	-	-	-	-	-
Grants - Anticipated	-	-	-	-	-	-	-
Private Utilities (Water/Sewer)	-	-	-	-	-	-	-
Developer Contributions/Mitigation	-	-	-	-	-	-	-
Proceeds from Sale of Asset	-	-	-	-	-	-	-
Local Improvement District (LID)	-	-	-	-	-	-	-
GO Bond Proceeds	-	-	-	-	-	-	-
General Government - General Fund	-	50,000	50,000	-	-	-	100,000
General Government -CDBG Fund	-	-	-	-	-	-	-
TBD - $20 Vehicle License Fee	-	-	-	-	-	-	-
Property Tax Excess Bond Levy	-	-	-	-	-	-	-
Unfunded	-	-	-	-	-	-	-
Total Funding Sources	**$ -**	**$ 50,000**	**$ 50,000**	**$ 50,000**	**$ 50,000**	**$ 50,000**	**$ 250,000**

Project Costs	2017	2018	2019	2020	2021	2022	Total
Design		$ 50,000	$ 50,000	$ 50,000	$ 50,000	$ 50,000	$ 250,000
Right-of-Way	-	-	-	-	-	-	-
Construction	-	-	-	-	-	-	-
Total Project Costs	**$ -**	**$ 50,000**	**$ 50,000**	**$ 50,000**	**$ 50,000**	**$ 50,000**	**$ 250,000**

Impact on Operating Funds	2017	2018	2019	2020	2021	2022	Total
Revenue Increase/(Decrease)	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-
Net M&O Impact	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

6-Year Capital Improvement Plan
Transportation CIP Fund

Reference #: 35
TIP/Map #: -
Project Name: Street Striping/Pavement Patching/Marking

Eden Account: 302.xxxx.21

Project Description & Justification:
Minor Capital Improvement Project.

The anticipated work on an annual basis are:

- $40,000 for street paint striping to maintain the visibility of the existing pavement striping on various streets throughout the City. Such restriping is necessary to assure safe driving lanes within our streets.

- $100,000 for pavement patching. Use and weather effect the longevity of the street pavement. Without an ongoing patching program the street pavement will quickly deteriate to the point where reconstruction of the entire pavement is required. An ongoing pavement patching program extends the life of the street pavement. It also alleviate citizen complaints and claims for damages.

- $40,000 for roadway markings. In addition to street pavement striping stop bars, stop letters, arrows, bike lane designations need to be annually renewed throughou the city and since these are typically of thermo plastic material for longer life.

- $20,000 for crack sealer.

Operational Impact:
n/a

Funding Sources	2017	2018	2019	2020	2021	2022	Total
Unallocated CIP/Multi-Modal/New Gas Tax	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Motor Vehicle Fuel Tax (MVET)	-	-	-	-	-	-	-
Real Estate Excise Tax (REET)	-	-	-	-	-	-	-
Surface Water Mgmt Fund (SWM)	-	-	-	-	-	-	-
Grants - Secured	-	-	-	-	-	-	-
Grants - Anticipated	-	-	-	-	-	-	-
Private Utilities (Water/Sewer)	-	-	-	-	-	-	-
Developer Contributions/Mitigation	-	-	-	-	-	-	-
Proceeds from Sale of Asset	-	-	-	-	-	-	-
Local Improvement District (LID)	-	-	-	-	-	-	-
GO Bond Proceeds	-	-	-	-	-	-	-
General Government - General Fund	200,000	200,000	200,000	200,000	200,000	200,000	1,200,000
General Government -CDBG Fund	-	-	-	-	-	-	-
TBD - $20 Vehicle License Fee	-	-	-	-	-	-	-
Property Tax Excess Bond Levy	-	-	-	-	-	-	-
Unfunded	-	-	-	-	-	-	-
Total Funding Sources	**$ 200,000**	**$ 200,000**	**$ 200,000**	**$ 200,000**	**$ 200,000**	**$ 200,000**	**$ 1,200,000**

Project Costs	2017	2018	2019	2020	2021	2022	Total
Design	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Right-of-Way	-	-	-	-	-	-	-
Construction	200,000	200,000	200,000	200,000	200,000	200,000	1,200,000
Total Project Costs	**$ 200,000**	**$ 200,000**	**$ 200,000**	**$ 200,000**	**$ 200,000**	**$ 200,000**	**$ 1,200,000**

Impact on Operating Funds	2017	2018	2019	2020	2021	2022	Total
Revenue Increase/(Decrease)	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-
Net M&O Impact	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

6-Year Capital Improvement Plan
Transportation CIP Fund

Reference #: 36
TIP/Map #: -
Project Name: Safety: Neighborhood Traffic Safety/Traffic Calming

Eden Account: 302.0003.21

Project Description & Justification:
Safety Improvement Project.

Minor capital improvements to improve safety in neighborhoods by decreasing cut-through traffic and speeding in neighborhoods.

Improvements may include: signage; pavement markings; radar feedback signs; and speed humps and related traffic studies, public outreach, and engineering.

Operational Impact:
Addition of capital infrastructure will require additional on-going maintenance that is consistent with other work performed in the city. For example: Radar feedback sign will cost approximately $120 / year to provide power and approximately $300 every 3 years to replace burned out bulbs.

Funding Sources	2017	2018	2019	2020	2021	2022	Total
Unallocated CIP/Multi-Modal/New Gas Tax	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Motor Vehicle Fuel Tax (MVET)	-	-	-	-	-	-	-
Real Estate Excise Tax (REET)	20,000	25,000	16,000	25,000	20,000	25,000	131,000
Surface Water Mgmt Fund (SWM)	-	-	-	-	-	-	-
Grants - Secured	-	-	-	-	-	-	-
Grants - Anticipated	-	-	-	-	-	-	-
Private Utilities (Water/Sewer)	-	-	-	-	-	-	-
Developer Contributions/Mitigation	-	-	-	-	-	-	-
Proceeds from Sale of Asset	-	-	-	-	-	-	-
Local Improvement District (LID)	-	-	-	-	-	-	-
GO Bond Proceeds	-	-	-	-	-	-	-
General Government - General Fund	5,000	-	9,000	-	5,000	-	19,000
General Government -CDBG Fund	-	-	-	-	-	-	-
TBD - $20 Vehicle License Fee	-	-	-	-	-	-	-
Property Tax Excess Bond Levy	-	-	-	-	-	-	-
Unfunded	-	-	-	-	-	-	-
Total Funding Sources	**$ 25,000**	**$ 25,000**	**$ 25,000**	**$ 25,000**	**$ 25,000**	**$ 25,000**	**$ 150,000**

Project Costs	2017	2018	2019	2020	2021	2022	Total
Design	$ 25,000	$ 25,000	$ 25,000	$ 25,000	$ 25,000	$ 25,000	$ 150,000
Right-of-Way	-	-	-	-	-	-	-
Construction	-	-	-	-	-	-	-
Total Project Costs	**$ 25,000**	**$ 25,000**	**$ 25,000**	**$ 25,000**	**$ 25,000**	**$ 25,000**	**$ 150,000**

Impact on Operating Funds	2017	2018	2019	2020	2021	2022	Total
Revenue Increase/(Decrease)	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-
Net M&O Impact	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

6-Year Capital Improvement Plan
Transportation CIP Fund

Reference #: 37
TIP/Map #: 2.85
Project Name: Safety: Safe Routes to School - John Dower Road Sidewalks

Eden Account: 302.0042.21

Project Description & Justification:
Safety Improvement Project.

A Safe Routes to School (SRTS) grant has been awarded in the amount of $500,000 to install curb & gutter & sidwalk on one side of John Dower Rd from Custer to Steilacoom Blvd.

Operational Impact:
Minimal impact.

Funding Sources	2017	2018	2019	2020	2021	2022	Total
Unallocated CIP/Multi-Modal/New Gas Tax	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Motor Vehicle Fuel Tax (MVET)	-	-	-	-	-	-	-
Real Estate Excise Tax (REET)	70,000	-	-	-	-	-	70,000
Surface Water Mgmt Fund (SWM)	130,000	-	-	-	-	-	130,000
Grants - Secured	500,000	-	-	-	-	-	500,000
Grants - Anticipated	-	-	-	-	-	-	-
Private Utilities (Water/Sewer)	-	-	-	-	-	-	-
Developer Contributions/Mitigation	-	-	-	-	-	-	-
Proceeds from Sale of Asset	-	-	-	-	-	-	-
Local Improvement District (LID)	-	-	-	-	-	-	-
GO Bond Proceeds	-	-	-	-	-	-	-
General Government - General Fund	-	-	-	-	-	-	-
General Government -CDBG Fund	-	-	-	-	-	-	-
TBD - $20 Vehicle License Fee	-	-	-	-	-	-	-
Property Tax Excess Bond Levy	-	-	-	-	-	-	-
Unfunded	-	-	-	-	-	-	-
Total Funding Sources	**$ 700,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 700,000**

Project Costs	2017	2018	2019	2020	2021	2022	Total
Design	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Right-of-Way	-	-	-	-	-	-	-
Construction	700,000	-	-	-	-	-	700,000
Total Project Costs	**$ 700,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 700,000**

Impact on Operating Funds	2017	2018	2019	2020	2021	2022	Total
Revenue Increase/(Decrease)	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-
Net M&O Impact	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

6-Year Capital Improvement Plan
Transportation CIP Fund

Reference #: 38
TIP/Map #: 2.71A
Project Name: Safety: Safe Routes to School - Steilacoom Blvd - Weller to Phillips

Eden Account: 302.0044.21

Project Description & Justification:
Safety Improvement Project.

A Safe Routes to School (SRTS) grant in the amount of $450,000 has been awarded to construct curb & gutter, 5 ft concrete sidewalk and 5 ft bike lane on the northerly side of Steilacoom Blvd from Weller to Phillips Rd.

The design funds are included in the City's funded joint Lakewood/Town of Steilacoom Steilacoom Blvd Street Improvement project (Design only) from Puyallup to Phillips.

Funding of the necessary right-of-way (ROW) acquisition is via a recent grant award of $605,000 from PSRC's call for Countywide projects. This grant is for all the ROW acquisitions necessary to fully improve Steilacoom Blvd from Weller to Phillips with curb & gutter, street lighting, upgraded storm drainage system, concrete sidewalks and bike lanes on both sides of the street along with upgrading the traffic signal at Phillips Rd and a full hot mix asphalt (HMA) overlay of the entire roadway.

It should be noted the City recently won a grant from PSRC's Countywide call for projects to fully overlay Steilacoom Blvd from Weller to 88th St (project reference # 21, TIP/map # 2.74*, 2.87*, 2.29) and 88th St from Steilacoom Blvd to Custer (project reference # 5, TIP/map #9.19).

Operational Impact:
Minimal impact.

Funding Sources	2017	2018	2019	2020	2021	2022	Total
Unallocated CIP/Multi-Modal/New Gas Tax	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Motor Vehicle Fuel Tax (MVET)	-	-	-	-	-	-	-
Real Estate Excise Tax (REET)	-	181,000	-	-	-	-	181,000
Surface Water Mgmt Fund (SWM)	-	46,000	-	-	-	-	46,000
Grants - Secured	-	425,000	-	-	-	-	425,000
Grants - Anticipated	-	-	-	-	-	-	-
Private Utilities (Water/Sewer)	-	-	-	-	-	-	-
Developer Contributions/Mitigation	-	-	-	-	-	-	-
Proceeds from Sale of Asset	-	-	-	-	-	-	-
Local Improvement District (LID)	-	-	-	-	-	-	-
GO Bond Proceeds	-	-	-	-	-	-	-
General Government - General Fund	-	-	-	-	-	-	-
General Government -CDBG Fund	-	-	-	-	-	-	-
TBD - $20 Vehicle License Fee	-	-	-	-	-	-	-
Property Tax Excess Bond Levy	-	-	-	-	-	-	-
Unfunded	-	-	-	-	-	-	-
Total Funding Sources	**$ -**	**$ 652,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 652,000**

Project Costs	2017	2018	2019	2020	2021	2022	Total
Design	$ -	$ 50,000	$ -	$ -	$ -	$ -	$ 50,000
Right-of-Way	-	-	-	-	-	-	-
Construction	-	602,000	-	-	-	-	602,000
Total Project Costs	**$ -**	**$ 652,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 652,000**

Impact on Operating Funds	2017	2018	2019	2020	2021	2022	Total
Revenue Increase/(Decrease)	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-
Net M&O Impact	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

6-Year Capital Improvement Plan
Transportation CIP Fund

Reference #: 39
TIP/Map #: 2.76A, 2.76B
Project Name: Safety: Phillips Rd Sidewalk & Bike Lanes Phase I-II (Steilacoom to Onyx)
Safety: Phillips Rd Sidewalks & Bike Lanes Phase III (Steilacoom to Onyx)

Eden Account: 302.0043.21

Project Description & Justification:
Safety Improvement Project.

Provide curb & gutter, concrete side walk (one side), bike lanes (both sides), street lighting, storm drainage and a hot mix asphalt (HMA) overlay.

Phase I (Funded):
- Funded by Safe Routes to Schools grant of $500,000.
- Includes installing curb & gutter, concrete sidewalk, street lighting, storm drainage improvements, 5 ft bike lane, and the pavement patching in of said improvements all on the west side of Phillips Road from Steilacoom Blvd to Hudloff Middle school.

Phase II (Funded):
- Funded by Safe Routes to Schools grant $1,000,000 (recently applied for)
- Includes installing curb & gutter, concrete sidewalk, street lighting, storm drainage improvment, 5 ft bike lane and pavement patching on the west side of Phillips Road from Hudloff Middle School (Agate Dr.) to Onyx Drive.

Phase III (Unfunded):
- Install curb & gutter, street lighting, bike lane, drainage improvments on the easterly side of Phillips Rd from Steilacoom Blvd to Onyx and a hot mix asphalt overlay of the entire roadway.

Operational Impact:
Adding street lights where none exist currently. Assume adding 45 street lights/ $3/month = $1700/year.
All other is replacement of existing infrastructure. Already on SWM Street sweeping routes.

Funding Sources	2017	2018	2019	2020	2021	2022	Total
Unallocated CIP/Multi-Modal/New Gas Tax	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Motor Vehicle Fuel Tax (MVET)	-	-	-	-	-	-	-
Real Estate Excise Tax (REET)	46,000	-	-	-	-	-	46,000
Surface Water Mgmt Fund (SWM)	124,000	8,000	132,000	-	-	-	264,000
Grants - Secured	480,000	-	-	-	-	-	480,000
Grants - Anticipated	-	112,000	748,000	-	-	-	860,000
Private Utilities (Water/Sewer)	-	-	-	-	-	-	-
Developer Contributions/Mitigation	-	-	-	-	-	-	-
Proceeds from Sale of Asset	-	-	-	-	-	-	-
Local Improvement District (LID)	-	-	-	-	-	-	-
GO Bond Proceeds	-	-	-	-	-	-	-
General Government - General Fund	-	-	-	-	-	-	-
General Government -CDBG Fund	-	-	-	-	-	-	-
TBD - $20 Vehicle License Fee	-	-	-	-	-	-	-
Property Tax Excess Bond Levy	-	-	-	-	-	-	-
Unfunded	-	-		80,000	650,000	-	730,000
Total Funding Sources	**$ 650,000**	**$ 120,000**	**$ 880,000**	**$ 80,000**	**$ 650,000**	**$ -**	**$ 2,380,000**

Project Costs	2017	2018	2019	2020	2021	2022	Total
Design	$ 20,000	$ 120,000		$ 80,000	$ -	$ -	$ 220,000
Right-of-Way	-	-	-	-	-	-	-
Construction	630,000	-	880,000	-	650,000	-	2,160,000
Total Project Costs	**$ 650,000**	**$ 120,000**	**$ 880,000**	**$ 80,000**	**$ 650,000**	**$ -**	**$ 2,380,000**

Impact on Operating Funds	2017	2018	2019	2020	2021	2022	Total
Revenue Increase/(Decrease)	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-
Net M&O Impact	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

6-Year Capital Improvement Plan
Transportation CIP Fund

Reference #: 40
TIP/Map #: -
Project Name: Safety: Safety Projects - 2 Projects

Eden Account: 302.xxxx.21

Project Description & Justification:
Safety Improvement Project.

Intersection and corridor improvements to help meet State Target Zero goals of zero serious/fatal accidents.

Grants secured through State/Federal City safety improvement program. Grant applications due the end of June 2016.

Safety Projects:
- $250,000 Lakewood ITS Phase VI Adaptive Signal Operation on Steilacoom Blvd from Circle (Western State Hospital) to Briggs Lane
- $200,000 Dekoven Drive Traffic Calming @ Meadow & 100th Street

Grants Anticipated:
- WSDOT Innovative Safety Program Grant

Operational Impact:
Would need to be evaluated on a case by case basis. If adding a signal to where none existed, approximate impact of $250/month energy plus $2,000/year annual maintenance.

Funding Sources	2017	2018	2019	2020	2021	2022	Total
Unallocated CIP/Multi-Modal/New Gas Tax	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Motor Vehicle Fuel Tax (MVET)	-	-	-	-	-	-	-
Real Estate Excise Tax (REET)	-	-	-	-	-	-	-
Surface Water Mgmt Fund (SWM)	-	-	-	-	-	-	-
Grants - Secured	-	-	-	-	-	-	-
Grants - Anticipated	450,000		-	-	-	-	450,000
Private Utilities (Water/Sewer)	-	-	-	-	-	-	-
Developer Contributions/Mitigation	-	-	-	-	-	-	-
Proceeds from Sale of Asset	-	-	-	-	-	-	-
Local Improvement District (LID)	-	-	-	-	-	-	-
GO Bond Proceeds	-	-	-	-	-	-	-
General Government - General Fund			-	-	-	-	-
General Government -CDBG Fund	-	-	-	-	-	-	-
TBD - $20 Vehicle License Fee	-	-	-	-	-	-	-
Property Tax Excess Bond Levy	-	-	-	-	-	-	-
Unfunded	-	-	-	-	-	-	-
Total Funding Sources	**$ 450,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 450,000**

Project Costs	2017	2018	2019	2020	2021	2022	Total
Design	$ 48,000	$ -	$ -	$ -	$ -	$ -	$ 48,000
Right-of-Way	-	-	-	-	-	-	-
Construction	402,000		-	-	-	-	402,000
Total Project Costs	**$ 450,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 450,000**

Impact on Operating Funds	2017	2018	2019	2020	2021	2022	Total
Revenue Increase/(Decrease)	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Expenditure Increase/(Decrease)	-	5,000	5,000	5,000	5,000	5,000	25,000
Net M&O Impact	**$ -**	**$ 5,000**	**$ 5,000**	**$ 5,000**	**$ 5,000**	**$ 5,000**	**$ 25,000**

6-Year Capital Improvement Plan
Transportation CIP Fund

Reference #: 41
TIP/Map #: 5.6A
Project Name: Non-Motorized Trail: GLD Phase I - Washington Blvd to 112th (Nyanza North)

Eden Account: 302.0039.21

Project Description & Justification:
Non-Motorized Trail Project.

Provide a 10' to 12' separated, paved non-motorized trail. Lighting; associated storm drainage. Hot mix asphalt (HMA) overlay entire width of Nyanza.

Operational Impact:
Additional ped-scale lighting for trail. Assume 40 lights at $3/light/month = $1,440/year.
Additional O&M impacts for cleaning and trash removal at $300/year. Planter/mow strip maintenance average $1,000/month.
Has existing wedge curb and therefore on street sweeping schedule.

Funding Sources	2017	2018	2019	2020	2021	2022	Total
Unallocated CIP/Multi-Modal/New Gas Tax	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Motor Vehicle Fuel Tax (MVET)	-	-	-	-	-	-	-
Real Estate Excise Tax (REET)	-	-	-	-	-	-	-
Surface Water Mgmt Fund (SWM)	15,000	470,000	-	-	-	-	485,000
Grants - Secured	135,000	2,370,000	-	-	-	-	2,505,000
Grants - Anticipated	-	-	-	-	-	-	-
Private Utilities (Water/Sewer)	-	-	-	-	-	-	-
Developer Contributions/Mitigation	-	-	-	-	-	-	-
Proceeds from Sale of Asset	-	-	-	-	-	-	-
Local Improvement District (LID)	-	-	-	-	-	-	-
GO Bond Proceeds	-	-	-	-	-	-	-
General Government - General Fund	-	-	-	-	-	-	-
General Government -CDBG Fund	-	-	-	-	-	-	-
TBD - $20 Vehicle License Fee	-	-	-	-	-	-	-
Property Tax Excess Bond Levy	-	-	-	-	-	-	-
Unfunded	-	-	-	-	-	-	-
Total Funding Sources	**$ 150,000**	**$ 2,840,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 2,990,000**

Project Costs	2017	2018	2019	2020	2021	2022	Total
Design	$ 150,000	$ -	$ -	$ -	$ -	$ -	$ 150,000
Right-of-Way	-	-	-	-	-	-	-
Construction	-	2,840,000	-	-	-	-	2,840,000
Total Project Costs	**$ 150,000**	**$ 2,840,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 2,990,000**

Impact on Operating Funds	2017	2018	2019	2020	2021	2022	Total
Revenue Increase/(Decrease)	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Expenditure Increase/(Decrease)	-	-	13,740	13,740	13,740	13,740	54,960
Net M&O Impact	**$ -**	**$ -**	**$ 13,740**	**$ 13,740**	**$ 13,740**	**$ 13,740**	**$ 54,960**

6-Year Capital Improvement Plan
Transportation CIP Fund

Reference #: 42
TIP/Map #: 5.7
Project Name: Motor Avenue Complete Streets

Eden Account: 302.xxxx.21

Project Description & Justification:
As a means of addressing the priority of urban design and community character, the Motor Avenue project is a new street corridor plan for Motor Avenue SW between Whitman Avenue SW, and the intersection of Gravelly Lake Drive SW and Bridgeport Way SW. The project includes the development of a "complete street" plan incorporating urban design concepts to create a vibrant and welcoming public space within the City's central business district.

This is a community revitalization project and is also expected to be a catalyst for Economic Development. The design concept for Motor Avenue includes a pavilion and market structure which will serve as a focal point for future City and public events.

Grants Anticipated:
- $250,000 from TIB Complete Streets and/or State Capital Budget
- $1,926,000 from TIB Complete Streets and/or State Capital Budget

Operational Impact:
To be determined.

Funding Sources	2017	2018	2019	2020	2021	2022	Total
Unallocated CIP/Multi-Modal/New Gas Tax	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Motor Vehicle Fuel Tax (MVET)	-	-	-	-	-	-	-
Real Estate Excise Tax (REET)	-	-	-	-	-	-	-
Surface Water Mgmt Fund (SWM)	-	-	-	-	-	-	-
Grants - Secured	-	-	-	-	-	-	-
Grants - Anticipated	-	250,000	1,926,000	-	-	-	2,176,000
Private Utilities (Water/Sewer)	-	-	-	-	-	-	-
Developer Contributions/Mitigation	-	-	-	-	-	-	-
Proceeds from Sale of Asset	-	-	-	-	-	-	-
Local Improvement District (LID)	-	-	-	-	-	-	-
GO Bond Proceeds	-	-	-	-	-	-	-
General Government - General Fund	-	-	-	-	-	-	-
General Government -CDBG Fund	-	-	-	-	-	-	-
TBD - $20 Vehicle License Fee	-	-	-	-	-	-	-
Property Tax Excess Bond Levy	-	-	-	-	-	-	-
Unfunded	-	-	-	-	-	-	-
Total Funding Sources	**$ -**	**$ 250,000**	**$ 1,926,000**	**$ -**	**$ -**	**$ -**	**$ 2,176,000**

Project Costs	2017	2018	2019	2020	2021	2022	Total
Design	$ -	$ 250,000	$ 180,000	$ -	$ -	$ -	$ 430,000
Right-of-Way	-	-	-	-	-	-	-
Construction	-	-	1,746,000	-	-	-	1,746,000
Total Project Costs	**$ -**	**$ 250,000**	**$ 1,926,000**	**$ -**	**$ -**	**$ -**	**$ 2,176,000**

Impact on Operating Funds	2017	2018	2019	2020	2021	2022	Total
Revenue Increase/(Decrease)	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-
Net M&O Impact	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

6-Year Capital Improvement Plan
Transportation CIP Fund

Reference #: 43
TIP/Map #: -
Project Name: Personnel, Engineering and Professional Services

Eden Account: 302.0001.21

Project Description & Justification:
This is for PW Engineers time for grant writing, feasibility studies, street capital program management, Federal Funding reporting requirements, and professional services. The professional services are for: traffic engineering studies, professional land-surveyor research and exhibits, geotechnical and structural engineering, and comprehensive planning.

Operational Impact:
n/a

Funding Sources	2017	2018	2019	2020	2021	2022	Total
Unallocated CIP/Multi-Modal/New Gas Tax	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Motor Vehicle Fuel Tax (MVET)	20,000	20,000	-	-	-	-	40,000
Real Estate Excise Tax (REET)	216,000	285,000	360,000	222,000	469,500	440,000	1,992,500
Surface Water Mgmt Fund (SWM)	-	-	-	-	-	-	-
Grants - Secured	-	-	-	-	-	-	-
Grants - Anticipated	-	-	-	-	-	-	-
Private Utilities (Water/Sewer)	-	-	-	-	-	-	-
Developer Contributions/Mitigation	-	-	-	-	-	-	-
Proceeds from Sale of Asset	-	-	-	-	-	-	-
Local Improvement District (LID)	-	-	-	-	-	-	-
GO Bond Proceeds	-	-	-	-	-	-	-
General Government - General Fund	242,000	187,000	147,000	300,000	67,500	113,000	1,056,500
General Government -CDBG Fund	-	-	-	-	-	-	-
TBD - $20 Vehicle License Fee	-	-	-	-	-	-	-
Property Tax Excess Bond Levy	-	-	-	-	-	-	-
Unfunded	-	-	-	-	-	-	-
Total Funding Sources	**$ 478,000**	**$ 492,000**	**$ 507,000**	**$ 522,000**	**$ 537,000**	**$ 553,000**	**$ 3,089,000**

Project Costs	2017	2018	2019	2020	2021	2022	Total
Personnel, Engineering, Professional Svcs	$ 478,000	$ 492,000	$ 507,000	$ 522,000	$ 537,000	$ 553,000	$ 3,089,000
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
Total Project Costs	**$ 478,000**	**$ 492,000**	**$ 507,000**	**$ 522,000**	**$ 537,000**	**$ 553,000**	**$ 3,089,000**

Impact on Operating Funds	2017	2018	2019	2020	2021	2022	Total
Revenue Increase/(Decrease)	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-
Net M&O Impact	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

6-Year Capital Improvement Plan
Transportation CIP Fund

Reference #: 44
TIP/Map #: 2.75
Project Name: Street: South Tacoma Way Improvements (88th to North City Limits)

Eden Account: 302.xxxx.21

Project Description & Justification:
Street Improvement Project.

Curb, gutter, sidewalks, sharrow, continuous 2-way left turn lane, street lighting, signal upgrades, overlay, and associated storm drainage.

Surface Water Management needs total $550,000 in 2020.

Grants Anticipated:
- PSRC Countywide Grant Program

Operational Impact:
New street lights - additional for current lighting standards. 16 new lights @ $6 per month per light = $1152 / year.

Funding Sources	2017	2018	2019	2020	2021	2022	Total
Unallocated CIP/Multi-Modal/New Gas Tax	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Motor Vehicle Fuel Tax (MVET)	-	-	-	-	-	-	-
Real Estate Excise Tax (REET)	-	-	-	-	-	-	-
Surface Water Mgmt Fund (SWM)	-		-	-	-	-	-
Grants - Secured	-	-	-	-	-	-	-
Grants - Anticipated			-	-	-	-	-
Private Utilities (Water/Sewer)	-	-	-	-	-	-	-
Developer Contributions/Mitigation	-	-	-	-	-	-	-
Proceeds from Sale of Asset	-	-	-	-	-	-	-
Local Improvement District (LID)	-	-	-	-	-	-	-
GO Bond Proceeds	-	-	-	-	-	-	-
General Government - General Fund			-	-	-	-	-
General Government -CDBG Fund	-	-	-	-	-	-	-
TBD - $20 Vehicle License Fee	-	-	-	-	-	-	-
Property Tax Excess Bond Levy	-	-	-	-	-	-	-
Unfunded	-	-	200,000	3,000,000	-	-	3,200,000
Total Funding Sources	**$ -**	**$ -**	**$ 200,000**	**$ 3,000,000**	**$ -**	**$ -**	**$ 3,200,000**

Project Costs	2017	2018	2019	2020	2021	2022	Total
Design		$ -	$ 200,000	$ -	$ -	$ -	$ 200,000
Right-of-Way	-	-	-	-	-	-	-
Construction	-		-	3,000,000	-	-	3,000,000
Total Project Costs	**$ -**	**$ -**	**$ 200,000**	**$ 3,000,000**	**$ -**	**$ -**	**$ 3,200,000**

Impact on Operating Funds	2017	2018	2019	2020	2021	2022	Total
Revenue Increase/(Decrease)	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Expenditure Increase/(Decrease)	-	-	-	-	1,152	1,152	2,304
Net M&O Impact	**$ -**	**$ -**	**$ -**	**$ -**	**$ 1,152**	**$ 1,152**	**$ 2,304**

6-Year Capital Improvement Plan
Transportation CIP Fund

Reference #: 45
TIP/Map #: 2.78
Project Name: Street: Oakbrook - Onyx Dr W (97th-89th)

Eden Account: 302.xxxx.21

Project Description & Justification:
Street Improvement Project.

Widen the road to 32 feet with curb and gutter on both sides, a 5-foot sidewalk on southwesterly side only, sharrows, street lighting, asphalt overlay (entire width), and associated storm drainage. In 2022 with $682,000 of TBD funding improve Onyx westerly from 89th Ave to Onyx SW (most westerly section thereof).

Surface Water Management needs total $240,000:
- $70,000 in 2021
- $50,000 in 2022

Operational Impact:
Adding street lights where none exist currently. Assume adding 20 street lights/ $3/month = $720/year.
All other is replacement of existing infrastructure. Already on SWM Street sweeping routes.

Funding Sources	2017	2018	2019	2020	2021	2022	Total
Unallocated CIP/Multi-Modal/New Gas Tax	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Motor Vehicle Fuel Tax (MVET)	-	-	-	-	-	-	-
Real Estate Excise Tax (REET)	-	-	-	-	-	-	-
Surface Water Mgmt Fund (SWM)	-	-	-	-	-	-	-
Grants - Secured	-	-	-	-	-	-	-
Grants - Anticipated	-	-	-	-	-	-	-
Private Utilities (Water/Sewer)	-	-	-	-	-	-	-
Developer Contributions/Mitigation	-	-	-	-	-	-	-
Proceeds from Sale of Asset	-	-	-	-	-	-	-
Local Improvement District (LID)	-	-	-	-	-	-	-
GO Bond Proceeds	-	-	-	-	-	-	-
General Government - General Fund	-	-	-	-	-	-	-
General Government -CDBG Fund	-	-	-	-	-	-	-
TBD - $20 Vehicle License Fee	-	-	-	-	-	-	-
Property Tax Excess Bond Levy	-	-	-	-	-	-	-
Unfunded	-	-	-	-	1,102,500	757,500	1,860,000
Total Funding Sources	**$ -**	**$ -**	**$ -**	**$ -**	**$ 1,102,500**	**$ 757,500**	**$ 1,860,000**

Project Costs	2017	2018	2019	2020	2021	2022	Total
Design	$ -	$ -	$ -	$ -	$ 210,000	$ 25,000	$ 235,000
Right-of-Way	-	-	-	-	-	-	-
Construction	-	-	-	-	892,500	732,500	1,625,000
Total Project Costs	**$ -**	**$ -**	**$ -**	**$ -**	**$ 1,102,500**	**$ 757,500**	**$ 1,860,000**

Impact on Operating Funds	2017	2018	2019	2020	2021	2022	Total
Revenue Increase/(Decrease)	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-
Net M&O Impact	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

6-Year Capital Improvement Plan
Transportation CIP Fund

Reference #: 46
TIP/Map #: 2.68
Project Name: Sidewalk: Hipkins Road (104th to Steilacoom Blvd)

Eden Account: 302.xxxx.21

Project Description & Justification:
Sidewalk Improvement Project.

Complete curb, gutter, 6-foot sidewalks (both sides), asphalt overlay, and associate storm drainage (approximately 2,000' previously completed)

Surface Water Management needs total $285,000:
- $35,000 in 2020
- $250,000 in 2021

Operational Impact:
Assume no replacement of existing street lights. This is an "in-fill" project - therefore, propose to maintain existing street lighting levels to be consistent throughout this corridor. Additional curb where none existing will add to SWM sweeping costs at $30 / curb mile = 2 curb miles added swept once per month = $720/year.

Funding Sources	2017	2018	2019	2020	2021	2022	Total
Unallocated CIP/Multi-Modal/New Gas Tax	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Motor Vehicle Fuel Tax (MVET)	-	-	-	-	-	-	-
Real Estate Excise Tax (REET)	-	-	-	-	-	-	-
Surface Water Mgmt Fund (SWM)	-	-		-	-	-	-
Grants - Secured	-	-	-	-	-	-	-
Grants - Anticipated	-	-	-	-	-	-	-
Private Utilities (Water/Sewer)	-	-	-	-	-	-	-
Developer Contributions/Mitigation	-	-	-	-	-	-	-
Proceeds from Sale of Asset	-	-	-	-	-	-	-
Local Improvement District (LID)	-	-	-	-	-	-	-
GO Bond Proceeds	-	-	-	-	-	-	-
General Government - General Fund	-	-	-	-	-	-	-
General Government -CDBG Fund	-	-	-	-	-	-	-
TBD - $20 Vehicle License Fee	-	-	-	-	-	-	-
Property Tax Excess Bond Levy	-	-	-	-	-	-	-
Unfunded	-	-	-	385,000	2,970,000	-	3,355,000
Total Funding Sources	**$ -**	**$ -**	**$ -**	**$ 385,000**	**$ 2,970,000**	**$ -**	**$ 3,355,000**

Project Costs	2017	2018	2019	2020	2021	2022	Total
Design	$ -	$ -	$ -	$ 385,000	$ -	$ -	$ 385,000
Right-of-Way	-	-	-	-	-	-	-
Construction	-	-	-	-	2,970,000	-	2,970,000
Total Project Costs	**$ -**	**$ -**	**$ -**	**$ 385,000**	**$ 2,970,000**	**$ -**	**$ 3,355,000**

Impact on Operating Funds	2017	2018	2019	2020	2021	2022	Total
Revenue Increase/(Decrease)	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	720	720
Net M&O Impact	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 720**	**$ 720**

6-Year Capital Improvement Plan
Transportation CIP Fund

Reference #: 47
TIP/Map #: 2.8
Project Name: Sidewalk: Mt. Tacoma Drive (Interlaaken to Gravelly Lake Drive)

Eden Account: 302.xxxx.21

Project Description & Justification:
Sidewalk Improvement Project.

Curb, gutter, sidewalks (one side), street lighting, associated storm drainage. Reconstruct entire width.

NOTE: Project construction in 2021. Budget shown in 2020

Surface Water Management needs total $200,000 in 2020.

Operational Impact:
Additional street lights added. 15 more added at $36 / month = $540/year. Additional street sweeping where no curb existing. $30/curb mile x 1/2 mile x 1 / month = $180 / year.

Funding Sources	2017	2018	2019	2020	2021	2022	Total
Unallocated CIP/Multi-Modal/New Gas Tax	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Motor Vehicle Fuel Tax (MVET)	-	-	-	-	-	-	-
Real Estate Excise Tax (REET)	-	-	-	-	-	-	-
Surface Water Mgmt Fund (SWM)	-	-	-	-	-	-	-
Grants - Secured	-	-	-	-	-	-	-
Grants - Anticipated	-	-	-	-	-	-	-
Private Utilities (Water/Sewer)	-	-	-	-	-	-	-
Developer Contributions/Mitigation	-	-	-	-	-	-	-
Proceeds from Sale of Asset	-	-	-	-	-	-	-
Local Improvement District (LID)	-	-	-	-	-	-	-
GO Bond Proceeds	-	-	-	-	-	-	-
General Government - General Fund	-	-	-	-	-	-	-
General Government -CDBG Fund	-	-	-	-	-	-	-
TBD - $20 Vehicle License Fee	-	-	-	-	-	-	-
Property Tax Excess Bond Levy	-	-	-	-	-	-	-
Unfunded	-	-	-	3,505,000	-	-	3,505,000
Total Funding Sources	**$ -**	**$ -**	**$ -**	**$ 3,505,000**	**$ -**	**$ -**	**$ 3,505,000**

Project Costs	2017	2018	2019	2020	2021	2022	Total
Design	$ -	$ -	$ -	$ 385,000	$ -	$ -	$ 385,000
Right-of-Way	-	-	-		-	-	-
Construction	-	-	-	3,120,000	-	-	3,120,000
Total Project Costs	**$ -**	**$ -**	**$ -**	**$ 3,505,000**	**$ -**	**$ -**	**$ 3,505,000**

Impact on Operating Funds	2017	2018	2019	2020	2021	2022	Total
Revenue Increase/(Decrease)	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Expenditure Increase/(Decrease)	-	-	-	-	720	720	1,440
Net M&O Impact	**$ -**	**$ -**	**$ -**	**$ -**	**$ 720**	**$ 720**	**$ 1,440**

6-Year Capital Improvement Plan
Transportation CIP Fund

Reference #: 48
TIP/Map #: 2.8
Project Name: Sidewalk: Mt. Tacoma Drive Extension (Interlaaken Sidewalks - Short Lane to Bridge; Bridge to Mt Tacoma)

Eden Account: 302.xxxx.21

Project Description & Justification:
Sidewalk Improvement Project.

Curb, gutter, sidewalks (one side), street lighting, associated storm drainage. Reconstruct entire width.

NOTE: Project construction in 2021. Budget shown in 2020

Surface Water Management needs total $476,000 in 2021.

Operational Impact:
Additional street lights added. 15 more added at $36 / month = $540/year. Additional street sweeping where no curb existing. $30/curb mile x 1/2 mile x 1 / month = $180 / year.

Funding Sources	2017	2018	2019	2020	2021	2022	Total
Unallocated CIP/Multi-Modal/New Gas Tax	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Motor Vehicle Fuel Tax (MVET)	-	-	-	-	-	-	-
Real Estate Excise Tax (REET)	-	-	-	-	-	-	-
Surface Water Mgmt Fund (SWM)	-	-	-		-	-	-
Grants - Secured	-	-	-	-	-	-	-
Grants - Anticipated	-	-	-	-	-	-	-
Private Utilities (Water/Sewer)	-	-	-	-	-	-	-
Developer Contributions/Mitigation	-	-	-	-	-	-	-
Proceeds from Sale of Asset	-	-	-	-	-	-	-
Local Improvement District (LID)	-	-	-	-	-	-	-
GO Bond Proceeds	-	-	-	-	-	-	-
General Government - General Fund	-	-	-	-	-	-	-
General Government -CDBG Fund	-	-	-	-	-	-	-
TBD - $20 Vehicle License Fee	-	-	-	-	-	-	-
Property Tax Excess Bond Levy	-	-	-	-	-	-	-
Unfunded	-	-	-		4,760,000	-	4,760,000
Total Funding Sources	**$ -**	**$ -**	**$ -**	**$ -**	**$ 4,760,000**	**$ -**	**$ 4,760,000**

Project Costs	2017	2018	2019	2020	2021	2022	Total
Design	$ -	$ -	$ -		$ 440,000	$ -	$ 440,000
Right-of-Way	-	-	-		840,000	-	840,000
Construction	-	-	-		3,480,000	-	3,480,000
Total Project Costs	**$ -**	**$ -**	**$ -**	**$ -**	**$ 4,760,000**	**$ -**	**$ 4,760,000**

Impact on Operating Funds	2017	2018	2019	2020	2021	2022	Total
Revenue Increase/(Decrease)	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	720	720
Net M&O Impact	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 720**	**$ 720**

6-Year Capital Improvement Plan
Transportation CIP Fund

Reference #: 49
TIP/Map #: 5.6B
Project Name: Non-Motorized Trail: GLD Phase II - Nyanza Blvd

Eden Account: 302.xxxx.21

Project Description & Justification:
Non-Motorized Trail Project.

Provide a 10' to 12' separated, paved non-motorized trail. Lighting; associated storm drainage. Install curb & gutter on Nyanza and hot mix asphalt (HMA) overlay its entire width from GLD on the S to GLD/112th St on the N.

NOTE: This is the #2 project on PSRC's Countywide program project contingency list for funding of its design as such the design funds therefore could be funded prior to the next call for projects in 2018.

Surface Water Management needs total $500,000:
- Year 2019: $45,000
- Year 2020: $455,000

Operational Impact:
Additional ped-scale lighting for trail. Assume 80 lights at $3/light/month = $2,880/year.
Additional O&M impacts for cleaning and trash removal at $400/year. Planter/mow strip maintenance average $1,000/month.
Has existing wedge curb and therefore on street sweeping schedule.

Funding Sources	2017	2018	2019	2020	2021	2022	Total
Unallocated CIP/Multi-Modal/New Gas Tax	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Motor Vehicle Fuel Tax (MVET)	-	-	-	-	-	-	-
Real Estate Excise Tax (REET)	-	-	-	-	-	-	-
Surface Water Mgmt Fund (SWM)	-	-	-	-	-	-	-
Grants - Secured	-	-	-	-	-	-	-
Grants - Anticipated	-	-	-	-	-	-	-
Private Utilities (Water/Sewer)	-	-	-	-	-	-	-
Developer Contributions/Mitigation	-	-	-	-	-	-	-
Proceeds from Sale of Asset	-	-	-	-	-	-	-
Local Improvement District (LID)	-	-	-	-	-	-	-
GO Bond Proceeds	-	-	-	-	-	-	-
General Government - General Fund	-	-	-	-	-	-	-
General Government -CDBG Fund	-	-	-	-	-	-	-
TBD - $20 Vehicle License Fee	-	-	-	-	-	-	-
Property Tax Excess Bond Levy	-	-	-	-	-	-	-
Unfunded	-	-	255,000	3,775,000	-	-	4,030,000
Total Funding Sources	**$ -**	**$ -**	**$ 255,000**	**$ 3,775,000**	**$ -**	**$ -**	**$ 4,030,000**

Project Costs	2017	2018	2019	2020	2021	2022	Total
Design	$ -	$ -	$ 255,000		$ -	$ -	$ 255,000
Right-of-Way	-	-	-	-	-	-	-
Construction	-	-	-	3,775,000	-	-	3,775,000
Total Project Costs	**$ -**	**$ -**	**$ 255,000**	**$ 3,775,000**	**$ -**	**$ -**	**$ 4,030,000**

Impact on Operating Funds	2017	2018	2019	2020	2021	2022	Total
Revenue Increase/(Decrease)	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Expenditure Increase/(Decrease)	-	-	-	-	3,380	3,380	6,760
Net M&O Impact	**$ -**	**$ -**	**$ -**	**$ -**	**$ 3,380**	**$ 3,380**	**$ 6,760**

6-Year Capital Improvement Plan
Transportation CIP Fund

Reference #: 50
TIP/Map #: 5.6C
Project Name: Non-Motorized Trail: GLD Phase III - Nyanza to Washington Blvd

Eden Account: 302.xxxx.21

Project Description & Justification:
Non-Motorized Trail Project.
Project is in thr 6-Year TIP.

The project includes installing curb & gutter, on both sides of Gravelly Lake Dr. between Nayanza (south) and Washington Blvd. and a 10-12 foot wide non-motorized pathway on the lake side of the roadway. Also included is street lighting, associated storm drainage and a hot mix asphal (HMA(overlay of the entire roadway section.

Surface Water Management needs total $380,000:
- Year 2018: $45,000
- Year 2020: $355,000

Operational Impact:
Additional red scale lighting (80 light) at $3/light per month = $2,880 year. Cleaning and trash removal @ $500/year. Planner/mow strip maintenance @ $1,200/month.

Funding Sources	2017	2018	2019	2020	2021	2022	Total
Unallocated CIP/Multi-Modal/New Gas Tax	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Motor Vehicle Fuel Tax (MVET)	-	-	-	-	-	-	-
Real Estate Excise Tax (REET)	-	-	-	-	-	-	-
Surface Water Mgmt Fund (SWM)	-	-	-	-	-	-	-
Grants - Secured	-	-	-	-	-	-	-
Grants - Anticipated	-	-	-	-	-	-	-
Private Utilities (Water/Sewer)	-	-	-	-	-	-	-
Developer Contributions/Mitigation	-	-	-	-	-	-	-
Proceeds from Sale of Asset	-	-	-	-	-	-	-
Local Improvement District (LID)	-	-	-	-	-	-	-
GO Bond Proceeds	-	-	-	-	-	-	-
General Government - General Fund	-	-	-	-	-	-	-
General Government -CDBG Fund	-	-	-	-	-	-	-
TBD - $20 Vehicle License Fee	-	-	-	-	-	-	-
Property Tax Excess Bond Levy	-	-	-	-	-	-	-
Unfunded	-	-	255,000	3,545,000	-	-	3,800,000
Total Funding Sources	**$ -**	**$ -**	**$ 255,000**	**$ 3,545,000**	**$ -**	**$ -**	**$ 3,800,000**

Project Costs	2017	2018	2019	2020	2021	2022	Total
Design	$ -	$ -	$ 255,000		$ -	$ -	$ 255,000
Right-of-Way	-	-	-	-	-	-	-
Construction	-	-	-	3,545,000	-	-	3,545,000
Total Project Costs	**$ -**	**$ -**	**$ 255,000**	**$ 3,545,000**	**$ -**	**$ -**	**$ 3,800,000**

Impact on Operating Funds	2017	2018	2019	2020	2021	2022	Total
Revenue Increase/(Decrease)	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Expenditure Increase/(Decrease)	-	-	-	-	4,580	4,580	9,160
Net M&O Impact	**$ -**	**$ -**	**$ -**	**$ -**	**$ 4,580**	**$ 4,580**	**$ 9,160**

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6-Year CIP
Sewer Projects

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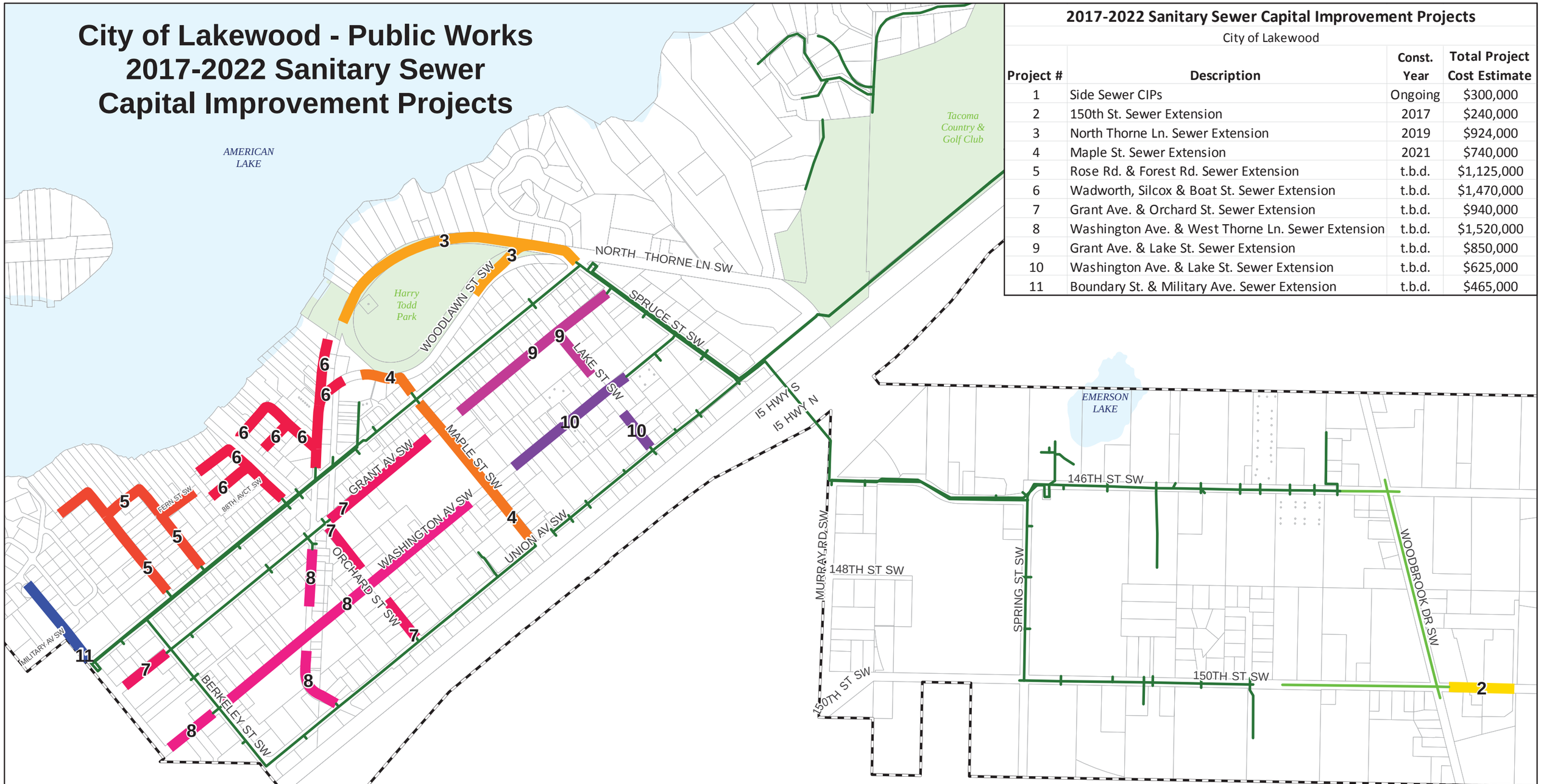
City of Lakewood - Public Works
2017-2022 Sanitary Sewer Capital Improvement Projects



2017-2022 Sanitary Sewer Capital Improvement Projects

City of Lakewood

Project #	Description	Const. Year	Total Project Cost Estimate
1	Side Sewer CIPs	Ongoing	$300,000
2	150th St. Sewer Extension	2017	$240,000
3	North Thorne Ln. Sewer Extension	2019	$924,000
4	Maple St. Sewer Extension	2021	$740,000
5	Rose Rd. & Forest Rd. Sewer Extension	t.b.d.	$1,125,000
6	Wadworth, Silcox & Boat St. Sewer Extension	t.b.d.	$1,470,000
7	Grant Ave. & Orchard St. Sewer Extension	t.b.d.	$940,000
8	Washington Ave. & West Thorne Ln. Sewer Extension	t.b.d.	$1,520,000
9	Grant Ave. & Lake St. Sewer Extension	t.b.d.	$850,000
10	Washington Ave. & Lake St. Sewer Extension	t.b.d.	$625,000
11	Boundary St. & Military Ave. Sewer Extension	t.b.d.	$465,000

CITY OF LAKEWOOD, WA •1996•

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.

Map Date: October 03, 2016

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N W E S

Legend

- Sewer Line
- Woodbrook Sanitary Sewer Extension - Phase II
- Lakewood City Limit

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6-Year Capital Improvement Plan
Sewer CIP

Ref #	Funding Sources	2017	2018	2019	2020	2021	2022	Total
	Fund 204 Sewer Project Debt Service	$ 290,000	$ 50,000	$ 50,000	$ 50,000	$ 50,000	$ 50,000	$ 540,000
	Fund 312 Sanitary Sewer Connection Capital	-	35,000	889,000	30,000	710,000	-	1,664,000
	PWTF Loan-secured	-	-	-	-	-	-	-
	Grants - Secured	-	-	-	-	-	-	-
	Grants - Anticipated	-	-	-	-	-	-	-
	Private Utilities (Water/Sewer)	-	-	-	-	-	-	-
	Interest Earnings	-	-	-	-	-	-	-
	Unfunded	-	-	-	-	-	6,995,000	6,995,000
	Total Funding Sources	**$ 290,000**	**$ 85,000**	**$ 939,000**	**$ 80,000**	**$ 760,000**	**$ 7,045,000**	**$ 9,199,000**

Ref #	Project Costs	2017	2018	2019	2020	2021	2022	Total
1	Side Sewer CIPs	$ 50,000	$ 50,000	$ 50,000	$ 50,000	$ 50,000	$ 50,000	$ 300,000
2	150th St. Sewer Extension	240,000	-	-	-	-	-	240,000
3	N. Thorne Ln. Sewer Extension	-	35,000	889,000	-	-	-	924,000
4	Maple St. Sewer Extension	-	-	-	30,000	710,000	-	740,000
5	Rose Rd. & Forest Rd. Sewer Extension	-	-	-	-	-	1,125,000	1,125,000
6	Wadsworth, Silcox & Boat St. Sewer Extension	-	-	-	-	-	1,470,000	1,470,000
7	Grant Ave. & Orchard St. Sewer Extension	-	-	-	-	-	940,000	940,000
8	Washington Ave. & W. Thorne Ln. Sewer Extens	-	-	-	-	-	1,520,000	1,520,000
9	Grant Ave & Lake St. Sewer Extension	-	-	-	-	-	850,000	850,000
10	Washington Ave & Lake St Sewer Ext	-	-	-	-	-	625,000	625,000
11	Boundary St. & Military Ave. Sewer Ext	-	-	-	-	-	465,000	465,000
	Total Project Costs	**$ 290,000**	**$ 85,000**	**$ 939,000**	**$ 80,000**	**$ 760,000**	**$ 7,045,000**	**$ 9,199,000**

Note: Proposed 2017-2018 Biennial Budget recommends a comprehensive review of sewer funds (Fund 204: Sewer Project Debt Service, Fund 311: Sewer Capital Project and Fund 312: Sanitary Sewer Connection Capital) befre moving forward with major capital projects in 2018. Also, these funds could be used to compliment the City's state capital budget request for improvements at Fort Steilacoom Park which includes bringing sewer services to the facility.

6-Year Capital Improvement Plan
Sewer CIP

Reference #: 1
Project Name: Side Sewer CIPs

Eden Account #: 311.0000.21

Project Description & Justification:
Design and construct side sewers to connect various properties to the sewer system in the Tillicum and Woodbrook neighborhoods. Projects will be part of the City's side sewer loan program; and costs will be paid back by the property owners.

Operational Impact:
Once the sanitary sewer lines are constructed the system will be turned over the Pierce county for operation and maintenance.
Prior to properties connection up to the sewer system they will be subject to the City's sewer availability charges.

Funding Sources	2017	2018	2019	2020	2021	2022	Total
Fund 204 Sewer Project Debt Service	$ 50,000	$ 50,000	$ 50,000	$ 50,000	$ 50,000	$ 50,000	$ 300,000
Fund 312 Sanitary Sewer Connection Capital	-	-	-	-	-	-	-
PWTF Loan-secured	-	-	-	-	-	-	-
Grants - Secured	-	-	-	-	-	-	-
Grants - Anticipated	-	-	-	-	-	-	-
Private Utilities (Water/Sewer)	-	-	-	-	-	-	-
Interest Earnings	-	-	-	-	-	-	-
Unfunded	-	-	-	-	-	-	-
Total Funding Sources	**$ 50,000**	**$ 50,000**	**$ 50,000**	**$ 50,000**	**$ 50,000**	**$ 50,000**	**$ 300,000**

Project Costs	2017	2018	2019	2020	2021	2022	Total
Engineering	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 30,000
Construction	45,000	45,000	45,000	45,000	45,000	45,000	270,000
Construction Engineering	-	-	-	-	-	-	-
Total Project Costs	**$ 50,000**	**$ 50,000**	**$ 50,000**	**$ 50,000**	**$ 50,000**	**$ 50,000**	**$ 300,000**

Impact on Operating Funds	2017	2018	2019	2020	2021	2022	Total
Revenue Increase/(Decrease)	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-
Net M&O Impact	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

6-Year Capital Improvement Plan
Sewer CIP

Reference #: 2
Project Name: 150th St. Sewer Extension

Eden Account #: 311.0002.21

Project Description & Justification:
The project will extend an existing sanitary sewer main from the 150th St./Woodbrook Dr. intersection approximately 480 feet east to the easterly Laurel Gardens apartments driveway. Road improvements will also be done including new pavement and a new storm drainage system. Said Laurel Gardens apartment complex is probably the most densely developed site within the Woodbrook neighborhood. Back in 2010-2011 when the City first brought sanitary sewers into Woodbrook, it was Public Works' understanding that this development was already pumping their septic tanks on a weekly basis. Therefore, upon connecting to the sewer system it's perceived that there would be a significant improvement to the quality of the ground water in the immediate area of their site.

Operational Impact:
Once the sanitary sewer lines are constructed the system will be turned over the Pierce county for operation and maintenance.
Prior to properties connection up to the sewer system they will be subject to the City's sewer availability charges.

Funding Sources	2017	2018	2019	2020	2021	2022	Total
Fund 204 Sewer Project Debt Service	$ 240,000	$ -	$ -	$ -	$ -	$ -	$ 240,000
Fund 312 Sanitary Sewer Connection Capital	-	-	-	-	-	-	-
PWTF Loan-secured	-	-	-	-	-	-	-
Grants - Secured	-	-	-	-	-	-	-
Grants - Anticipated	-	-	-	-	-	-	-
Private Utilities (Water/Sewer)	-	-	-	-	-	-	-
Interest Earnings	-	-	-	-	-	-	-
Unfunded	-	-	-	-	-	-	-
Total Funding Sources	**$ 240,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 240,000**

Project Costs	2017	2018	2019	2020	2021	2022	Total
Engineering	$ 25,000	$ -	$ -	$ -	$ -	$ -	$ 25,000
Construction	215,000	-	-	-	-	-	215,000
Construction Engineering	-	-	-	-	-	-	-
Total Project Costs	**$ 240,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 240,000**

Impact on Operating Funds	2017	2018	2019	2020	2021	2022	Total
Revenue Increase/(Decrease)	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-
Net M&O Impact	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

6-Year Capital Improvement Plan
Sewer CIP

Reference #: 3
Project Name: N. Thorne Ln. Sewer Extension

Eden Account #: 311.0003.21

Project Description & Justification:
The project will extend an existing sanitary sewer main from the Portland Ave./N. Thorne Ln. intersection approximately 1,860 feet along N. Thorne Ln. to a terminus point at the Harry Todd Park restrooms. It will also be extended from the N. Thorne Ln./Woodlawn St. intersection approx. 450 feet to the 14500 block of Woodlawn. Total new sewer line footage is 2,310 feet. N. Thorne Ln. and Woodlawn will be repaved upon completion of the sewer construction. This sewer extension will make sanitary sewer service readily available to 12 residentially developed lake fronting properties, 2 undeveloped lake fronting properties, 9 residentially developed non-lake fronting properties, the rowing club building, and the public rest rooms at Harry Todd park for which its septic system annually fails during peak summer use of the park.

Operational Impact:
Once the sanitary sewer lines are constructed the system will be turned over the Pierce county for operation and maintenance.
Prior to properties connection up to the sewer system they will be subject to the City's sewer availability charges.

Funding Sources	2017	2018	2019	2020	2021	2022	Total
Fund 204 Sewer Project Debt Service	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Fund 312 Sanitary Sewer Connection Capital	-	35,000	889,000	-	-	-	924,000
PWTF Loan-secured	-	-	-	-	-	-	-
Grants - Secured	-	-	-	-	-	-	-
Grants - Anticipated	-	-	-	-	-	-	-
Private Utilities (Water/Sewer)	-	-	-	-	-	-	-
Interest Earnings	-	-	-	-	-	-	-
Unfunded	-	-	-	-	-	-	-
Total Funding Sources	**$ -**	**$ 35,000**	**$ 889,000**	**$ -**	**$ -**	**$ -**	**$ 924,000**

Project Costs	2017	2018	2019	2020	2021	2022	Total
Engineering	$ -	$ 35,000	$ -	$ -	$ -	$ -	$ 35,000
Construction	-	-	854,000	-	-	-	854,000
Construction Engineering	-	-	35,000	-	-	-	35,000
Total Project Costs	**$ -**	**$ 35,000**	**$ 889,000**	**$ -**	**$ -**	**$ -**	**$ 924,000**

Impact on Operating Funds	2017	2018	2019	2020	2021	2022	Total
Revenue Increase/(Decrease)	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-
Net M&O Impact	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

6-Year Capital Improvement Plan
Sewer CIP

Reference #: 4
Project Name: Maple St. Sewer Extension

Eden Account #: 311.0004.21

Project Description & Justification:
The project will extend existing sanitary sewer mains from the Portland Ave./Maple St. intersection approximately 600 feet southeast to the 8400 block of Maple St.; from the Union Ave./Maple St. intersection approximately 430 feet northwest to the 8300 block of Maple St.; and from the Maple St./Portland Ave. intersection approximately 250 feet north and west to the 14800 block of Woodlawn St. Total new sewer line footage is 1,480 feet. Road improvements will include new pavement, curb, gutter and sidewalk, and a new storm drainage system. Once the sanitary sewer system is operational is will make service availabe to 22 properties, 21 of which are fully developed and one is only partly developed. Of the fully developed properties 19 are single family residences, one has a church on it, and one is Tillacoom elementary school.

Operational Impact:
Once the sanitary sewer lines are constructed the system will be turned over the Pierce county for operation and maintenance.
Prior to properties connection up to the sewer system they will be subject to the City's sewer availability charges.

Funding Sources	2017	2018	2019	2020	2021	2022	Total
Fund 204 Sewer Project Debt Service	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Fund 312 Sanitary Sewer Connection Capital	-	-	-	30,000	710,000	-	740,000
PWTF Loan-secured	-	-	-	-	-	-	-
Grants - Secured	-	-	-	-	-	-	-
Grants - Anticipated	-	-	-	-	-	-	-
Private Utilities (Water/Sewer)	-	-	-	-	-	-	-
Interest Earnings	-	-	-	-	-	-	-
Unfunded	-	-	-	-	-	-	-
Total Funding Sources	**$ -**	**$ -**	**$ -**	**$ 30,000**	**$ 710,000**	**$ -**	**$ 740,000**

Project Costs	2017	2018	2019	2020	2021	2022	Total
Engineering	$ -	$ -	$ -	$ 30,000	$ -	$ -	$ 30,000
Construction	-	-	-	-	680,000	-	680,000
Construction Engineering	-	-	-	-	30,000	-	30,000
Total Project Costs	**$ -**	**$ -**	**$ -**	**$ 30,000**	**$ 710,000**	**$ -**	**$ 740,000**

Impact on Operating Funds	2017	2018	2019	2020	2021	2022	Total
Revenue Increase/(Decrease)	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-
Net M&O Impact	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

6-Year Capital Improvement Plan
Sewer CIP

Reference #: 5
Project Name: Rose Rd. & Forest Rd. Sewer Extension

Eden Account #: 311.0005.21

Project Description & Justification:
The project will extend existing sanitary sewer mains from the Portland Ave./Rose Rd. intersection approximately 1,050 feet northwest to the 15400 block of Rose Rd.; from the 8900 block of Forest Rd. approximately 480 feet north and west to the intersection of Forest and Rose; and from Portland Ave./Forest Rd. intersection approximately 720 feet to the 15200 block of Fern St. Total new sewer line footage is 2,250 feet. Road improvements will include new pavement, curb, gutter and sidewalk, and a new storm drainage system. Once the sanitary sewer system is operational is will make service availabe to 59 residential properties. 46 of the properties are single family. 13 of the properties have multiple dwelling units ranging from 2 to 4 units per property. Total number of dwelling units for the 59 properties is 81.

Operational Impact:
Once the sanitary sewer lines are constructed the system will be turned over the Pierce county for operation and maintenance.
Prior to properties connection up to the sewer system they will be subject to the City's sewer availability charges.

Funding Sources	2017	2018	2019	2020	2021	2022	Total
Fund 204 Sewer Project Debt Service	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Fund 312 Sanitary Sewer Connection Capital	-	-	-				-
PWTF Loan-secured	-	-	-	-	-	-	-
Grants - Secured	-	-	-	-	-	-	-
Grants - Anticipated	-	-	-	-	-	-	-
Private Utilities (Water/Sewer)	-	-	-	-	-	-	-
Interest Earnings	-	-	-	-	-	-	-
Unfunded	-	-	-	-	-	1,125,000	1,125,000
Total Funding Sources	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 1,125,000**	**$ 1,125,000**

Project Costs	2017	2018	2019	2020	2021	2022	Total
Engineering	$ -	$ -	$ -		$ -	$ 45,000	$ 45,000
Construction	-	-	-	-		1,035,000	1,035,000
Construction Engineering	-	-	-	-		45,000	45,000
Total Project Costs	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 1,125,000**	**$ 1,125,000**

Impact on Operating Funds	2017	2018	2019	2020	2021	2022	Total
Revenue Increase/(Decrease)	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-
Net M&O Impact	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

6-Year Capital Improvement Plan
Sewer CIP

Reference #: 6

Project Name: Wadsworth, Silcox & Boat St. Sewer Extension

Eden Account #: 311.0006.21

Project Description & Justification:

The project will extend existing sanitary sewer mains from the Portland Ave./Wadsworth St. intersection approximately 630 feet north and west to the 15100 block of Boat St.; extend a force main from the 15100 block of Silcox Dr. approximately 420 feet to the Boat St/Wadsworth St. intersection; install a pump station in the 15100 block of Silcox Dr. right of way; extend sewer main from the Portland Ave./W. Thorne Ln. intersection approximately 840 feet to the 15000 block of Silcox Dr.; extend sewer main from the 15000 block of Boat St. approximately 250 feet to the Boat St./ Silcox Dr. intersection; extend sewer from the W. Thorne Ln./Silcox Dr. intersection approximately 720 feet to the 14300 block of W. Thorne Ln.; extend sewer from the W. Thorne Ln./Woodlawn St. approximately 300 to the 14800 block of Woodlawn St. Total new sewer line footage is 2,740 feet of gravity line and 420 feet of force main. Road improvements will include new pavement, curb, gutter and sidewalk, and a new storm drainage system. Once the sanitary sewer system is operational is will make service availabe to 60 residential properties and 1 commercial property (Bill's Boathouse). 40 of the properties are single family. 20 of the properties have multiple dwelling units ranging from 2 to 8 units per property. Total number of dwelling units for the 61 properties is approximately 122.

Operational Impact:

Once the sanitary sewer lines are constructed the system will be turned over the Pierce county for operation and maintenance.
Prior to properties connection up to the sewer system they will be subject to the City's sewer availability charges.

Funding Sources	2017	2018	2019	2020	2021	2022	Total
Fund 204 Sewer Project Debt Service	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Fund 312 Sanitary Sewer Connection Capital	-	-	-				-
PWTF Loan-secured	-	-	-	-	-	-	-
Grants - Secured	-	-	-	-	-	-	-
Grants - Anticipated	-	-	-	-	-	-	-
Private Utilities (Water/Sewer)	-	-	-	-	-	-	-
Interest Earnings	-	-	-	-	-	-	-
Unfunded	-	-	-	-	-	1,470,000	1,470,000
Total Funding Sources	**-**	**-**	**-**	**-**	**-**	**1,470,000**	**1,470,000**

Project Costs	2017	2018	2019	2020	2021	2022	Total
Engineering	$ -	$ -	$ -			$ 50,000	$ 50,000
Construction	-	-	-			1,370,000	1,370,000
Construction Engineering	-	-	-			50,000	50,000
Total Project Costs	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 1,470,000**	**$ 1,470,000**

Impact on Operating Funds	2017	2018	2019	2020	2021	2022	Total
Revenue Increase/(Decrease)	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-
Net M&O Impact	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

6-Year Capital Improvement Plan
Sewer CIP

Reference #: 7
Project Name: Grant Ave. & Orchard St. Sewer Extension

Eden Account #: 311.0007.21

Project Description & Justification:
The project will extend existing sanitary sewer mains from the Grant Ave./ Orchard St. intersection approximately 850 feet northeast to the 14800 block of Grant Ave.; from the Grant Ave./Berkeley St. intersection approximately 380 feet southwest to the 15500 block of Grant Ave; from Grant Ave./Orchard St. intersection approximately 340 feet to the 8400 block of Orchard St; and from the Orchard St./Union Ave. intersection approximately 310 feet northwest to the 8300 block of Orchard St. Total new sewer line footage is 1,880 feet. Road improvements will include new pavement, curb, gutter and sidewalk, and a new storm drainage system. Once the sanitary sewer system is operational is will make service availabe to 28 properties. 18 of the properties are single family. 9 of the properties have multiple dwelling units ranging from 2 to 6 units per property. 1 property contains the child care center located on the grounds of Tillicum Elementary. Total number of dwelling units for the 28 properties is 39.

Operational Impact:
Once the sanitary sewer lines are constructed the system will be turned over the Pierce county for operation and maintenance.
Prior to properties connection up to the sewer system they will be subject to the City's sewer availability charges.

Funding Sources	2017	2018	2019	2020	2021	2022	Total
Fund 204 Sewer Project Debt Service	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Fund 312 Sanitary Sewer Connection Capital	-	-	-				-
PWTF Loan-secured	-	-	-	-	-	-	-
Grants - Secured	-	-	-	-	-	-	-
Grants - Anticipated	-	-	-	-	-	-	-
Private Utilities (Water/Sewer)	-	-	-	-	-	-	-
Interest Earnings	-	-	-	-	-	-	-
Unfunded	-	-	-	-	-	940,000	940,000
Total Funding Sources	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 940,000**	**$ 940,000**

Project Costs	2017	2018	2019	2020	2021	2022	Total
Engineering	$ -	$ -	$ -			$ 37,500	$ 37,500
Construction	-	-	-			865,000	865,000
Construction Engineering	-	-	-			37,500	37,500
Total Project Costs	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 940,000**	**$ 940,000**

Impact on Operating Funds	2017	2018	2019	2020	2021	2022	Total
Revenue Increase/(Decrease)	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-
Net M&O Impact	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

6-Year Capital Improvement Plan
Sewer CIP

Reference #: 8
Project Name: Washington Ave. & W. Thorne Ln. Sewer Extension

Eden Account #: 311.0008.21

Project Description & Justification:
The project will extend existing sanitary sewer mains from the Washington Ave./ Berkeley St. intersection approximately 2,150 feet northeast to the 14800 block of Washington Ave.; from the Grant Ave./W. Thorne Ln. intersection approximately 390 feet southwest to the 14800 block of W. Thorne Ln.; and from W. Thorne Ln./Union Ave. intersection approximately 500 feet north to the 14900 block of W. Thorne Ln. Total new sewer line footage is 3,040 feet. Road improvements will include new pavement, curb, gutter and sidewalk, and a new storm drainage system. Once the sanitary sewer system is operational is will make service availabe to 60 properties. 34 of the properties are single family. 18 of the properties have multiple dwelling units ranging from 2 to 14 units per property. 1 property contains the Tillicum Community Center. 7 properties are commerical. Total number of dwelling units for the 60 properties is 120.

Operational Impact:
Once the sanitary sewer lines are constructed the system will be turned over the Pierce county for operation and maintenance.
Prior to properties connection up to the sewer system they will be subject to the City's sewer availability charges.

Funding Sources	2017	2018	2019	2020	2021	2022	Total
Fund 204 Sewer Project Debt Service	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Fund 312 Sanitary Sewer Connection Capital	-	-	-				-
PWTF Loan-secured	-	-	-	-	-	-	-
Grants - Secured	-	-	-	-	-	-	-
Grants - Anticipated	-	-	-	-	-	-	-
Private Utilities (Water/Sewer)	-	-	-	-	-	-	-
Interest Earnings	-	-	-	-	-	-	-
Unfunded	-	-	-	-	-	1,520,000	1,520,000
Total Funding Sources	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 1,520,000**	**$ 1,520,000**

Project Costs	2017	2018	2019	2020	2021	2022	Total
Engineering	$ -	$ -	$ -			$ 60,000	$ 60,000
Construction	-	-	-			1,400,000	1,400,000
Construction Engineering	-	-	-			60,000	60,000
Total Project Costs	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 1,520,000**	**$ 1,520,000**

Impact on Operating Funds	2017	2018	2019	2020	2021	2022	Total
Revenue Increase/(Decrease)	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-
Net M&O Impact	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

6-Year Capital Improvement Plan
Sewer CIP

Reference #: 9
Project Name: Grant Ave & Lake St. Sewer Extension

Eden Account #: 311.0009.21

Project Description & Justification:
The project will extend existing sanitary sewer mains from the Spruce St./Grant Ave. intersection approximately 1,340 feet southwest to the 14700 block of Grant Ave.; and from the Grant Ave./Lake St. intersection approximately 360 feet southeast to the 8500 block of Lake St. Total new sewer line footage is 1,700 feet. Road improvements will include new pavement, curb, gutter and sidewalk, and a new storm drainage system. Once the sanitary sewer system is operational is will make service availabe to 28 properties. 24 of the properties are single family. 3 of the properties have multiple dwelling units ranging from 2 to 8 units per property. 1 property contains a fire station. Total number of dwelling units for the 28 properties is 37.

Operational Impact:
Once the sanitary sewer lines are constructed the system will be turned over the Pierce county for operation and maintenance.
Prior to properties connection up to the sewer system they will be subject to the City's sewer availability charges.

Funding Sources	2017	2018	2019	2020	2021	2022	Total
Fund 204 Sewer Project Debt Service	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Fund 312 Sanitary Sewer Connection Capital	-	-	-				-
PWTF Loan-secured	-	-	-	-	-	-	-
Grants - Secured	-	-	-	-	-	-	-
Grants - Anticipated	-	-	-	-	-	-	-
Private Utilities (Water/Sewer)	-	-	-	-	-	-	-
Interest Earnings	-	-	-	-	-	-	-
Unfunded	-	-	-	-	-	850,000	850,000
Total Funding Sources	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 850,000**	**$ 850,000**

Project Costs	2017	2018	2019	2020	2021	2022	Total
Engineering	$ -	$ -	$ -			$ 35,000	$ 35,000
Construction	-	-	-			780,000	780,000
Construction Engineering	-	-	-			35,000	35,000
Total Project Costs	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 850,000**	**$ 850,000**

Impact on Operating Funds	2017	2018	2019	2020	2021	2022	Total
Revenue Increase/(Decrease)	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-
Net M&O Impact	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

6-Year Capital Improvement Plan
Sewer CIP

Reference #: 10
Project Name: Washington Ave & Lake St Sewer Ext

Eden Account #: 311.0010.21

Project Description & Justification:
The project will extend existing sanitary sewer mains from the 14400 block of Washington Ave. approximately 950 feet southwest to the 14700 block of Washington Ave.; and from the Union Ave./Lake St. intersection approximately 300 feet northwest to the 8300 block of Lake St. Total new sewer line footage is 1,250 feet. Road improvements will include new pavement, curb, gutter and sidewalk, and a new storm drainage system. Once the sanitary sewer system is operational is will make service availabe to 30 properties. 20 of the properties are single family. 10 of the properties have multiple dwelling units ranging from 2 to 16 units per property. Total number of dwelling units for the 30 properties is 72.

Operational Impact:
Once the sanitary sewer lines are constructed the system will be turned over the Pierce county for operation and maintenance.
Prior to properties connection up to the sewer system they will be subject to the City's sewer availability charges.

Funding Sources	2017	2018	2019	2020	2021	2022	Total
Fund 204 Sewer Project Debt Service	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Fund 312 Sanitary Sewer Connection Capital	-	-	-				-
PWTF Loan-secured	-	-	-	-	-	-	-
Grants - Secured	-	-	-	-	-	-	-
Grants - Anticipated	-	-	-	-	-	-	-
Private Utilities (Water/Sewer)	-	-	-	-	-	-	-
Interest Earnings	-	-	-	-	-	-	-
Unfunded	-	-	-	-	-	625,000	625,000
Total Funding Sources	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 625,000**	**$ 625,000**

Project Costs	2017	2018	2019	2020	2021	2022	Total
Engineering	$ -	$ -	$ -			$ 25,000	$ 25,000
Construction	-	-	-			575,000	575,000
Construction Engineering	-	-	-			25,000	25,000
Total Project Costs	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 625,000**	**$ 625,000**

Impact on Operating Funds	2017	2018	2019	2020	2021	2022	Total
Revenue Increase/(Decrease)	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-
Net M&O Impact	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

6-Year Capital Improvement Plan
Sewer CIP

Reference #: 11
Project Name: Boundary St. & Military Ave. Sewer Ext

Eden Account #: 311.0011.21

Project Description & Justification:
The project will extend existing sanitary sewer mains from the Boundary St./Portland Ave. intersection approximately 630 feet northwest to the end of Boundary St. public right of way; and from the Boundary St./Military Ave. intersection approximately 300 feet southwest to the 15600 block of Military Ave. Total new sewer line footage is 930 feet. Road improvements will include new pavement, curb, gutter and sidewalk, and a new storm drainage system. Once the sanitary sewer system is operational is will make service availabe to 58 properties. 57 of the properties are single family. 1 property have 12 unit apartment. Total number of dwelling units for the 58 properties is 69. Pierce County Sewer has not supported hooking up this development to public sewer in the past due to the type of private sewer system that was installed when the development was constructed.

Operational Impact:
If the sanitary sewer lines are constructed the system will be turned over the Pierce county for operation and maintenance.
Prior to properties connection up to the sewer system they will be subject to the City's sewer availability charges.

Funding Sources	2017	2018	2019	2020	2021	2022	Total
Fund 204 Sewer Project Debt Service	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Fund 312 Sanitary Sewer Connection Capital	-	-	-	-	-	-	-
PWTF Loan-secured	-	-	-	-	-	-	-
Grants - Secured	-	-	-	-	-	-	-
Grants - Anticipated	-	-	-	-	-	-	-
Private Utilities (Water/Sewer)	-	-	-	-	-	-	-
Interest Earnings	-	-	-	-	-	-	-
Unfunded	-	-	-	-	-	465,000	465,000
Total Funding Sources	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 465,000**	**$ 465,000**

Project Costs	2017	2018	2019	2020	2021	2022	Total
Engineering	$ -	$ -	$ -	$ -	$ -	$ 20,000	$ 20,000
Construction	-	-	-	-	-	425,000	425,000
Construction Engineering	-	-	-	-	-	20,000	20,000
Total Project Costs	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 465,000**	**$ 465,000**

Impact on Operating Funds	2017	2018	2019	2020	2021	2022	Total
Revenue Increase/(Decrease)	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-
Net M&O Impact	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

6-Year CIP
Surface Water Management Projects

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6-Year Capital Improvement Plan
Surface Water Management Projects

Ref #	Funding Sources	2017	2018	2019	2020	2021	2022	Total
	Surface Water Mgmt Fund (SWM)	$ -	$ -	$ 140,000	$ 250,000	$ 200,000	$ 350,000	$ 940,000
	Total Funding Sources	**$ -**	**$ -**	**$ 140,000**	**$ 250,000**	**$ 200,000**	**$ 350,000**	**$ 940,000**

Ref #	Project Costs	2017	2018	2019	2020	2021	2022	Total
1	Outfall Feasibility Project	$ -	$ -	$ 60,000	$ -	$ -	$ -	$ 60,000
2	58th Ave Ct Bioretention Swale	-	-	80,000	-	-	-	80,000
3	Oakbrook Outfall Retrofits	-	-	-	250,000	-	-	250,000
4	2021 Water Quality Improvements	-	-	-	-	200,000	-	200,000
5	112th St. Drainage Improvements	-	-	-	-	-	350,000	350,000
	Total Project Costs	**$ -**	**$ -**	**$ 140,000**	**$ 250,000**	**$ 200,000**	**$ 350,000**	**$ 940,000**

Impact on Operating Funds	2017	2018	2019	2020	2021	2022	Total
Revenue Increase/(Decrease)	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Expenditure Increase/(Decrease)	-	-	-	2,500	4,500	6,000	13,000
Net M&O Impact	**$ -**	**$ -**	**$ -**	**$ 2,500**	**$ 4,500**	**$ 6,000**	**$ 13,000**

6-Year Capital Improvement Plan
Surface Water Management Projects

Reference #: 1
Project Name: Outfall Retrofit Feasibility Project

Eden Account #: 401.0012.41

Project Description & Justification:
This project will determine the feasibility of retrofitting 3 stormwater outfalls that discharge to Seeley Lake, and an infiltration system that discharges to groundwater near the intersection of Bridgeport Way and Gravelly Lake Dr. The outfalls to Seeley Lake discharge stormwater from Gravelly Lake Dr., Bridgeport Way and 100th St., and Lakewood Dr. east, including a large portion of the Lakewood Industrial Park. Challenges include large drainage basins, private property issues, and design constraints.

Operational Impact:
There will be no operational impact unless the outfalls are retrofitted.

Funding Sources	2017	2018	2019	2020	2021	2022	Total
Surface Water Mgmt Fund (SWM)	$ -	$ -	$ 60,000	$ -	$ -	$ -	$ 60,000
Grants - Secured	-	-	-	-	-	-	-
Grants - Anticipated	-	-	-	-	-	-	-
Transfer In - REET	-	-	-	-	-	-	-
Storm Drainage Fees & Other Charges	-	-	-	-	-	-	-
Investments and Interest	-	-	-	-	-	-	-
Unfunded	-	-	-	-	-	-	-
Total Funding Sources	**$ -**	**$ -**	**$ 60,000**	**$ -**	**$ -**	**$ -**	**$ 60,000**

Project Costs	2017	2018	2019	2020	2021	2022	Total
Design & Construction Mgmt.	$ -	$ -	$ 60,000	$ -	$ -	$ -	$ 60,000
Construction	-	-	-	-	-	-	-
Total Project Costs	**$ -**	**$ -**	**$ 60,000**	**$ -**	**$ -**	**$ -**	**$ 60,000**

Impact on Operating Funds	2017	2018	2019	2020	2021	2022	Total
Revenue Increase/(Decrease)	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Expenditure Increase/(Decrease)		-	-	-	-	-	-
Net M&O Impact	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

6-Year Capital Improvement Plan
Surface Water Management Projects

Reference #: 2
Project Name: 58th Ave Ct Bioretention Swale

Eden Account #: 401.0013.41

Project Description & Justification:
This project will retrofit an existing drainage ditch located adjacent to the 10600 block of 58th Ave Ct SW. The drainage ditch will be enhanced with amended soils, and select plants and shrubs to better treat the stormwater that passes through or infiltrates into the ditch. The ditch will have an overflow into the stormwater conveyance system located at the north end of 58th Ave Ct as it currently exists.

Operational Impact:
The ongoing impact will be labor and material costs necessary to maintain the bioretention swale.

Funding Sources	2017	2018	2019	2020	2021	2022	Total
Surface Water Mgmt Fund (SWM)	$ -		$ 80,000	$ -	$ -	$ -	$ 80,000
Grants - Secured	-	-	-	-	-	-	-
Grants - Anticipated	-	-	-	-	-	-	-
Transfer In - REET	-	-	-	-	-	-	-
Storm Drainage Fees & Other Charges	-	-	-	-	-	-	-
Investments and Interest	-	-	-	-	-	-	-
Unfunded	-	-	-	-	-	-	-
Total Funding Sources	**$ -**	**$ -**	**$ 80,000**	**$ -**	**$ -**	**$ -**	**$ 80,000**

Project Costs	2017	2018	2019	2020	2021	2022	Total
Design & Construction Mgmt.	$ -	$ -	$ 10,000	$ -	$ -	$ -	$ 10,000
Construction	-	-	70,000	-	-	-	70,000
Total Project Costs	**$ -**	**$ -**	**$ 80,000**	**$ -**	**$ -**	**$ -**	**$ 80,000**

Impact on Operating Funds	2017	2018	2019	2020	2021	2022	Total
Revenue Increase/(Decrease)	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Expenditure Increase/(Decrease)	-	-	-	2,500	2,500	2,500	7,500
Net M&O Impact	**$ -**	**$ -**	**$ -**	**$ 2,500**	**$ 2,500**	**$ 2,500**	**$ 7,500**

6-Year Capital Improvement Plan
Surface Water Management Projects

Reference #: 3
Project Name: Oakbrook Outfall Retrofits

Eden Account #: 401.0015.41

Project Description & Justification:
This project will retrofit two existing stormwater conveyance systems in the Oakbrook neighborhood that currently discharge untreated stormwater into an unnamed creek that eventually discharges into Chambers Bay near the old Abitibi mill property in Steilacoom. The project will install water quality treatment structures in the 7700 block of 97th Ave SW, and near the intersection of 79th St. SW and 98th Ave SW. The treatment structures are designed to remove oil and sediment from the stormwater thus improving water quality before discharging to water bodies and groundwater.

Operational Impact:
The impact will be the new structures will need inspected annually and cleaned as needed.
There will be an overall increase in operational costs as estimated below since the new structures will need inspected and cleaned.

Funding Sources	2017	2018	2019	2020	2021	2022	Total
Surface Water Mgmt Fund (SWM)	$ -	$ -	$ -	$ 250,000	$ -	$ -	$ 250,000
Grants - Secured	-	-	-	-	-	-	-
Grants - Anticipated	-	-	-	-	-	-	-
Transfer In - REET	-	-	-	-	-	-	-
Storm Drainage Fees & Other Charges	-	-	-	-	-	-	-
Investments and Interest	-	-	-	-	-	-	-
Unfunded	-	-	-	-	-	-	-
Total Funding Sources	**$ -**	**$ -**	**$ -**	**$ 250,000**	**$ -**	**$ -**	**$ 250,000**

Project Costs	2017	2018	2019	2020	2021	2022	Total
Design & Construction Mgmt.	$ -	$ -	$ -	$ 25,000	$ -	$ -	$ 25,000
Construction	-	-	-	225,000	-	-	225,000
Total Project Costs	**$ -**	**$ -**	**$ -**	**$ 250,000**	**$ -**	**$ -**	**$ 250,000**

Impact on Operating Funds	2017	2018	2019	2020	2021	2022	Total
Revenue Increase/(Decrease)	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Expenditure Increase/(Decrease)	-	-	-	-	2,000	2,000	4,000
Net M&O Impact	**$ -**	**$ -**	**$ -**	**$ -**	**$ 2,000**	**$ 2,000**	**$ 4,000**

6-Year Capital Improvement Plan
Surface Water Management Projects

Reference #: 4
Project Name: 2021 Water Quality Improvements

Eden Account #: 401.0014.41

Project Description & Justification:
This project will retrofit existing stormwater conveyance systems that currently discharge untreated stormwater into Ponce de Leon Creek from Gravelly Lake Dr. south of the creek, and to groundwater in the vicinity of 84th St. and 34th Ave. The project will install water quality treatment structures into existing stormwater conveyance systems upstream of existing outfalls or groundwater discharge points. The treatment structures are designed to remove oil and sediment from the stormwater thus improving water quality before discharging to water bodies and groundwater.

Operational Impact:
The impact will be the new structures will need inspected annually and cleaned as needed.
There will be an overall increase in operational costs as estimated below since the new structures will need inspected and cleaned.

Funding Sources	2017	2018	2019	2020	2021	2022	Total
Surface Water Mgmt Fund (SWM)	$ -				$ 200,000	$ -	$ 200,000
Grants - Secured	-	-	-	-	-	-	-
Grants - Anticipated	-	-	-	-	-	-	-
Transfer In - REET	-	-	-	-	-	-	-
Storm Drainage Fees & Other Charges	-	-	-	-	-	-	-
Investments and Interest	-	-	-	-	-	-	-
Unfunded	-	-	-	-	-	-	-
Total Funding Sources	**$ -**	**$ -**	**$ -**	**$ -**	**$ 200,000**	**$ -**	**$ 200,000**

Project Costs	2017	2018	2019	2020	2021	2022	Total
Design & Construction Mgmt.	$ -	$ -	$ -	$ -	$ 20,000	$ -	$ 20,000
Construction	-	-	-	-	180,000	-	180,000
Total Project Costs	**$ -**	**$ -**	**$ -**	**$ -**	**$ 200,000**	**$ -**	**$ 200,000**

Impact on Operating Funds	2017	2018	2019	2020	2021	2022	Total
Revenue Increase/(Decrease)	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	1,500	1,500
Net M&O Impact	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 1,500**	**$ 1,500**

6-Year Capital Improvement Plan
Surface Water Management Projects

Reference #: 5
Project Name: 112th St. Drainage Improvements

Eden Account #: 401.0016.41

Project Description & Justification:
This project will reconstruct a storm drainage infltration system located in 112th St. between Arrowhead Rd and 300 feet west of Bridgeport Way. The project will include new infiltration systems and water quality features. Road improvements will include a new pavement section for the south half of 112th within the project limits.

Operational Impact:
The impact will be any new structures will need inspected annually and cleaned as needed.
Impacts will be accounted for in the next 6-year SWM CIP update.

Funding Sources	2017	2018	2019	2020	2021	2022	Total
Surface Water Mgmt Fund (SWM)	$ -	$ -	$ -	$ -	$ -	$ 350,000	$ 350,000
Grants - Secured	-	-	-	-	-	-	-
Grants - Anticipated	-	-	-	-	-	-	-
Transfer In - REET	-	-	-	-	-	-	-
Storm Drainage Fees & Other Charges	-	-	-	-	-	-	-
Investments and Interest	-	-	-	-	-	-	-
Unfunded	-	-	-	-	-	-	-
Total Funding Sources	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 350,000**	**$ 350,000**

Project Costs	2017	2018	2019	2020	2021	2022	Total
Design & Construction Mgmt.	$ -	$ -	$ -	$ -	$ -	$ 30,000	$ 30,000
Construction	-	-	-	-	-	320,000	320,000
Total Project Costs	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 350,000**	**$ 350,000**

Impact on Operating Funds	2017	2018	2019	2020	2021	2022	Total
Revenue Increase/(Decrease)	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-
Net M&O Impact	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

6-Year
Capital & Major Maintenance Plan
Property Management

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6-Year Capital & Major Maintenance Plan
Property Management

	Funding Sources	2017	2018	2019	2020	2021	2022	Total
	Replacement Reserves	$ 100,000	$ 100,000	$ 100,000	$ 100,000	$ 100,000	$ 100,000	$ 600,000
	Total Funding Sources	**$ 100,000**	**$ 100,000**	**$ 100,000**	**$ 100,000**	**$ 100,000**	**$ 100,000**	**$ 600,000**

Ref #	Project Costs	2017	2018	2019	2020	2021	2022	Total
	City Hall	**$ 18,000**	**$ 75,000**	**$ -**	**$ 10,000**	**$ 130,500**	**$ 200,000**	**$ 433,500**
1	Parking Lot Improvements	-	-	-	10,000	-	-	10,000
2	Public Area Carpet Replacement	-	-	-	-	-	50,000	50,000
3	Exterior Beam Painting	-	75,000	-	-	-	-	75,000
4	Boiler Repair and Replacement	18,000	-	-	-	130,500	-	148,500
5	Chiller/Fan Replacement	-	-	-	-	-	150,000	150,000
	Police Station	**$ 59,000**	**$ -**	**$ 155,000**	**$ 80,000**	**$ -**	**$ 20,000**	**$ 314,000**
6	Parking Lot Improvements	-	-	-	-	-	20,000	20,000
7	Parking Lot Gate Replacement	-	-	40,000	-	-	-	40,000
8	Vehicle Storage	-	-	-	80,000	-	-	80,000
9	Wall In Fuel Island	20,000	-	-	-	-	-	20,000
10	Shooting Range Equipment	-	-	115,000	-	-	-	115,000
11	Sprinkler System in the Server Room	39,000	-	-	-	-	-	39,000
	Parks O&M Facility	**$ 32,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 32,000**
12	HVAC Replacement	12,000	-	-	-	-	-	12,000
13	LED Lighting	10,000	-	-	-	-	-	10,000
14	Fuel Storage Shed	10,000	-	-	-	-	-	10,000
	Public Works O&M Facility	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 30,000**	**$ 30,000**
15	HVAC Replacement	-	-	-	-	-	30,000	30,000
	Total Project Costs	**$ 109,000**	**$ 75,000**	**$ 155,000**	**$ 90,000**	**$ 130,500**	**$ 250,000**	**$ 809,500**

	Fund Balance	2017	2018	2019	2020	2021	2022	Total
	Beginning Fund Balance	$ 234,767	$ 225,767	$ 250,767	$ 195,767	$ 205,767	$ 175,267	$ -
	Ending Fund Balance	$ 225,767	$ 250,767	$ 195,767	$ 205,767	$ 175,267	$ 25,267	$ 25,267

	Impact on Operating Funds	2017	2018	2019	2020	2021	2022	Total
	Revenue Increase/(Decrease)	$ -	$ -	$ -	$ -	$ -	$ -	$ -
	Expenditure Increase/(Decrease)	-	(1,800)	(1,800)	(1,800)	(1,800)	(1,800)	(9,000)
	Net M&O Impact	**$ -**	**$ (1,800)**	**$ (1,800)**	**$ (1,800)**	**$ (1,800)**	**$ (1,800)**	**$ (9,000)**

6-Year Capital & Major Maintenance Plan
Property Management

Reference #: 1
Project Name: Parking Lot Improvements
Location: City Hall

Project Description & Justification:
Slurry seal City Hall parking lot.

Operational Impact:
There is no impact to m&o.

Funding Sources	2017	2018	2019	2020	2021	2022	Total
Replacement Reserves	$ -	$ -	$ -	$ 10,000	$ -	$ -	$ 10,000
Unfunded	-	-	-	-	-	-	-
Total Funding Sources	**$ -**	**$ -**	**$ -**	**$ 10,000**	**$ -**	**$ -**	**$ 10,000**

Project Costs	2017	2018	2019	2020	2021	2022	Total
Estimate Project Cost	-	-	-	10,000	-	-	$ 10,000
Total Project Costs	**$ -**	**$ -**	**$ -**	**$ 10,000**	**$ -**	**$ -**	**$ 10,000**

Impact on Operating Funds	2017	2018	2019	2020	2021	2022	Total
Revenue Increase/(Decrease)	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-
Net M&O Impact	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

6-Year Capital & Major Maintenance Plan
Property Management

Reference #: 2
Project Name: Public Area Carpet Replacement
Location: City Hall

Project Description & Justification:
Replacement of carpet in the public areas (3 corridors). The original estimate for the life cycle for city hall carpet was 15 years. For the "non-public" areas of the building, the carpet is wearing better than expected, but t he public areas will need to be replaced on the schedule. Once the carpets have been cleaned in the non public areas, the carpets will be reevaluated for when to replace them and the schedule can be updated.

Operational Impact:
There is no impact to m&o.

Funding Sources	2017	2018	2019	2020	2021	2022	Total
Replacement Reserves	$ -	$ -	$ -	$ -	$ -	$ 50,000	$ 50,000
Unfunded	-	-	-	-	-	-	-
Total Funding Sources	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 50,000**	**$ 50,000**

Project Costs	2017	2018	2019	2020	2021	2022	Total
Estimate Project Cost	-	-	-	-	-	50,000	$ 50,000
Total Project Costs	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 50,000**	**$ 50,000**

Impact on Operating Funds	2017	2018	2019	2020	2021	2022	Total
Revenue Increase/(Decrease)	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-
Net M&O Impact	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

6-Year Capital & Major Maintenance Plan
Property Management

Reference #: 3
Project Name: Exterior Beam Painting
Location: City Hall

Project Description & Justification:
Painting of exterior wood beams.
This project occurs on an as needed basis, usually about every 5-6 years. The purpose is to seal and protect the exposed exterior beams on city hall.

Operational Impact:
There is no impact to m&o.

Funding Sources	2017	2018	2019	2020	2021	2022	Total
Replacement Reserves	$ -	$ 75,000	$ -	$ -	$ -	$ -	$ 75,000
Unfunded	-	-	-	-	-	-	-
Total Funding Sources	**$ -**	**$ 75,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 75,000**

Project Costs	2017	2018	2019	2020	2021	2022	Total
Estimate Project Cost	-	75,000	-	-	-	-	$ 75,000
Total Project Costs	**$ -**	**$ 75,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 75,000**

Impact on Operating Funds	2017	2018	2019	2020	2021	2022	Total
Revenue Increase/(Decrease)	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-
Net M&O Impact	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

6-Year Capital & Major Maintenance Plan
Property Management

Reference #: 4
Project Name: Boiler Repair and Replacement
Location: City Hall

Project Description & Justification:
One of the two boilers needs rebuilding in 2017 and full replacement of the boilers will need to occur in 2021.

Operational Impact:
There is no impact to m&o.

Funding Sources	2017	2018	2019	2020	2021	2022	Total
Replacement Reserves	$ 18,000	$ -	$ -	$ -	$ 130,500	$ -	$ 148,500
Unfunded	-	-	-	-	-	-	-
Total Funding Sources	**$ 18,000**	**$ -**	**$ -**	**$ -**	**$ 130,500**	**$ -**	**$ 148,500**

Project Costs	2017	2018	2019	2020	2021	2022	Total
Estimate Project Cost	18,000	-	-	-	130,500	-	$ 148,500
Total Project Costs	**$ 18,000**	**$ -**	**$ -**	**$ -**	**$ 130,500**	**$ -**	**$ 148,500**

Impact on Operating Funds	2017	2018	2019	2020	2021	2022	Total
Revenue Increase/(Decrease)	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-
Net M&O Impact	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

6-Year Capital & Major Maintenance Plan
Property Management

Reference #: 5
Project Name: Chiller/Fan Replacement
Location: City Hall

Project Description & Justification:
Replacement of chillers and fans motors due to their life cycle of 20 years.

Operational Impact:
There is no impact to m&o.

Funding Sources	2017	2018	2019	2020	2021	2022	Total
Replacement Reserves	$ -	$ -	$ -	$ -	$ -	$ 150,000	$ 150,000
Unfunded	-	-	-	-	-	-	-
Total Funding Sources	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 150,000**	**$ 150,000**

Project Costs	2017	2018	2019	2020	2021	2022	Total
Estimate Project Cost	-	-	-	-	-	150,000	$ 150,000
Total Project Costs	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 150,000**	**$ 150,000**

Impact on Operating Funds	2017	2018	2019	2020	2021	2022	Total
Revenue Increase/(Decrease)	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-
Net M&O Impact	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

6-Year Capital & Major Maintenance Plan
Property Management

Reference #: 6
Project Name: Parking Lot Improvements
Location: Police Station

Project Description & Justification:
Slurry seal the Police Station parking lot.

Operational Impact:
There is no impact to m&o.

Funding Sources	2017	2018	2019	2020	2021	2022	Total
Replacement Reserves	$ -	$ -	$ -	$ -	$ -	$ 20,000	$ 20,000
Unfunded	-	-	-	-	-	-	-
Total Funding Sources	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 20,000**	**$ 20,000**

Project Costs	2017	2018	2019	2020	2021	2022	Total
Estimate Project Cost	-	-	-	-	-	20,000	$ 20,000
Total Project Costs	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 20,000**	**$ 20,000**

Impact on Operating Funds	2017	2018	2019	2020	2021	2022	Total
Revenue Increase/(Decrease)	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-
Net M&O Impact	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

6-Year Capital & Major Maintenance Plan
Property Management

Reference #: 7
Project Name: Parking Lot Gate Replacement
Location: Police Station

Project Description & Justification:
Replace parking lot gate at the Police Station.

The predicted useful life for the main gate at the station was ten years. Since 2009 the gate has been reinforced, componants have been replaced, and it continues to struggle to remain operational to the level the police need it to. It is recommended that a full replacement of the gate in 2019.

Operational Impact:
There is no impact to m&o.

Funding Sources	2017	2018	2019	2020	2021	2022	Total
Replacement Reserves	$ -	$ -	$ 40,000	$ -	$ -	$ -	$ 40,000
Unfunded	-	-	-	-	-	-	-
Total Funding Sources	**$ -**	**$ -**	**$ 40,000**	**$ -**	**$ -**	**$ -**	**$ 40,000**

Project Costs	2017	2018	2019	2020	2021	2022	Total
Estimate Project Cost	-	-	40,000	-	-	-	$ 40,000
Total Project Costs	**$ -**	**$ -**	**$ 40,000**	**$ -**	**$ -**	**$ -**	**$ 40,000**

Impact on Operating Funds	2017	2018	2019	2020	2021	2022	Total
Revenue Increase/(Decrease)	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-
Net M&O Impact	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

6-Year Capital & Major Maintenance Plan
Property Management

Reference #: 8
Project Name: Vehicle Storage
Location: Police Station

Project Description & Justification:
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 useable space for regular police operations. The city has also suffered claims against it for damage to some of these vehicles due to the way they are stored. The Police Department is looking at long term leasing of space or purchasing property that could be developed to match current and future needs.

Operational Impact:
To be determined.

Funding Sources	2017	2018	2019	2020	2021	2022	Total
Replacement Reserves	$ -	$ -	$ -	$ 80,000	$ -	$ -	$ 80,000
Unfunded	-	-	-	-	-	-	-
Total Funding Sources	**$ -**	**$ -**	**$ -**	**$ 80,000**	**$ -**	**$ -**	**$ 80,000**

Project Costs	2017	2018	2019	2020	2021	2022	Total
Estimate Project Cost	-	-	-	80,000	-	-	$ 80,000
Total Project Costs	**$ -**	**$ -**	**$ -**	**$ 80,000**	**$ -**	**$ -**	**$ 80,000**

Impact on Operating Funds	2017	2018	2019	2020	2021	2022	Total 6-Year
Revenue Increase/(Decrease)	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-
Net M&O Impact	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

6-Year Capital & Major Maintenance Plan
Property Management

Reference #: 9
Project Name: Wall In Fuel Island
Location: Police Station

Project Description & Justification:
Wall three sides of the fuel island at the Police Station.

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.

Operational Impact:
There is no impact to m&o.

Funding Sources	2017	2018	2019	2020	2021	2022	Total
Replacement Reserves	$ 20,000	$ -	$ -	$ -	$ -	$ -	$ 20,000
Unfunded	-	-	-	-	-	-	-
Total Funding Sources	**$ 20,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 20,000**

Project Costs	2017	2018	2019	2020	2021	2022	Total
Estimate Project Cost	20,000	-	-	-	-	-	$ 20,000
Total Project Costs	**$ 20,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 20,000**

Impact on Operating Funds	2017	2018	2019	2020	2021	2022	Total
Revenue Increase/(Decrease)	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-
Net M&O Impact	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

6-Year Capital & Major Maintenance Plan
Property Management

Reference #: 10
Project Name: Shooting Range Equipment
Location: Police Station

Project Description & Justification:
Replace shooting range equipment due to heavy usage. Due to the hazardous materials (lead) being used in the range, the HVAC system will need to be replaced along with the foam accoustic 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.

Operational Impact:
There is no impact to m&o.

Funding Sources	2017	2018	2019	2020	2021	2022	Total
Replacement Reserves	$ -	$ -	$ 115,000	$ -	$ -	$ -	$ 115,000
Unfunded	-	-	-	-	-	-	-
Total Funding Sources	**$ -**	**$ -**	**$ 115,000**	**$ -**	**$ -**	**$ -**	**$ 115,000**

Project Costs	2017	2018	2019	2020	2021	2022	Total
Estimate Project Cost	-	-	115,000	-	-	-	$ 115,000
Total Project Costs	**$ -**	**$ -**	**$ 115,000**	**$ -**	**$ -**	**$ -**	**$ 115,000**

Impact on Operating Funds	2017	2018	2019	2020	2021	2022	Total
Revenue Increase/(Decrease)	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-
Net M&O Impact	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

6-Year Capital & Major Maintenance Plan
Property Management

Reference #: 11
Project Name: Sprinkler System in the Server Room
Location: Police Station

Project Description & Justification:
Replace the sprinkler system in the Police Station Server Room. The current sprinkler system in the server room is a wet (water) system but is heat sensitive activated meaning if there is a fire in the server room it will come on but it won't come on if there is a fire elsewhere in the Police Station. The project will include capping the wet system and installing an alternate fire suppression system. This is critical to the continuity of service for the city as a wet system would damage the servers.

Operational Impact:
There is no impact to m&o.

Funding Sources	2017	2018	2019	2020	2021	2022	Total
Replacement Reserves	$ 39,000	$ -	$ -	$ -	$ -	$ -	$ 39,000
Unfunded	-	-	-	-	-	-	-
Total Funding Sources	**$ 39,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 39,000**

Project Costs	2017	2018	2019	2020	2021	2022	Total
Estimate Project Cost	39,000	-	-	-	-	-	$ 39,000
Total Project Costs	**$ 39,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 39,000**

Impact on Operating Funds	2017	2018	2019	2020	2021	2022	Total
Revenue Increase/(Decrease)	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-
Net M&O Impact	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

6-Year Capital & Major Maintenance Plan
Property Management

Reference #: 12
Project Name: HVAC Replacement
Location: Parks O&M Facility

Project Description & Justification:
Replace the current system with one that heats the shop area as well. The original system was installed in 2006 and was on a ten year replacement schedule. It has exceeded that life expectancy and will need to be replaced per schedule. Because of the dirty environment, the estimated useful life for the new system would remain at 10 years.

Operational Impact:
There is no impact to m&o.

Funding Sources	2017	2018	2019	2020	2021	2022	Total
Replacement Reserves	$ 12,000	$ -	$ -	$ -	$ -	$ -	$ 12,000
Unfunded	-	-	-	-	-	-	-
Total Funding Sources	**$ 12,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 12,000**

Project Costs	2017	2018	2019	2020	2021	2022	Total
Estimate Project Cost	12,000	-	-	-	-	-	$ 12,000
Total Project Costs	**$ 12,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 12,000**

Impact on Operating Funds	2017	2018	2019	2020	2021	2022	Total
Revenue Increase/(Decrease)	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-
Net M&O Impact	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

6-Year Capital & Major Maintenance Plan
Property Management

Reference #: 13
Project Name: LED Lighting
Location: Parks O&M Facility

Project Description & Justification:
Swap ballasts over for LED lighting at the Parks O&M Facility. This includes 32 interior lights and 8 exterior lights. This project will have ogoing electrical savings while providing more efficient and brighter lighting at the shop.

Operational Impact:
The estimated monthly electricity savings by converting to LED lights is $150/month or $1,800/year. This is based on the existing annual KwH usage of 27,672 vs 8,312 KwH of $.094387.

Funding Sources	2017	2018	2019	2020	2021	2022	Total
Replacement Reserves	$ 10,000	$ -	$ -	$ -	$ -	$ -	$ 10,000
Unfunded	-	-	-	-	-	-	-
Total Funding Sources	**$ 10,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 10,000**

Project Costs	2017	2018	2019	2020	2021	2022	Total
Estimate Project Cost	10,000	-	-	-	-	-	$ 10,000
Total Project Costs	**$ 10,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 10,000**

Impact on Operating Funds	2017	2018	2019	2020	2021	2022	Total
Revenue Increase/(Decrease)	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Expenditure Increase/(Decrease)	-	(1,800)	(1,800)	(1,800)	(1,800)	(1,800)	(9,000.00)
Net M&O Impact	**$ -**	**$ (1,800)**	**$ (1,800)**	**$ (1,800)**	**$ (1,800)**	**$ (1,800)**	**$ (9,000)**

6-Year Capital & Major Maintenance Plan
Property Management

Reference #: 14
Project Name: Fuel Storage Shed
Location: Parks O&M Facility

Project Description & Justification:
Replace the old wooden shed with a new more secure facility. This shed provides storage for all small fuel containers, oils, and other fuel related operations equipment. The current shed is less than secure and is overdue to be replaced.

Operational Impact:
There is no impact to m&o.

Funding Sources	2017	2018	2019	2020	2021	2022	Total
Replacement Reserves	$ 10,000	$ -	$ -	$ -	$ -	$ -	$ 10,000
Unfunded	-	-	-	-	-	-	-
Total Funding Sources	**$ 10,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 10,000**

Project Costs	2017	2018	2019	2020	2021	2022	Total
Estimate Project Cost	10,000	-	-	-	-	-	$ 10,000
Total Project Costs	**$ 10,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 10,000**

Impact on Operating Funds	2017	2018	2019	2020	2021	2022	Total
Revenue Increase/(Decrease)	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-
Net M&O Impact	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

6-Year Capital & Major Maintenance Plan
Property Management

Reference #: 15
Project Name: HVAC Replacement
Location: Public Works O&M Facility

Project Description & Justification:
Replace HVAC System at the Public Works O&M Facility.

While the Public Works O&M facility (2500 sq foot office building) is new to the City, it is a used modular building. The HVAC system will need to be replaced in 2022. There are 2 individual units that service the whole building and to replace each unit is around $15,000. The estimated useful life for the new HVAC system would be 15 years.

Operational Impact:
There is no impact to m&o.

Funding Sources	2017	2018	2019	2020	2021	2022	Total
Replacement Reserves	$ -	$ -	$ -	$ -	$ -	$ 30,000	$ 30,000
Unfunded	-	-	-	-	-	-	-
Total Funding Sources	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 30,000**	**$ 30,000**

Project Costs	2017	2018	2019	2020	2021	2022	Total
Estimate Project Cost	-	-	-	-	-	30,000	$ 30,000
Total Project Costs	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 30,000**	**$ 30,000**

Impact on Operating Funds	2017	2018	2019	2020	2021	2022	Total
Revenue Increase/(Decrease)	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-
Net M&O Impact	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

6-Year CIP
Parks Projects

6-Year Capital Improvement Plan
Parks CIP
PROJECT COST

Ref #		PROJECT COSTS	2017	2018	2019	2020	2021	2022	Total
		Total Project Cost	**$ 1,500,000**	**$ 1,860,000**	**$ 3,450,000**	**$ 2,660,000**	**$ 660,000**	**$ 2,080,000**	**$ 12,210,000**
		Total Funded	**$ 1,500,000**	**$ 1,860,000**	**$ 2,375,000**	**$ 1,275,000**	**$ 50,000**	**$ 50,000**	**$ 7,110,000**
		Total Unfunded	**$ -**	**$ -**	**$ 1,075,000**	**$ 1,385,000**	**$ 610,000**	**$ 2,030,000**	**$ 5,100,000**
	**	**Funded (Includes Funding Contingent on Anticipated Grants/Contributions)**	**$ 1,500,000**	**$ 1,860,000**	**$ 2,375,000**	**$ 1,275,000**	**$ 50,000**	**$ 50,000**	**$ 7,110,000**
1	**	Chambers Creek Trail	-	100,000	100,000	100,000	-	-	300,000
2	**	Edgewater Dock	-	100,000	-	-	-	-	100,000
3	**	Fort Steilacoom Park Pavilion (Rotary Club of Lakewood)	800,000	-	-	-	-	-	800,000
4	**	Fort Steilacoom Roadway & Utility Improvements (State Capital Budget)	-	100,000	1,400,000	-	-	-	1,500,000
5		Fort Steilacoom Park/Angle Lane Parking & Elwood Fencing	-	130,000	-	-	-	-	130,000
6	**	Fort Steilacoom Park Ball Field Lighting	-	-	500,000	-	-	-	500,000
7	**	Fort Steilacoom Park Barn Restoration	-	-	25,000	-	-	-	25,000
8	**	Fort Steilacoom Park ADA/Sensory All Abilities Playground	-	-	-	75,000	-	-	75,000
9	**	Gateway - Farwest Drive & Steilacoom Blvd (Transportation CIP)	-	50,000	-	-	-	-	50,000
9	**	Gateway - Lakewood Drive & 74th (Transportation CIP)	50,000	-	-	-	-	-	50,000
9		Gateway - Northgate & Nottingham		50,000	-	-	-	-	50,000
9		Gateway - Old Military Road & Natalie Lane	50,000	-	-	-	-	-	50,000
9		Gateway - South Tacoma Way & 84th	-	-	50,000	-	-	-	50,000
9		Gateway - Thorne Lane & Union	-	-	-	50,000	-	-	50,000
10	**	Harry Todd Park Phase I (ADA, Dock Access, Bulkhead, Shoreline, Open Space)	-	1,150,000	-	-	-	-	1,150,000
11	**	Harry Todd Phase II (Waterfront Improvements)	-	-	-	1,000,000	-	-	1,000,000
12		Main Street Banners & Brackets	10,000	-	-	-	-	-	10,000
13		Park Equipment Replacement	20,000	20,000	-	-	-	-	40,000
14		Park Playground Resurfacing - Various Parks	20,000	10,000	-	-	-	-	30,000
15		Project Support	50,000	50,000	50,000	50,000	50,000	50,000	300,000
16	**	Springbrook Park Acquisition Phase III (Pierce County Conservation Futures)	500,000	-	-	-	-	-	500,000
17	**	Wards Lake Improvements	-	100,000	250,000	-	-	-	350,000
		Unfunded	**$ -**	**$ -**	**$ 1,075,000**	**$ 1,385,000**	**$ 610,000**	**$ 2,030,000**	**$ 5,100,000**
19		American Lake Improvements (ADA, Playground, Sanican Enclosure)	-	-	20,000	180,000	-	-	200,000
8		Fort Steilacoom Park ADA/Sensory All Abilities Playground	-	-	-	75,000	-	-	75,000
6		Fort Steilacoom Park Ball Field Lighting	-	-	700,000	-	-	-	700,000
7		Fort Steilacoom Park Barn Restoration	-	-	125,000	850,000	500,000	-	1,475,000
18		Fort Steilacoom Sport Field Improvements	-	-	-	-	-	-	-
9		Gateway - 84th & Tacoma Mall Boulevard	-	-	50,000	-	-	-	50,000
9		Gateway - Berkley & Union (I-5 Project)	-	-	-	50,000	-	-	50,000
11		Harry Todd Phase II (Waterfront Improvements)	-	-	-	200,000	-	-	200,000
20		Oakbrook Park Improvements	-	-	-	-	80,000	-	80,000
13		Park Equipment Replacement	-	-	20,000	20,000	20,000	20,000	80,000
14		Park Playground Resurfacing - Various Parks	-	-	10,000	10,000	10,000	10,000	40,000
21		Senior Center Relocation (Part of New Library)	-	-	-	-	-	2,000,000	2,000,000
17		Wards Lake Improvements	-	-	150,000	-	-	-	150,000

6-Year Capital Improvement Plan
Parks CIP
FUNDING SOURCES - by Type

Ref #	FUNDING SOURCES	2017	2018	2019	2020	2021	2022	Total
	Total Funded	**$ 1,500,000**	**$ 1,860,000**	**$ 2,375,000**	**$ 1,275,000**	**$ 50,000**	**$ 50,000**	**$ 7,110,000**
	Grants - Anticipated	**$ 450,000**	**$ 1,300,000**	**$ 2,200,000**	**$ 1,125,000**	**$ -**	**$ -**	**$ 5,075,000**
1	Chambers Creek Trail	-	50,000	50,000	50,000	-	-	150,000
2	Edgewater Dock	-	50,000	-	-	-	-	50,000
6	Fort Steilacoom Park Ball Field Lighting	-	-	500,000	-	-	-	500,000
8	Fort Steilacoom Park ADA/Sensory All Abilities Playground	-	-	-	75,000	-	-	75,000
4	Fort Steilacoom Roadway & Utility Improvements (State Capital Budget)	-	100,000	1,400,000	-	-	-	1,500,000
10	Harry Todd Park Phase I (ADA, Dock Access, Bulkhead, Shoreline, Open Space)	-	1,100,000	-	-	-	-	1,100,000
11	Harry Todd Phase II (Waterfront Improvements)	-	-	-	1,000,000	-	-	1,000,000
16	Springbrook Park Acquisition Phase III (Pierce Co Conservation Futures)	450,000	-	-	-	-	-	450,000
17	Wards Lake Improvements	-	-	250,000	-	-	-	250,000
	Contributions - Anticipated	**$ 400,000**	**$ 50,000**	**$ 25,000**	**$ -**	**$ -**	**$ -**	**$ 475,000**
7	Fort Steilacoom Park Barn Restoration	-	-	25,000	-	-	-	25,000
3	Fort Steilacoom Park Pavilion (Rotary Club of Lakewood)	350,000	-	-	-	-	-	350,000
9	Gateway - Farwest Drive & Steilacoom Blvd (Transportation CIP)	-	50,000	-	-	-	-	50,000
9	Gateway - Lakewood Drive & 74th (Transportation CIP)	50,000	-	-	-	-	-	50,000
	Transfer In From General Fund	**$ 100,000**	**$ 130,000**	**$ 50,000**	**$ 50,000**	**$ 50,000**	**$ 50,000**	**$ 430,000**
2	Edgewater Dock	-	50,000	-	-	-	-	50,000
13	Park Equipment Replacement	20,000	20,000	-	-	-	-	40,000
8	Fort Steilacoom Park ADA/Sensory All Abilities Playground	20,000	10,000	-	-	-	-	30,000
15	Project Support	50,000	50,000	50,000	50,000	50,000	50,000	300,000
12	Main Street Banners & Brackets	10,000	-	-	-	-	-	10,000
	Transfer In From REET	**$ -**	**$ 130,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 130,000**
5	Fort Steilacoom Park/Angle Lane Parking & Elwood Fenching	-	130,000	-	-	-	-	130,000
	Transfer In From SWM Fund	**$ 50,000**	**$ 200,000**	**$ 50,000**	**$ 50,000**	**$ -**	**$ -**	**$ 350,000**
1	Chambers Creek Trail	-	50,000	50,000	50,000	-	-	150,000
10	Harry Todd Park Phase I (ADA, Dock Access, Bulkhead, Shoreline, Open Space)	-	50,000	-	-	-	-	50,000
16	Springbrook Park Acquisition Phase III	50,000	-	-	-	-	-	50,000
17	Wards Lake Improvements	-	100,000	-	-	-	-	100,000
	Transfer In From Lodging Tax	**$ 500,000**	**$ 50,000**	**$ 50,000**	**$ 50,000**	**$ -**	**$ -**	**$ 650,000**
3	Fort Steilacoom Park Pavilion	450,000	-	-	-	-	-	450,000
9	Gateway - Northgate & Nottingham	-	50,000	-	-	-	-	50,000
9	Gateway - Old Military Road & Natalie Lane	50,000	-	-	-	-	-	50,000
9	Gateway - South Tacoma Way & 84th	-	-	50,000	-	-	-	50,000
9	Gateway - Thorne Lane and Union	-	-	-	50,000	-	-	50,000

6-Year Capital Improvement Plan
Parks CIP

Reference #: 1
Project Name: Chambers Creek Trail

Project Account: 301.0005.11

Project Description & Justification:
The Cities of Lakewood and University Place along with Pierce County have been working together on a Chambers Creek Trail project. The land is owned by the Pierce County but the trail(s) are located in University Place and Lakewood. This project would complete the planning needed to allow the project to be eligible for grant funding. Each agency is being asked to contribute $25,000 towards design and engineering. Future project support could provide matching funds towards a grant and SWM funds could be used to fund future development.

Operational Impact:
Staff and Advisory Boards would contribute to the planning and public involvement process.

Funding Sources	2017	2018	2019	2020	2021	2022	Total
Sale of Assets/USGA Fees	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Grants - Secured	-	-	-	-	-	-	-
Grants - Anticipated	-	50,000	50,000	50,000	-	-	150,000
Mitigation Fees - Received	-	-	-	-	-	-	-
Mitigation Fees - Anticipated	-	-	-	-	-	-	-
Contributions - Received	-	-	-	-	-	-	-
Contributions - Anticipated	-	-	-	-	-	-	-
Transfer In From General Fund	-	-	-	-	-	-	-
Transfer In From REET	-	-	-	-	-	-	-
Transfer In From SWM Fund	-	50,000	50,000	50,000	-	-	150,000
Transfer In From Lodging Tax	-	-	-	-	-	-	-
Unfunded	-	-	-	-	-	-	-
Total Funding Sources	**$ -**	**$ 100,000**	**$ 100,000**	**$ 100,000**	**$ -**	**$ -**	**$ 300,000**

Project Costs	2017	2018	2019	2020	2021	2022	Total
Property Acquisition	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Consultant Services	-	-	-	-	-	-	-
Construction	-	100,000	100,000	100,000	-	-	300,000
Inspection	-	-	-	-	-	-	-
Project Management	-	-	-	-	-	-	-
Equipment Acquisition	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Total Project Costs	**$ -**	**$ 100,000**	**$ 100,000**	**$ 100,000**	**$ -**	**$ -**	**$ 300,000**

Impact on Operating Funds	2017	2018	2019	2020	2021	2022	Total
Revenue Increase/(Decrease)	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-
Net M&O Impact	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

6-Year Capital Improvement Plan
Parks CIP

Reference #: 2
Project Name: Edgewater Dock

Project Account: 301.xxxx.11

Project Description & Justification:
This project will build a dock at the only public boat launch on Lake Steilacoom. In 2006 the City replaced the boat launch at Edgewater Park. the boat launch is steep with little to no adjacent parking. This 1 acre linear park is relatively undevelopment. Improvements will include passive site amenities at the park and a dock near the boat launch to support boating and fishing.

Operational Impact:
Daily visits to support increased use at site. Annual pressure washing of dock to support maintenance.

Funding Sources	2017	2018	2019	2020	2021	2022	Total
Sale of Assets/USGA Fees	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Grants - Secured	-	-	-	-	-	-	-
Grants - Anticipated	-	50,000	-	-	-	-	50,000
Mitigation Fees - Received	-	-	-	-	-	-	-
Mitigation Fees - Anticipated	-	-	-	-	-	-	-
Contributions - Received	-	-	-	-	-	-	-
Contributions - Anticipated	-	-	-	-	-	-	-
Transfer In From General Fund	-	50,000	-	-	-	-	50,000
Transfer In From REET	-	-	-	-	-	-	-
Transfer In From SWM Fund	-	-	-	-	-	-	-
Transfer In From Lodging Tax	-	-	-	-	-	-	-
Unfunded	-	-	-	-	-	-	-
Total Funding Sources	**$ -**	**$ 100,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 100,000**

Project Costs	2017	2018	2019	2020	2021	2022	Total
Property Acquisition	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Consultant Services	-	25,000	-	-		-	25,000
Construction	-	75,000	-	-	-	-	75,000
Inspection	-	-	-	-	-	-	-
Project Management	-	-	-	-	-	-	-
Equipment Acquisition	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Total Project Costs	**$ -**	**$ 100,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 100,000**

Impact on Operating Funds	2017	2018	2019	2020	2021	2022	Total
Revenue Increase/(Decrease)	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Expenditure Increase/(Decrease)	-	500	500	500	500	500	2,500
Net M&O Impact	**$ -**	**$ 500**	**$ 500**	**$ 500**	**$ 500**	**$ 500**	**$ 2,500**

6-Year Capital Improvement Plan
Parks CIP

Reference #: 3
Project Name: Fort Steilacoom Park Pavilion

Project Account: 301.0004.11

Project Description & Justification:
The City has looked for gathering spaces throughout the city. Staff researched doing a Town Green / plaza at the Town Center. A local service club is interested in working with the City on a community stage project in Fort Steilacoom Park. After community review a venue for community activities and events along with private rentals is being considered. Additional work regarding development cost estimates, funding options and O&M impacts will occur. The city is interested in building a pavilion at Fort Steilacoom Park. A multi-use enclosable space to support performances, events and other uses at the park.

Operational Impact:
Per business plan - staff time needed to manage new special use permits for this space (reservations, event planning, site visits,) as well as event supervision. Site maintenace and utilities to support site enhancements.

Funding Sources	2017	2018	2019	2020	2021	2022	Total
Sale of Assets/USGA Fees	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Grants - Secured	-	-	-	-	-	-	-
Grants - Anticipated		-	-	-	-	-	-
Mitigation Fees - Received	-	-	-	-	-	-	-
Mitigation Fees - Anticipated	-	-	-	-	-	-	-
Contributions - Received	-	-	-	-	-	-	-
Contributions - Anticipated	350,000	-	-	-	-	-	350,000
Transfer In From General Fund	-	-	-	-	-	-	-
Transfer In From REET	-	-	-	-	-	-	-
Transfer In From SWM Fund	-	-	-	-	-	-	-
Transfer In From Lodging Tax	450,000	-	-	-	-	-	450,000
Unfunded	-	-	-	-	-	-	-
Total Funding Sources	**$ 800,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 800,000**

Project Costs	2017	2018	2019	2020	2021	2022	Total
Property Acquisition	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Consultant Services	50,000	-	-	-	-	-	50,000
Construction	750,000	-	-	-	-	-	750,000
Inspection	-	-	-	-	-	-	-
Project Management	-	-	-	-	-	-	-
Equipment Acquisition	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Total Project Costs	**$ 800,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 800,000**

Impact on Operating Funds	2017	2018	2019	2020	2021	2022	Total
Revenue Increase/(Decrease)	$ -	$ 14,680	$ 18,350	$ 23,700	$ 26,950	$ 30,200	$ 113,880
Expenditure Increase/(Decrease)	-	8,600	9,925	11,650	12,875	14,100	57,150
Net M&O Impact	**$ -**	**$ (6,080)**	**$ (8,425)**	**$ (12,050)**	**$ (14,075)**	**$ (16,100)**	**$ (56,730)**

6-Year Capital Improvement Plan
Parks CIP

Reference #: 4
Project Name: Fort Steilacoom Roadway & Utility Improvements

Project Account: 301.xxxx.11

Project Description & Justification:
Fort Steilacoom Park accommodates over 1 million visitors each year as part of a number of events. The combination of aging infrastructure and high volumes of use require that the City invest in improving the utilities and roads at this site. Improvements include extend water, sewer and electric utilities to building structures in the park and to improve the main road into the park and parking areas near the historic barn buildings. Coordination with Lakewood Water to put all facilities on city water system.

Operational Impact:
Surface water utility fees and water utilities estimated at $500/year.

Funding Sources	2017	2018	2019	2020	2021	2022	Total
Sale of Assets/USGA Fees	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Grants - Secured	-	-	-	-	-	-	-
Grants - Anticipated	-	-	-	-		-	-
Mitigation Fees - Received	-	-	-	-	-	-	-
Mitigation Fees - Anticipated	-	-	-	-	-	-	-
Contributions - Received	-	-	-	-		-	-
Contributions - Anticipated	-	100,000	1,400,000	-	-	-	1,500,000
Transfer In From General Fund	-	-	-	-	-	-	-
Transfer In From REET	-	-	-	-	-	-	-
Transfer In From SWM Fund	-	-	-	-	-	-	-
Transfer In From Lodging Tax	-	-	-	-	-	-	-
Unfunded	-	-	-	-	-	-	-
Total Funding Sources	**$ -**	**$ 100,000**	**$ 1,400,000**	**$ -**	**$ -**	**$ -**	**$ 1,500,000**

Project Costs	2017	2018	2019	2020	2021	2022	Total
Property Acquisition	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Consultant Services	-	100,000	-	-	-	-	100,000
Construction	-		1,400,000	-	-	-	1,400,000
Inspection	-	-	-	-	-	-	-
Project Management	-	-	-	-	-	-	-
Equipment Acquisition	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Total Project Costs	**$ -**	**$ 100,000**	**$ 1,400,000**	**$ -**	**$ -**	**$ -**	**$ 1,500,000**

Impact on Operating Funds	2017	2018	2019	2020	2021	2022	Total
Revenue Increase/(Decrease)	$ -	$ -	$ -	$ -	$ -		$ -
Expenditure Increase/(Decrease)	-	-	500	500	500	500	2,000
Net M&O Impact	**$ -**	**$ -**	**$ 500**	**$ 500**	**$ 500**	**$ 500**	**$ 2,000**

6-Year Capital Improvement Plan
Parks CIP

Reference #: 5
Project Name: Fort Steilacoom Park/Angle Lane Parking & Elwood Fencing

Project Account: 301.0003.11

Planning Area: 10

Project Description & Justification:
Fort Steilacoom Park is the most popular park in our system. Access off Elwood and Angle Lane is limited with issues regarding illegal parking. This creates negative neighborhood impacts. Parking lot improvements on park land adjacent to Angle Lane would provide another way to support use of the park. Adding a bullhead fence along Elwood Street would eliminate an access point for drivers wanting to enter the park for destructive behaviors.

Operational Impact:
Annual sweeping and striping every three years.

Funding Sources	2017	2018	2019	2020	2021	2022	Total
Sale of Assets/USGA Fees	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Grants - Secured	-	-	-	-	-	-	-
Grants - Anticipated	-	-	-	-	-	-	-
Mitigation Fees - Received	-	-	-	-	-	-	-
Mitigation Fees - Anticipated	-	-	-	-	-	-	-
Contributions - Received	-	-	-	-	-	-	-
Contributions - Anticipated	-	-	-	-	-	-	-
Transfer In From General Fund	-	-	-	-	-	-	-
Transfer In From REET	-	130,000	-	-	-	-	130,000
Transfer In From SWM Fund	-	-	-	-	-	-	-
Transfer In From Lodging Tax	-	-	-	-	-	-	-
Unfunded	-	-	-	-	-	-	-
Total Funding Sources	**$ -**	**$ 130,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 130,000**

Project Costs	2017	2018	2019	2020	2021	2022	Total
Property Acquisition	$ -	$ -		$ -	$ -	$ -	$ -
Consultant Services	-	-	-	-	-	-	-
Construction	-	130,000	-	-	-	-	130,000
Inspection	-	-	-	-	-	-	-
Project Management	-	-	-	-	-	-	-
Equipment Acquisition	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Total Project Costs	**$ -**	**$ 130,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 130,000**

Impact on Operating Funds	2017	2018	2019	2020	2021	2022	Total
Revenue Increase/(Decrease)	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Expenditure Increase/(Decrease)	-	-	750	750	750	750	3,000
Net M&O Impact	**$ -**	**$ -**	**$ 750**	**$ 750**	**$ 750**	**$ 750**	**$ 3,000**

6-Year Capital Improvement Plan
Parks CIP

Reference #: 6
Project Name: Fort Steilacoom Park Ball Field Lighting

Project Account: 301.xxxx.11

Project Description & Justification:
This is a capital development project to lightling to baseball fields at Fort Steilacoom Park to make them more desirable for youth and adult sports leagues and tournaments. Baseball tournaments generate revenue, bring in out of town guests and generate ecomonic impact

Operational Impact:
Utilites and revenue to offset operations.

Funding Sources	2017	2018	2019	2020	2021	2022	Total
Sale of Assets/USGA Fees	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Grants - Secured	-	-	-	-	-	-	-
Grants - Anticipated	-	-	500,000	-	-	-	500,000
Mitigation Fees - Received	-	-	-	-	-	-	-
Mitigation Fees - Anticipated	-	-	-	-	-	-	-
Contributions - Received	-	-	-	-	-	-	-
Contributions - Anticipated	-	-	-	-	-	-	-
Transfer In From General Fund	-	-	-	-	-	-	-
Transfer In From REET	-	-	-	-	-	-	-
Transfer In From SWM Fund	-	-	-	-	-	-	-
Transfer In From Lodging Tax	-	-	-	-	-	-	-
Unfunded	-	-	700,000	-	-	-	700,000
Total Funding Sources	**$ -**	**$ -**	**$ 1,200,000**	**$ -**	**$ -**	**$ -**	**$ 1,200,000**

Project Costs	2017	2018	2019	2020	2021	2022	Total
Property Acquisition	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Consultant Services	-	-	-	-	-	-	-
Construction	-	-	1,200,000	-	-	-	1,200,000
Inspection	-	-	-	-	-	-	-
Project Management	-	-	-	-	-	-	-
Equipment Acquisition	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Total Project Costs	**$ -**	**$ -**	**$ 1,200,000**	**$ -**	**$ -**	**$ -**	**$ 1,200,000**

Impact on Operating Funds	2017	2018	2019	2020	2021	2022	Total
Revenue Increase/(Decrease)	$ -	$ -	$ -	$ 2,000	$ 2,000	$ 2,000	$ 6,000
Expenditure Increase/(Decrease)	-	-	-	500	500	500	1,500
Net M&O Impact	**$ -**	**$ -**	**$ -**	**$ (1,500)**	**$ (1,500)**	**$ (1,500)**	**$ (4,500)**

6-Year Capital Improvement Plan
Parks CIP

Reference #: 7
Project Name: Fort Steilacoom Park Barn Restoration

Project Account: 301.xxxx.11

Project Description & Justification:
There is a lot of community interest and potentail support to rehabilitate a barn(s) at Fort Steilacoom Park. This was a highly valued project in the Legacy Plan CIP. the H barn was selected to be the first barn improved. This project will be a multi-year project involving many different agencies (City, DSHS, Pierce County Environmental Services (sewer), Lakewood Water, Puget Sound Energy, Lakewood and Fort Steilacoom Historical Societies, etc....). Planning is needed to determine design standards, cost estimates and building and permit needs.

Operational Impact:
Impacts would occur after develoment - into the next 6 year cycle.

Funding Sources	2017	2018	2019	2020	2021	2022	Total
Sale of Assets/USGA Fees	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Grants - Secured	-	-	-	-	-	-	-
Grants - Anticipated	-	-	25,000	-	-	-	25,000
Mitigation Fees - Received	-	-	-	-	-	-	-
Mitigation Fees - Anticipated	-	-	-	-	-	-	-
Contributions - Received	-	-	-	-	-	-	-
Contributions - Anticipated	-	-	-	-	-	-	-
Transfer In From General Fund	-	-	-	-	-	-	-
Transfer In From REET	-	-	-	-	-	-	-
Transfer In From SWM Fund	-	-	-	-	-	-	-
Transfer In From Lodging Tax	-	-	-	-	-	-	-
Unfunded	-	-	125,000	850,000	500,000	-	1,475,000
Total Funding Sources	**$ -**	**$ -**	**$ 150,000**	**$ 850,000**	**$ 500,000**	**$ -**	**$ 1,500,000**

Project Costs	2017	2018	2019	2020	2021	2022	Total
Property Acquisition	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Consultant Services	-	-	150,000	-	-	-	150,000
Construction	-	-	-	850,000	500,000	-	1,350,000
Inspection	-	-	-	-	-	-	-
Project Management	-	-	-	-	-	-	-
Equipment Acquisition	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Total Project Costs	**$ -**	**$ -**	**$ 150,000**	**$ 850,000**	**$ 500,000**	**$ -**	**$ 1,500,000**

Impact on Operating Funds	2017	2018	2019	2020	2021	2022	Total
Revenue Increase/(Decrease)	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-
Net M&O Impact	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

6-Year Capital Improvement Plan
Parks CIP

Reference #: 8
Project Name: Fort Steilacoom Park ADA/Sensory All Abilities Playground

Project Account: 301.xxxx.11

Project Description & Justification:
The playground at Fort Steilacoom Park is one of the most visited spaces at the park. In 2007 the community came together to build this amazing structure. Various elements have been added over the years. Adding poured in place surfacing and various elements will allow children and family members of all abilities to use / access this site.

Operational Impact:
There is no impact to m&o.

Funding Sources	2017	2018	2019	2020	2021	2022	Total
Sale of Assets/USGA Fees	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Grants - Secured	-	-	-	-	-	-	-
Grants - Anticipated	-		-	75,000	-	-	75,000
Mitigation Fees - Received	-	-	-	-	-	-	-
Mitigation Fees - Anticipated	-	-	-	-	-	-	-
Contributions - Received	-		-		-	-	-
Contributions - Anticipated	-	-	-	-	-	-	-
Transfer In From General Fund	-	-	-	-	-	-	-
Transfer In From REET	-	-	-	-	-	-	-
Transfer In From SWM Fund	-	-	-	-	-	-	-
Transfer In From Lodging Tax	-	-	-	-	-	-	-
Unfunded	-	-	-	75,000	-	-	75,000
Total Funding Sources	**$ -**	**$ -**	**$ -**	**$ 150,000**	**$ -**	**$ -**	**$ 150,000**

Project Costs	2017	2018	2019	2020	2021	2022	Total
Property Acquisition	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Consultant Services	-	-	-	-		-	-
Construction	-		-	150,000	-	-	150,000
Inspection	-	-	-	-	-	-	-
Project Management	-	-	-	-	-	-	-
Equipment Acquisition	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Total Project Costs	**$ -**	**$ -**	**$ -**	**$ 150,000**	**$ -**	**$ -**	**$ 150,000**

Impact on Operating Funds	2017	2018	2019	2020	2021	2022	Total
Revenue Increase/(Decrease)	$ -	$ -	$ -	$ -	$ -		$ -
Expenditure Increase/(Decrease)	-	-	-	-	-		-
Net M&O Impact	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

6-Year Capital Improvement Plan
Parks CIP

Reference #: 9
Project Name: Gateways

Project Account: 301.0006.11

Project Description & Justification:
We are proposing to continue the work started in 2015 to improve Lakewood Gateways. We plan to improve two or more gateway areas each year. First Impressions matter! There are 14 different ways to access and enter the Lakewood community and each of the access points (gateways) are different and leave a different impact and impression with those who pass by to visit, shop, or play. second (1/10) to form an impression. We may have 3-7 seconds to capture that first impression. Based on the current conditions, Lakewood visitors may be developing a negative impression of our community when they pass by certain areas. A 17 member community planning team developed a gateway vision and preliminary design to be used in various ways at our 13 gateway areas.

2017 Lakewood Drive and 74th & Old Military Road and Natalie Lane
2018 Farwest Drive and Steilacoom Blvd & Northgate and Nottingham
2019 South Tacoma Way (near B&I) and 84th and Tacoma Mall Blvd
2020 Thorne Lane and Union & Berkley and Union (I-5 project)

Operational Impact:
Additional seasonal maintenance, annual flowers, water and other site utilities needed to support gateways.

Funding Sources	2017	2018	2019	2020	2021	2022	Total
Sale of Assets/USGA Fees		$ -	$ -	$ -	$ -	$ -	$ -
Grants - Secured	-	-	-	-	-	-	-
Grants - Anticipated	-	-	50,000	50,000	-	-	100,000
Mitigation Fees - Received	-	-	-	-	-	-	-
Mitigation Fees - Anticipated	-	-	-	-	-	-	-
Contributions - Received	-	-	-	-	-	-	-
Contributions - Anticipated	50,000	50,000	-	-	-	-	100,000
Transfer In From General Fund	-	-	-				-
Transfer In From REET	-	-	-				-
Transfer In From SWM Fund	-	-	-	-	-	-	-
Transfer In From Fund Lodging Tax	50,000	50,000	-	-	-	-	100,000
Unfunded	-	-	50,000	50,000			100,000
Total Funding Sources	**$ 100,000**	**$ 100,000**	**$ 100,000**	**$ 100,000**	**$ -**	**$ -**	**$ 400,000**

Project Costs	2017	2018	2019	2020	2021	2022	Total
Property Acquisition	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Consultant Services	-	-	-	-		-	-
Construction	100,000	100,000	100,000	100,000	-	-	400,000
Inspection	-	-	-	-	-	-	-
Project Management	-	-	-	-	-	-	-
Equipment Acquisition	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Total Project Costs	**$ 100,000**	**$ 100,000**	**$ 100,000**	**$ 100,000**	**$ -**	**$ -**	**$ 400,000**

Impact on Operating Funds	2017	2018	2019	2020	2021	2022	Total
Revenue Increase/(Decrease)	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Expenditure Increase/(Decrease)	500	1,000	1,000	1,200	1,200	1,300	6,200
Net M&O Impact	**$ 500**	**$ 1,000**	**$ 1,000**	**$ 1,200**	**$ 1,200**	**$ 1,300**	**$ 6,200**

6-Year Capital Improvement Plan
Parks CIP

Reference #: 10

Project Name: Harry Todd Park Phase I (ADA, Dock Access, Bulkhead, Shoreline, Open Space)

Project Account: 301.0003.11

Planning Area: 10

Project Description & Justification:
The Tillicum Neighborhood is both economically and geographically challenged. Harry Todd Park is the only public open space in this neighborhood area. The waterfront area is not ADA accessible. The docks are in a state of disrepair and sections have been removed for safety. The playground is over 14 years old and needs to be replaced. This project will complete phase one of the Harry Todd waterfront restoration project. Improvements include ADA pathways and new access to docks, bulkhead replacement, shoreline and open space restoration. This project was identified as a high priority project in the Legacy Plan and in the 6 year CIP. Funds could also be used for future grants to offset the cost of the program.

Operational Impact:
There is no operational impact.

Funding Sources	2017	2018	2019	2020	2021	2022	Total
Sale of Assets/USGA Fees	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Grants - Secured	-	-	-	-	-	-	-
Grants - Anticipated	-	1,100,000	-	-	-	-	1,100,000
Mitigation Fees - Received	-	-	-	-	-	-	-
Mitigation Fees - Anticipated	-	-	-	-	-	-	-
Contributions - Received	-	-	-	-	-	-	-
Contributions - Anticipated	-	-	-	-	-	-	-
Transfer In From General Fund	-	-	-	-	-	-	-
Transfer In From REET	-	-	-	-	-	-	-
Transfer In From SWM Fund	-	50,000	-	-	-	-	50,000
Transfer In From Lodging Tax	-	-	-	-	-	-	-
Unfunded	-		-	-	-	-	-
Total Funding Sources	**$ -**	**$ 1,150,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 1,150,000**

Project Costs	2017	2018	2019	2020	2021	2022	Total
Property Acquisition	$ -	$ -		$ -	$ -	$ -	$ -
Consultant Services	-	100,000	-	-	-	-	100,000
Construction	-	1,050,000	-	-	-	-	1,050,000
Inspection	-	-	-	-	-	-	-
Project Management	-	-	-	-	-	-	-
Equipment Acquisition	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Total Project Costs	**$ -**	**$ 1,150,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 1,150,000**

Impact on Operating Funds	2017	2018	2019	2020	2021	2022	Total
Revenue Increase/(Decrease)	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-
Net M&O Impact	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

6-Year Capital Improvement Plan
Parks CIP

Reference #: 11
Project Name: Harry Todd Phase II (Waterfront Improvements)

Project Account: 301.xxxx.11

Project Description & Justification:
This project will build a fishing pier on American Lake. Lakewood is a city of lakes with very limited public access to the water. During the development of the Legacy Plan the need for access over the water and for fishing was stated over and over again. We recieve many calls throughout the year by people looking for places to fish. The docks at Harry Todd have been removed and have limited access. You can't fish at the docks near the boat launch. A fishing pier on American Lake is needed. City property and street ends will be considered. this project would be combined with Harry Todd Waterfront Improvements - phase 2 Improvements will include new docks, fishing pier, restroom and playground.

Operational Impact:
Impact should be minimal since improvements are replacing current facilities.
Cleaning and pressure washing of pier would be included in general maintenence.

Funding Sources	2017	2018	2019	2020	2021	2022	Total
Sale of Assets/USGA Fees	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Grants - Secured	-	-	-	-	-	-	-
Grants - Anticipated	-	-	-	1,000,000	-	-	1,000,000
Mitigation Fees - Received	-	-	-	-	-	-	-
Mitigation Fees - Anticipated	-	-	-	-	-	-	-
Contributions - Received	-	-	-	-	-	-	-
Contributions - Anticipated	-	-	-	-	-	-	-
Transfer In From General Fund	-	-	-	-	-	-	-
Transfer In From REET	-	-	-	-	-	-	-
Transfer In From SWM Fund	-	-	-	-	-	-	-
Transfer In From Lodging Tax	-	-	-	-	-	-	-
Unfunded	-	-	-	200,000	-	-	200,000
Total Funding Sources	**$ -**	**$ -**	**$ -**	**$ 1,200,000**	**$ -**	**$ -**	**$ 1,200,000**

Project Costs	2017	2018	2019	2020	2021	2022	Total
Property Acquisition	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Consultant Services	-	-	-	100,000	-	-	100,000
Construction	-	-	-	1,100,000	-	-	1,100,000
Inspection	-	-	-	-	-	-	-
Project Management	-	-	-	-	-	-	-
Equipment Acquisition	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Total Project Costs	**$ -**	**$ -**	**$ -**	**$ 1,200,000**	**$ -**	**$ -**	**$ 1,200,000**

Impact on Operating Funds	2017	2018	2019	2020	2021	2022	Total
Revenue Increase/(Decrease)	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-
Net M&O Impact	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

6-Year Capital Improvement Plan
Parks CIP

Reference #: 12
Project Name: Main Street Banners & Brackets

Project Account: 301.xxxx.11

Project Description & Justification:
Banners are on the light poles along Main Street and 59th Street at the Towne Center. The banners are changed seasonally to promote Lakewood, Farmers Market, Economic Development and the winter season. Many of the brackets are broken and need to be replaced. Banners are old and need to be replaced.

Operational Impact:
There is no operational impact.

Funding Sources	2017	2018	2019	2020	2021	2022	Total
Sale of Assets/USGA Fees	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Grants - Secured	-	-	-	-	-	-	-
Grants - Anticipated	-	-	-	-	-	-	-
Mitigation Fees - Received	-	-	-	-	-	-	-
Mitigation Fees - Anticipated	-	-	-	-	-	-	-
Contributions - Received	-	-	-	-	-	-	-
Contributions - Anticipated	-	-	-	-	-	-	-
Transfer In From General Fund	10,000	-	-	-	-	-	10,000
Transfer In From REET	-	-	-	-	-	-	-
Transfer In From SWM Fund	-	-	-	-	-	-	-
Transfer In From Lodging Tax	-	-	-	-	-	-	-
Unfunded	-			-			-
Total Funding Sources	**$ 10,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 10,000**

Project Costs	2017	2018	2019	2020	2021	2022	Total
Property Acquisition	$ 10,000	$ -	$ -	$ -	$ -	$ -	$ 10,000
Consultant Services	-			-			-
Construction	-	-	-	-	-	-	-
Inspection	-	-	-	-	-	-	-
Project Management	-	-	-	-	-	-	-
Equipment Acquisition	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Total Project Costs	**$ 10,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 10,000**

Impact on Operating Funds	2017	2018	2019	2020	2021	2022	Total
Revenue Increase/(Decrease)	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-
Net M&O Impact	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

6-Year Capital Improvement Plan
Parks CIP

Reference #: 13
Project Name: Park Equipment Replacement

Project Account: 301.xxxx.11

Project Description & Justification:
Upon incorporation the City started rehabilitating park sites. This included adding concrete picnic tables and benches. We also inherited many wooden picnic tables from Pierce County. Replacement is needed at all of the parks. This annual replacement program would enable the City to replace 20 tables each year. Benches in various parks have been replaced by private groups as memorials (cost for a memorial bench is $750).

Operational Impact:
There is no operational impact.

Funding Sources	2017	2018	2019	2020	2021	2022	Total
Sale of Assets/USGA Fees		$ -	$ -	$ -	$ -	$ -	$ -
Grants - Secured	-	-	-	-	-	-	-
Grants - Anticipated	-	-	-	-	-	-	-
Mitigation Fees - Received	-	-	-	-	-	-	-
Mitigation Fees - Anticipated	-	-	-	-	-	-	-
Contributions - Received	-	-	-	-	-	-	-
Contributions - Anticipated	-	-	-	-	-	-	-
Transfer In From General Fund	20,000	20,000	-				40,000
Transfer In From REET	-	-	-				-
Transfer In From SWM Fund	-	-	-	-	-	-	-
Transfer In From Lodging Tax	-	-	-	-	-	-	-
Unfunded	-	-	20,000	20,000	20,000	20,000	80,000
Total Funding Sources	**$ 20,000**	**$ 20,000**	**$ 20,000**	**$ 20,000**	**$ 20,000**	**$ 20,000**	**$ 120,000**

Project Costs	2017	2018	2019	2020	2021	2022	Total
Property Acquisition	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Consultant Services	-	-	-	-		-	-
Construction	-	-	-	-	-	-	-
Inspection	-	-	-	-	-	-	-
Project Management	-	-	-	-	-	-	-
Equipment Acquisition	20,000	20,000	20,000	20,000	20,000	20,000	120,000
Contingency	-	-	-	-	-	-	-
Total Project Costs	**$ 20,000**	**$ 20,000**	**$ 20,000**	**$ 20,000**	**$ 20,000**	**$ 20,000**	**$ 120,000**

Impact on Operating Funds	2017	2018	2019	2020	2021	2022	Total
Revenue Increase/(Decrease)	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-
Net M&O Impact	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

6-Year Capital Improvement Plan
Parks CIP

Reference #: 14
Project Name: Park Playground Resurfacing - Various Parks

Project Account: 301.xxxx.11

Project Description & Justification:
Playgrounds at all City parks are used year round. The engineered wood chips below the structures gets worn down and migrates to the edges of the park. Replacement is needed to keep the areas safe and to meet national playground and risk management safety standards.

Operational Impact:
There is no operational impact.

Funding Sources	2017	2018	2019	2020	2021	2022	Total
Sale of Assets/USGA Fees	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Grants - Secured	-	-	-	-	-	-	-
Grants - Anticipated	-	-	-	-	-	-	-
Mitigation Fees - Received	-	-	-	-	-	-	-
Mitigation Fees - Anticipated	-	-	-	-	-	-	-
Contributions - Received	-	-	-	-	-	-	-
Contributions - Anticipated	-	-	-	-	-	-	-
Transfer In From General Fund	20,000	10,000	-	-	-	-	30,000
Transfer In From REET	-	-	-	-	-	-	-
Transfer In From SWM Fund	-	-	-	-	-	-	-
Transfer In From Lodging Tax	-	-	-	-	-	-	-
Unfunded	-	-	10,000	10,000	10,000	10,000	40,000
Total Funding Sources	**$ 20,000**	**$ 10,000**	**$ 10,000**	**$ 10,000**	**$ 10,000**	**$ 10,000**	**$ 70,000**

Project Costs	2017	2018	2019	2020	2021	2022	Total
Property Acquisition	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Consultant Services	-	-	-	-		-	-
Construction	20,000	10,000	10,000	10,000	10,000	10,000	70,000
Inspection	-	-	-	-	-	-	-
Project Management	-	-	-	-	-	-	-
Equipment Acquisition	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Total Project Costs	**$ 20,000**	**$ 10,000**	**$ 10,000**	**$ 10,000**	**$ 10,000**	**$ 10,000**	**$ 70,000**

Impact on Operating Funds	2017	2018	2019	2020	2021	2022	Total
Revenue Increase/(Decrease)	$ -						$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-
Net M&O Impact	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

6-Year Capital Improvement Plan
Parks CIP

Reference #: 15
Project Name: Project Support

Project Account: 301.xxxx.11

Project Description & Justification:
The City plans to development many park projects over the next few years. Project management is needed to help with permitting and construction management to ensure we are meeting project timelines and grant expectations.

Operational Impact:
There is no impact to m&o.

Funding Sources	2017	2018	2019	2020	2021	2022	Total
Sale of Assets/USGA Fees	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Grants - Secured	-	-	-	-	-	-	-
Grants - Anticipated	-	-	-	-	-	-	-
Mitigation Fees - Received	-	-	-	-	-	-	-
Mitigation Fees - Anticipated	-	-	-	-	-	-	-
Contributions - Received	-	-	-	-	-	-	-
Contributions - Anticipated	-	-	-	-	-	-	-
Transfer In From General Fund	50,000	50,000	50,000	50,000	50,000	50,000	300,000
Transfer In From REET	-	-	-	-	-	-	-
Transfer In From SWM Fund	-	-	-	-	-	-	-
Transfer In From Lodging Tax	-	-	-	-	-	-	-
Unfunded	-	-	-	-	-	-	-
Total Funding Sources	**$ 50,000**	**$ 50,000**	**$ 50,000**	**$ 50,000**	**$ 50,000**	**$ 50,000**	**$ 300,000**

Project Costs	2017	2018	2019	2020	2021	2022	Total
Property Acquisition	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Consultant Services	50,000	50,000	50,000	50,000	50,000	50,000	300,000
Construction	-	-	-	-	-	-	-
Inspection	-	-	-	-	-	-	-
Project Management	-	-	-	-	-	-	-
Equipment Acquisition	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Total Project Costs	**$ 50,000**	**$ 50,000**	**$ 50,000**	**$ 50,000**	**$ 50,000**	**$ 50,000**	**$ 300,000**

Impact on Operating Funds	2017	2018	2019	2020	2021	2022	Total
Revenue Increase/(Decrease)	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-
Net M&O Impact	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

6-Year Capital Improvement Plan
Parks CIP

Reference #: 16
Project Name: Springbrook Park Acquisition Phase III

Project Account: 301.0012.11

Project Description & Justification:
Project will acquire 1.1 acres of land in the Springbrook neighborhood of Lakewood. This site is adjacent to Springbrook Park, a 6 acre city park. This purchase would create a 6 acre neighborhood park for the Springbrook area and secure XXX linear feet of shoreline along Clover Creek. Pierce County Conservation Future funds and SWM funds will be used.

Operational Impact:
Additional work will be needed for removal of property and operational impacts are dependent on improvements made.

Funding Sources	2017	2018	2019	2020	2021	2022	Total
Sale of Assets/USGA Fees	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Grants - Secured		-	-	-	-	-	-
Grants - Anticipated	450,000	-	-	-	-	-	450,000
Mitigation Fees - Received	-	-	-	-	-	-	-
Mitigation Fees - Anticipated	-	-	-	-	-	-	-
Contributions - Received	-	-	-	-	-	-	-
Contributions - Anticipated	-	-	-	-	-	-	-
Transfer In From General Fund	-	-	-	-	-	-	-
Transfer In From REET	-	-	-	-	-	-	-
Transfer In From SWM Fund	50,000	-	-	-	-	-	50,000
Transfer In From Lodging Tax	-	-	-	-	-	-	-
Unfunded		-	-	-	-	-	-
Total Funding Sources	**$ 500,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 500,000**

Project Costs	2017	2018	2019	2020	2021	2022	Total
Property Acquisition	$ 500,000	$ -	$ -	$ -	$ -	$ -	$ 500,000
Consultant Services	-	-	-	-	-	-	-
Construction	-	-	-	-	-	-	-
Inspection	-	-	-	-	-	-	-
Project Management	-	-	-	-	-	-	-
Equipment Acquisition	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Total Project Costs	**$ 500,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 500,000**

Impact on Operating Funds	2017	2018	2019	2020	2021	2022	Total
Revenue Increase/(Decrease)	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-
Net M&O Impact	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

6-Year Capital Improvement Plan
Parks CIP

Reference #: 17
Project Name: Wards Lake Improvements

Project Account: 301.xxxx.11

Project Description & Justification:
Wards Lake Park is located in the Northeast neighborhood area of Lakewood. Since incorporation, the City has utilized a variety of funding sources (approx. $2 million) to purchase several parcels of contiguous land to make up the Wards Lake Park property. At over 26 acres, Wards Lake is an amazing natural area in a densley populated area. This project would start to implement elements of the master plan approved in 2010 and remove vegetation affecting the stormwater pond.

Operational Impact:
Utilities, daily seasonal visits, and annual maintence for new shelter.

Funding Sources	2017	2018	2019	2020	2021	2022	Total
Sale of Assets/USGA Fees	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Grants - Secured	-	-	-	-	-	-	-
Grants - Anticipated	-		250,000	-	-	-	250,000
Mitigation Fees - Received	-	-	-	-	-	-	-
Mitigation Fees - Anticipated	-	-	-	-	-	-	-
Contributions - Received	-	-	-	-	-	-	-
Contributions - Anticipated	-	-	-	-	-	-	-
Transfer In From General Fund	-	-	-	-	-	-	-
Transfer In From REET	-	-	-	-	-	-	-
Transfer In From SWM Fund		100,000	-	-	-	-	100,000
Transfer In From Lodging Tax	-	-	-	-	-	-	-
Unfunded	-		150,000	-	-	-	150,000
Total Funding Sources	**$ -**	**$ 100,000**	**$ 400,000**	**$ -**	**$ -**	**$ -**	**$ 500,000**

Project Costs	2017	2018	2019	2020	2021	2022	Total
Property Acquisition	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Consultant Services	-	-	-	-		-	-
Construction		100,000	400,000	-	-	-	500,000
Inspection		-	-	-	-	-	-
Project Management	-	-	-	-	-	-	-
Equipment Acquisition	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Total Project Costs	**$ -**	**$ 100,000**	**$ 400,000**	**$ -**	**$ -**	**$ -**	**$ 500,000**

Impact on Operating Funds	2017	2018	2019	2020	2021	2022	Total
Revenue Increase/(Decrease)	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Expenditure Increase/(Decrease)	-	-	500	5,000	5,000	5,000	15,500
Net M&O Impact	**$ -**	**$ -**	**$ 500**	**$ 5,000**	**$ 5,000**	**$ 5,000**	**$ 15,500**

6-Year Capital Improvement Plan
Parks CIP

Reference #: 18
Project Name: Fort Steilacoom Sport Field Improvements

Project Account: 301.0010.11

Project Description & Justification:
This is a capital development project to update youth sport fields at Fort Steilacoom Park to make them more desirable for youth and adult sports leagues and tournaments. Improvements will include: upgrading dugouts, expanding irrigation, new scoreboards, outfield fencing, portable mounds storage building, park entry sign, picnic shelters and a new soccer field. We will use this for match for the State YAF grant (pending).

Operational Impact:
Fuel, turf management supplies (fertilizer, top dressing, seed), utilities, field markings and seasonal staff to support increased use.
Revenue generated to offset operations.

Funding Sources	LTD Total	2017	2018	2019	2020	2021	2022	Total
Sale of Assets/USGA Fees	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Grants - Secured	-	-	-	-	-	-	-	-
Grants - Anticipated	250,000	-	-	-	-	-	-	-
Mitigation Fees - Received	-	-	-	-	-	-	-	-
Mitigation Fees - Anticipated	-	-	-	-	-	-	-	-
Contributions - Received	-	-	-	-	-	-	-	-
Contributions - Anticipated	-	-	-	-	-	-	-	-
Transfer In From General Fund	-	-	-	-	-	-	-	-
Transfer In From REET	-	-	-	-	-	-	-	-
Transfer In From SWM Fund	-	-	-	-	-	-	-	-
Transfer In From Lodging Tax	250,000	-	-	-	-	-	-	-
Unfunded	-	-	-	-	-	-	-	-
Total Funding Sources	**$ 500,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

Project Costs	LTD Total	2017	2018	2019	2020	2021	2022	Total
Property Acquisition	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Consultant Services	-	-	-	-	-	-	-	-
Construction	500,000	-	-	-	-	-	-	-
Inspection	-	-	-	-	-	-	-	-
Project Management	-	-	-	-	-	-	-	-
Equipment Acquisition	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-
Total Project Costs	**$ 500,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

Impact on Operating Funds	LTD Total	2017	2018	2019	2020	2021	2022	Total
Revenue Increase/(Decrease)	$ -	$ -	$ 2,500	$ 3,000	$ 5,000	$ 5,000	$ 5,000	$ 20,500
Expenditure Increase/(Decrease)	-	-	5,000	5,000	5,000	5,000	5,000	25,000
Net M&O Impact	**$ -**	**$ -**	**$ 2,500**	**$ 2,000**	**$ -**	**$ -**	**$ -**	**$ 4,500**

6-Year Capital Improvement Plan
Parks CIP

Reference #: 19
Project Name: American Lake Improvements (ADA, Playground, Sanican Enclosure)

Project Account: 301.xxxx.11

Project Description & Justification:
This project will create ADA access to the waterfront area at American Lake Park. Improvements will also include an updated playground and sanican enclosure near the boat launch area.

Operational Impact:
$2,000 annually for sanican near boat launch.

Funding Sources	2017	2018	2019	2020	2021	2022	Total
Sale of Assets/USGA Fees	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Grants - Secured	-	-	-	-	-	-	-
Grants - Anticipated	-	-	-	-	-	-	-
Mitigation Fees - Received	-	-	-	-	-	-	-
Mitigation Fees - Anticipated	-	-	-	-	-	-	-
Contributions - Received	-	-	-	-	-	-	-
Contributions - Anticipated	-	-	-	-	-	-	-
Transfer In From General Fund	-	-	-	-	-	-	-
Transfer In From REET	-	-	-	-	-	-	-
Transfer In From SWM Fund	-	-	-	-	-	-	-
Transfer In From Lodging Tax	-	-	-	-	-	-	-
Unfunded	-		20,000	180,000	-	-	200,000
Total Funding Sources	**$ -**	**$ -**	**$ 20,000**	**$ 180,000**	**$ -**	**$ -**	**$ 200,000**

Project Costs	2017	2018	2019	2020	2021	2022	Total
Property Acquisition	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Consultant Services	-		20,000	-	-	-	20,000
Construction	-		-	180,000	-	-	180,000
Inspection	-	-	-	-	-	-	-
Project Management	-	-	-	-	-	-	-
Equipment Acquisition	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Total Project Costs	**$ -**	**$ -**	**$ 20,000**	**$ 180,000**	**$ -**	**$ -**	**$ 200,000**

Impact on Operating Funds	2017	2018	2019	2020	2021	2022	Total
Revenue Increase/(Decrease)	$ -	$ -	$ -	$ -	$ -		$ -
Expenditure Increase/(Decrease)	-	-	-	2,000	2,000	2,000	6,000
Net M&O Impact	**$ -**	**$ -**	**$ -**	**$ 2,000**	**$ 2,000**	**$ 2,000**	**$ 6,000**

6-Year Capital Improvement Plan
Parks CIP

Reference #: 20
Project Name: Oakbrook Park Improvements

Project Account: 301.xxxx.11

Project Description & Justification:
Oakbrook Park is located in the northwest neighborhood area of Lakewood. A small park was developed in 2002 and is the only neighborhood park in this housing area. In 2020 the playground is due for replacement and other park improvements could be made at this time which include a small picnic shelter, fencing, picnic table pads and open space enhancements

Operational Impact:
There is no impact to m&o.

Funding Sources	2017	2018	2019	2020	2021	2022	Total
Sale of Assets/USGA Fees	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Grants - Secured	-	-	-	-	-	-	-
Grants - Anticipated	-	-	-	-	-	-	-
Mitigation Fees - Received	-	-	-	-	-	-	-
Mitigation Fees - Anticipated	-	-	-	-	-	-	-
Contributions - Received	-	-	-	-	-	-	-
Contributions - Anticipated	-	-	-	-	-	-	-
Transfer In From General Fund	-	-	-	-	-	-	-
Transfer In From REET	-	-	-	-	-	-	-
Transfer In From SWM Fund	-	-	-	-	-	-	-
Transfer In From Lodging Tax	-	-	-	-	-	-	-
Unfunded	-	-	-		80,000	-	80,000
Total Funding Sources	**$ -**	**$ -**	**$ -**	**$ -**	**$ 80,000**	**$ -**	**$ 80,000**

Project Costs	2017	2018	2019	2020	2021	2022	Total
Property Acquisition	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Consultant Services	-	-	-	-	-	-	-
Construction	-	-	-		80,000	-	80,000
Inspection	-	-	-	-	-	-	-
Project Management	-	-	-	-	-	-	-
Equipment Acquisition	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Total Project Costs	**$ -**	**$ -**	**$ -**	**$ -**	**$ 80,000**	**$ -**	**$ 80,000**

Impact on Operating Funds	2017	2018	2019	2020	2021	2022	Total
Revenue Increase/(Decrease)	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-
Net M&O Impact	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

6-Year Capital Improvement Plan
Parks CIP

Reference #: 21
Project Name: Senior Center Relocation (Part of New Library)

Project Account: 301.xxxx.11

Project Description & Justification:
The City leases space at the Lakewood Community Center to operate the Lakewood Senior Activity Center. The City has been operating this site for over 10 years. Program space and parking is limited. Future partnerships and joint use could expand the space used for operations. New programs and services could be offered.

Operational Impact:
Impacts would be included in business plan for center expansion.

Funding Sources	2017	2018	2019	2020	2021	2022	Total
Sale of Assets/USGA Fees	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Grants - Secured	-		-	-	-	-	-
Grants - Anticipated	-	-	-	-	-	-	-
Mitigation Fees - Received	-	-	-	-	-	-	-
Mitigation Fees - Anticipated	-	-	-	-	-	-	-
Contributions - Received	-	-	-	-	-	-	-
Contributions - Anticipated	-	-	-	-	-	-	-
Transfer In From General Fund	-		-	-	-	-	-
Transfer In From REET	-	-	-	-	-	-	-
Transfer In From SWM Fund	-	-	-	-	-	-	-
Transfer In From Lodging Tax	-	-	-	-	-	-	-
Unfunded	-	-	-	-	-	2,000,000	2,000,000
Total Funding Sources	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 2,000,000**	**$ 2,000,000**

Project Costs	2017	2018	2019	2020	2021	2022	Total
Property Acquisition	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Consultant Services	-		-	-	-	-	-
Construction	-		-	-	-	2,000,000	2,000,000
Inspection	-	-	-	-	-	-	-
Project Management	-	-	-	-	-	-	-
Equipment Acquisition	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Total Project Costs	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 2,000,000**	**$ 2,000,000**

Impact on Operating Funds	2017	2018	2019	2020	2021	2022	Total
Revenue Increase/(Decrease)	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-
Net M&O Impact	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

6-Year Strategic Plan
Information Technology

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6-Year Strategic Plan
Information Technology

Funding Sources	2017	2018	2019	2020	2021	2022	Total
General Government/General Fund	$ 812,750	$ 404,120	$ 157,870	$ 179,870	$ 127,870	$ 133,870	$ 1,816,350
Unfunded	-	-	288,750	168,750	168,750	168,750	795,000
Total Funding Sources	**$ 812,750**	**$ 404,120**	**$ 446,620**	**$ 348,620**	**$ 296,620**	**$ 302,620**	**$ 2,611,350**

Ref#	Project Name	2017	2018	2019	2020	2021	2022	Total
1	Primary & Secondary Data Center - Total:	238,000	67,300	52,300	74,300	22,300	28,300	$ 482,500
	a) Network - Switches & Routers	160,000	-	-	40,000	-	-	$ 200,000
	b) Server/Hardware Upgrades	30,000	-	30,000	6,000	-	6,000	$ 72,000
	c) Disaster Recovery Co-Location Implementation (Police Station)	48,000	17,300	17,300	23,300	17,300	17,300	$ 140,500
	d) Firewall & Intrusion Detection Systems	-	50,000	5,000	5,000	5,000	5,000	$ 70,000
2	City Council Chambers Technology	126,000	15,000	15,000	15,000	15,000	15,000	$ 201,000
3	Computer Replacement	138,750	138,750	138,750	138,750	138,750	138,750	$ 832,500
4	Document Management, Workflow & Paperless System - Total:	250,000	164,570	72,070	72,070	72,070	72,070	$ 702,850
	a) Municipal Court Workflow System	50,000	9,700	9,700	9,700	9,700	9,700	$ 98,500
	b) Legal Workflow System	50,000	4,870	4,870	4,870	4,870	4,870	$ 74,350
	c) Document Management System - Electronic Records	150,000	150,000	57,500	57,500	57,500	57,500	$ 530,000
5	Web Site Enhancement	15,000	-	-	-	-	-	$ 15,000
6	Redesign the City's Permit Process/Eden Web Extensions	-	-	150,000	30,000	30,000	30,000	$ 240,000
7	Vulnerability & Penetration Testing	35,000	18,500	18,500	18,500	18,500	18,500	$ 127,500
8	Wireless Access Points (Wi-Fi)	10,000	-	-	-	-	-	$ 10,000
	Total Project Costs	**$ 812,750**	**$ 404,120**	**$ 446,620**	**$ 348,620**	**$ 296,620**	**$ 302,620**	**$ 2,611,350**

Project Costs	2017	2018	2019	2020	2021	2022	Total
1-Time/ Capital	794,750	338,750	168,750	138,750	138,750	138,750	$ 1,718,500
Ongoing - M&O	18,000	65,370	277,870	209,870	157,870	163,870	$ 892,850
Total Project Costs	**$ 812,750**	**$ 404,120**	**$ 446,620**	**$ 348,620**	**$ 296,620**	**$ 302,620**	**$ 2,611,350**

6-Year Strategic Plan
Information Technology

Reference #: 1a
Project Name: Network - Switches & Routers

Project Description & Justification:
Today's enterprise solutions have become increasingly dependent on high speed, secure & redundant networks. Application management, security, implementation and configuration for future upgrades are becoming much more difficult and demanding on network resources. Managing increasingly complicated networks take up more time and resources. Increased demands on core Ethernet switches require reliable and secure systems to ensure both reliability and security. Over the next several years the City of Lakewood's core enterprise switches & routers will meet their end of life dates. In order to ensure uptime, scalability and to reduce risks the City must continue to ensure enterprise switches are kept current to include maintenance and software support. Having a single platform across the city with Enterprise Management software will provide the necessary tools to technology staff to ensure proactive support, daily monitoring and management of the entire enterprise. Existing hardware (Cisco) also comes with pricey annual maintenance and support packages which must be renewed on a yearly basis (SMARTNET). These units should be replaced with current technology that does not include these additional SMARTNET costs. Replacement Dell solution is estimated to cost $160000 with 3 year maintenance renewals at $40,000.

Existing enterprise equipment are nearing their end of life and will no longer be supported beyond the dates listed below.

Cisco 6513 Enterprise Switch End of Life Date: Aug 31, 2017
- 1 Chassis, (5) 48 Port GB Blades, (2) 10GB Blades, (1) 24 Port Fiber Blade
Cisco 2800 Series Routers End of Life Date: Oct 31, 2016
- Qty (4) / 2 Models
Cisco ASA 5510 Firewall
- Qty (1) – End of Life (Hardware Support) Sept 30, 2018
Total Cisco Replacement Costs $383,000 for the Core Switch $50,000 Routers. Comparable Dell Solution $200,000.

Project Cost:
Initial One-Time/Capital Cost = $160,000
- For purchase of replacement hardware/software for primary switching environment at City Hall.

Ongoing M&O Impact = $40,000 beginning in 2020 (Only paid every 3 years)
- For three hardware/software maintenance renewal.

Funding Sources	2017	2018	2019	2020	2021	2022	Total
General Government	$ 160,000	$ -	$ -	$ 40,000	$ -	$ -	$ 200,000
Unfunded	-	-	-	-	-	-	-
Total Funding Sources	**$ 160,000**	**$ -**	**$ -**	**$ 40,000**	**$ -**	**$ -**	**$ 200,000**

Project Costs	2017	2018	2019	2020	2021	2022	Total
1-Time/ Capital	160,000	-	-	-	-	-	160,000
Ongoing - Net M&O Impact	-	-	-	40,000	-	-	40,000
Total Project Costs	**$ 160,000**	**$ -**	**$ -**	**$ 40,000**	**$ -**	**$ -**	**$ 200,000**

6-Year Strategic Plan
Information Technology

Reference #: 1b
Project Name: Server/Hardware Upgrades

Project Description & Justification:
Physical Server/hardware Replacement. Maintain Information Technology equipment that is performing critical processing functions at a level to ensure their reliability and availability to support the business process for the City. Server replacements will be evaluated prior to replacement. Objectives related to energy efficiency, performance and operating system migration will be thoroughly considered prior to procurement. Further analysis related to the separation of processing capability and data management will be evaluated as well as positioning to improve our security, disaster recovery and Continued Business Operations. Numerous servers are older generation Dell 2850 systems (6+ Years old) and require replacement. $30000 has been allocated in year 2017 to provide capacity for Server replacements (Hardware). An additional amount of $30000 in 2019 to be used to replace other hardware as End of Life nears. $10,000 in year 2020 has been designated for additional hardware capacity if needed due to potential growth.

Project Cost:

Initial One-Time/Capital Cost:
- $30,000 Replacement purchase of server hardware in year 2017
- $30,000 Replacement purchase of server hardware in year 2019
- $10,000 Purchase of additional hardware capacity if needed in year 2020

Annual Net M&O Impact = $6,000 beginning in 2020 & again in 2022 base on 3 year renewals for Dell hardware
- Maintenance contract renewal is every three years

Funding Sources	2017	2018	2019	2020	2021	2022	Total
General Government	$ 30,000	$ -	$ 30,000	$ 6,000	$ -	$ 6,000	$ 72,000
Unfunded	-	-	-	-	-	-	-
Total Funding Sources	**$ 30,000**	**$ -**	**$ 30,000**	**$ 6,000**	**$ -**	**$ 6,000**	**$ 72,000**

Total Project Costs	2017	2018	2019	2020	2021	2022	Total
1-Time/ Capital	30,000	-	30,000	-	-	-	60,000
Ongoing - Net M&O Impact	-	-	-	6,000	-	6,000	12,000
Total Project Costs	**$ 30,000**	**$ -**	**$ 30,000**	**$ 6,000**	**$ -**	**$ 6,000**	**$ 72,000**

6-Year Strategic Plan
Information Technology

Reference #: 1c
Project Name: Disaster Recovery Co-Location Implementation (Police Station)

Project Description & Justification:
At the current time there is no redundant Data or Voice Circuit at the Police Station which is the City's designated Emergency Operations Center and the enterprise data co-location. In the event of a disaster at City Hall or loss of connectivity, network and voice services would cease to operate due to the loss of connectivity to the primary data center. In order to ensure operations during an emergencyu, outage or disaster additional network and voice circuits need to be added to ensure failover.

Implementation of Virtualized Solutions to be housed at the Lakewood Police Station to provide immediate recovery during disaster at City Hall to include replication of all critical production systems to Co-Location. Solution will add data de-duplication to reduce backup costs and optimize replication. Implemention of snapshots and continuous data protection (CDP) to eliminate bulk data movement for backup and disaster recovery. Leverage WAN optimization and delta versioning with encryption to reduce risk and WAN requirements. Use CDP to reduce recovery times to a few minutes and eliminate data loss. Virtualize storage and servers to reduce infrastructure costs.

Project Cost:

Initial One-time Cost = $48,000
- For additional software licensing and associated hardware.

Annual Net M&O= Savings of $700 in years 2018 and 2019 / $5,300 cost in 2020 for 3 year maintenance renewal.
- $6,000 for three year hardware maintenance, offset by $700 estimated annual power savings resulting from removal of physical servers to virtual system.
- $18,000 for data and voice estimate to be $1,500 per month

Funding Sources	2017	2018	2019	2020	2021	2022	Total
General Government	$ 48,000	$ 17,300	$ 17,300	$ 23,300	$ 17,300	$ 17,300	$ 140,500
Unfunded	-	-	-	-	-	-	-
Total Funding Sources	**$ 48,000**	**$ 17,300**	**$ 17,300**	**$ 23,300**	**$ 17,300**	**$ 17,300**	**$ 140,500**

Project Costs	2017	2018	2019	2020	2021	2022	Total
1-Time/ Capital	30,000	-	-	-	-	-	30,000
Ongoing - Net M&O Impact	18,000	17,300	17,300	23,300	17,300	17,300	110,500
Total Project Costs	**$ 48,000**	**$ 17,300**	**$ 17,300**	**$ 23,300**	**$ 17,300**	**$ 17,300**	**$ 140,500**

Reference #: 1d
Project Name: Firewall & Intrusion Detection Systems

Project Description & Justification:
Firewall management remains the City of Lakewood's primary network defense. It commands more time from network security managers than virtually any other activity. The enterprise firewall is composed of purpose-built appliances for securing the enterprise. These systems must be able to support single installations or complex deployments to include separate City locations, multi-tiered demilitarized zones (DMZ's) & VLAN (Virtual Networks) implementations. Current solutions in place are difficult to manage and support and are reaching their end of life. They also lack a robust network intrusion prevention systems (IPS) and enhanced reporting and alerting capabilities. The currently installed Checkpoint UTM-1 570 Firewall will reach its end of support 08-May-2018 and the Smart-1 5 Appliance on 30-Sep-2019. It's recommended that the City establish funds to be able to replace both appliances before End of Life for the 570 unit(s).

Project Cost:

Initial One-Time/Capital Cost = $50,000
- For purchase of hardware/software for replacement of firewalls.

Ongoing Annual M&O = $5,000
- For annual hardware/software maintenance renewal.

Funding Sources	2017	2018	2019	2020	2021	2022	Total
General Government	$ -	$ 50,000	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 70,000
Unfunded	-	-	-	-	-	-	-
Total Funding Sources	**$ -**	**$ 50,000**	**$ 5,000**	**$ 5,000**	**$ 5,000**	**$ 5,000**	**$ 70,000**

Project Costs	2017	2018	2019	2020	2021	2022	Total
1-Time/ Capital	-	50,000	-	-	-	-	50,000
Ongoing - Net M&O Impact	-	-	5,000	5,000	5,000	5,000	20,000
Total Project Costs	**$ -**	**$ 50,000**	**$ 5,000**	**$ 5,000**	**$ 5,000**	**$ 5,000**	**$ 70,000**

6-Year Strategic Plan
Information Technology

Reference #: 2
Project Name: City Council Chambers Technology

Project Description & Justification:
The technology used in the chambers is over 14 years old and was purchased when city hall was built. This technology is past end-of-life and does not meet contemporary standards for public broadcast or streaming of council meeting. Currently there are several cameras which are beginning to fail and should be replaced as soon as possible. It's recommended that these cameras be replaced as soon as possible. A complete solution should be chosen before any initial camera purchase to ensure future compatibly with the council chamber video system along with the capability to stream live via the city website or public access channel.

Replacement all of the existing technology in the chambers, excluding the newly installed council work session screen and projector. Cameras will be replaced with HD Enterprise quality solutions to include replacement of existing microphones with the Shure solution. Complete replacement of existing solution is estimated to be $126,000 ($7000/yearly maintenance) which will provide new video cameras, new control systems, 16 new Shure wireless microphones, online streaming capabilities, new Audio DSP (Digital Signal Processors), Crestron AirMedia Presentation system for wireless broadcast from laptops or tablets. Proposed solution includes the Lifesize 800 solution which is identical to the solution currently used in Municipal Court's hearing room. Lifesize Cloud solution with 10 names users and unlimited guest accounts for two video conferencing. Provide for basic streaming of council meetings using existing cameras. This will provide citizens with live viewing of the meetings over the internet.

Project Cost:

Initial One-Time/Capital Cost = $126,000
- For purchase of hardware and software consisting of the LIfesize 800 Video solution, High Definition Cameras, Shure wireless microphones, Lifesize Cloud conferencing, replacement Audio DSP (Digital Signal Processors) and contracted installation & support.

Ongoing Annual Net M&O = $15,000
- For annual software maintenance renewal.

Funding Sources	2017	2018	2019	2020	2021	2022	Total
General Government/General Fund	$ 126,000	$ 15,000	$ 15,000	$ 15,000	$ 15,000	$ 15,000	$ 201,000
Unfunded	-	-	-	-	-	-	-
Total Funding Sources	**$ 126,000**	**$ 15,000**	**$ 15,000**	**$ 15,000**	**$ 15,000**	**$ 15,000**	**$ 201,000**

Project Costs	2017	2018	2019	2020	2021	2022	Total
1-Time/ Capital	126,000	-	-	-	-	-	126,000
Ongoing - Net M&O Impact	-	15,000	15,000	15,000	15,000	15,000	75,000
Total Project Costs	**$ 126,000**	**$ 15,000**	**$ 15,000**	**$ 15,000**	**$ 15,000**	**$ 15,000**	**$ 201,000**

6-Year Strategic Plan
Information Technology

Reference #: 3
Project Name: Computer Replacement

Project Description & Justification:
Computer Desktop/Laptop & mobile device replacement is a necessity within the City as the aging life of PCs and mobile devices will drive replacements. Older computers are unlikely to support newer generation operating systems in the future. Whether by hardware failure or software obsolescence the city will need to replace computers and mobile devices to continue to function and provide services to the general public. Funds should be set aside yearly to ensure a proper refresh cycle exists. Continued investments in the city's virtual infrastructure should be a priority as this will drive the cost down for hardware replacements and provide a platform agnostic solution for mobile devices throughout the city. Investment in mobile technology will provide robust tools for remote staff and also decrease costs associated with full laptop or desktop stations. Continued use of mobile technology within the police department such as tablets and enhanced smartphones will also cut costs and provide tools necessary for officers in the field. Current replacement cycle for existing desktops is 4 years thus the need to set aside $138,750 each years beginning in 2017 will allow for replacements of computers.

Project Cost:
Initial One-Time/Capital Cost = $0
- The majority of the replacement occurred in 2014

Annual Ongoing Net M&O Impact = $0
- Included in current budget, no additional funding required

Funding Sources	**2017**	**2018**	**2019**	**2020**	**2021**	**2022**	**Total**
General Government/General Fund	$ 138,750	$ 138,750	$ -	$ -	$ -	$ -	$ 277,500
Unfunded	-	-	138,750	138,750	138,750	138,750	555,000
Total Funding Sources	**$ 138,750**	**$ 138,750**	**$ 138,750**	**$ 138,750**	**$ 138,750**	**$ 138,750**	**$ 832,500**

Project Costs	**2017**	**2018**	**2019**	**2020**	**2021**	**2022**	**Total**
1-Time/ Capital	138,750	138,750	138,750	138,750	138,750	138,750	832,500
Ongoing - Net M&O Impact	-	-	-	-	-	-	-
Total Project Costs	**$ 138,750**	**$ 138,750**	**$ 138,750**	**$ 138,750**	**$ 138,750**	**$ 138,750**	**$ 832,500**

6-Year Strategic Plan
Information Technology

Reference #: 4a
Project Name: Municipal Court Workflow System

Project Description & Justification:
A solution with automated workflow capability would eliminate the time and expense involved in managing the flow of paperwork within the court system. This system would take information from the current Judicial Information System (JIS) such as name, case number and charges, then upload it into an electronic form that the Judge would work from while simultaneously updating information into JIS. This would reduce staff time for data entry as court staff currently prepare the court order, and are later required to manually enter information from the written court order, to the statewide JIS system. There would still be functions that would need to be manually entered such as creating accounts, selecting court dates, etc. There are numerous workflows specifically designed to support the courts that are not available in other document or content management systems. Currently, there is only one reseller (Codesmart) who has fully integrated with the Administrative Office of Courts (AOC). There is potentially a second solution being developed by another third party although there has been no movement as of yet. This program is currently under development with an expected go live during 1st quarter of 2015. The Police Department stated they would not have any interaction with the system and the Legal Department would have minimal use, mainly for the electronic forms with the possibility of additional usage when the program is enhanced in the future.

Project Cost:

Initial One-Time/Capital Cost = $50,000
- For purchase of software, training and implementation.

Annual Ongoing Net M&O = $9,700
- For annual software maintenance renewal.

Funding Sources	2017	2018	2019	2020	2021	2022	Total
General Government/General Fund	$ 50,000	$ 9,700	$ 9,700	$ 9,700	$ 9,700	$ 9,700	$ 98,500
Unfunded	-	-	-	-	-	-	-
Total Funding Sources	**$ 50,000**	**$ 9,700**	**$ 9,700**	**$ 9,700**	**$ 9,700**	**$ 9,700**	**$ 98,500**

Project Costs	2017	2018	2019	2020	2021	2022	Total
1-Time/ Capital	50,000	-	-	-	-	-	50,000
Ongoing - Net M&O Impact	-	9,700	9,700	9,700	9,700	9,700	48,500
Total Project Costs	**$ 50,000**	**$ 9,700**	**$ 9,700**	**$ 9,700**	**$ 9,700**	**$ 9,700**	**$ 98,500**

6-Year Strategic Plan
Information Technology

Reference #: 4b
Project Name: Legal Workflow System

Project Description & Justification:
LawBase is an easy-to-use case and matter management solution. LawBase is currently being used by thousands of users worldwide to track progress, maintain client files, keep complete calendars and schedules, maintain file room management and perform large repetitive tasks with just a few keystrokes – in a fraction of the time it used to take, saving time and money. LawBase is a flexible solution, designed to interface with other applications such as a citywide document management system and Municipal Court workflow systems. Initial set up would require support from the Information Technology Division. Annual ongoing maintenance costs are $2,920 beginning in 2018.

Justification:
• Improved department efficiency and less duplication of tasks;
• Improved accuracy in legal documents due to decreased duplication of data entry;
• Reduce processing time for preparation of court calendars;
• Improve record keeping and archiving of criminal case files;

Project Cost:
Initial startup costs are projected to be $50,000 with annual maintenance of $4,867 beginning in 2018

Funding Sources	2017	2018	2019	2020	2021	2022	Total
General Government/General Fund	$ 50,000	$ 4,870	$ 4,870	$ 4,870	$ 4,870	$ 4,870	$ 74,350
Unfunded	-	-	-	-	-	-	-
Total Funding Sources	**$ 50,000**	**$ 4,870**	**$ 4,870**	**$ 4,870**	**$ 4,870**	**$ 4,870**	**$ 74,350**

Project Costs	2017	2018	2019	2020	2021	2022	Total
1-Time/ Capital	50,000	-	-	-	-	-	50,000
Ongoing - Net M&O Impact	-	4,870	4,870	4,870	4,870	4,870	24,350
Total Project Costs	**$ 50,000**	**$ 4,870**	**$ 4,870**	**$ 4,870**	**$ 4,870**	**$ 4,870**	**$ 74,350**

Reference #: 4c
Project Name: Document Management System - Electronic Records

Project Description & Justification:
At the moment the city currently does not have a solution in place which provides a centralized solution to manage all City unstructured data (word/excel documents, permits, hard copies of files, etc) across all departments. Each department stores data on a shared server which in turn takes up resources for both storage and archival and does not make for ease management to include searching of documents, deletion, versioning, compliance and archival. Documents are sometimes found to be duplicated, antiquated and/or outdated. Archival and compliance with the WA State document retention requirements for archival purposes continue to be a hands on difficult process. As the City invests in other solutions for Legal, Police and the Municipal court a document management solution becomes a necessity to manage and secure hundreds of thousands of documents across the infrastructure. Integration with other solutions in these departments will allow for the ease of retrieval, sharing of resources/documents and archival across multiple platforms.

An enterprise class document management system alone can help the city generate new efficiencies and dramatic cost savings such as eliminating the costs associated with storing paper utilizing both internal locations and third party vendors. Document management also provides a process to manage the entire lifecycle of paper-based or electronic documents. This provides a simple and efficient way to input, retrieve, manage revisions, collaborate, track and retain all of the unstructured data that exists throughout the city across all departments. Managing this data is a time-consuming labor-intensive, customer facing process that eats away at the bottom line. The document management solution will also integrate document management directly into other applications throughout the City, so that users may retrieve existing documents directly from the document management system repository, make changes, and save the changed document back to the repository as a new version, all without leaving the application. Departments such as Legal, Police and Municipal court each would benefit from this as these departments are currently also proposing solutions which integrate directly with a document management solution thus increasing efficiency, collaboration and cutting costs. All departments would be affected as this would be the primary tool for searching, accessing and creating new documents. Municipal Court, Legal and Police currently are looking at solutions which would directly tie in and benefit from a document management solution. Elimination of several other third party DMS solutions in these 3 applications save additional costs and provide a centralized solution for all city staff resulting in less management, ease of support & training for all as it would be a single platform.

Project Cost:

Initial One-Time Capital Cost = $300,000
- For initial software purchase, hardware upgrades $230,000. Installation, training, setup and contracted services (70,000)

Annual Ongoing Net M&O = $57,500
- For annual software maintenance renewal.
- Savings from archive retention/retrieval of physical document to be determined.

Funding Sources	**2017**	**2018**	**2019**	**2020**	**2021**	**2022**	**Total**
General Government/General Fund	$ 150,000	$ 150,000	$ 57,500	$ 57,500	$ 57,500	$ 57,500	$ 530,000
Unfunded	-	-	-	-	-	-	-
Total Funding Sources	**$ 150,000**	**$ 150,000**	**$ 57,500**	**$ 57,500**	**$ 57,500**	**$ 57,500**	**$ 530,000**

Project Costs	**2017**	**2018**	**2019**	**2020**	**2021**	**2022**	**Total**
1-Time/ Capital	150,000	150,000	-	-	-	-	300,000
Ongoing - Net M&O Impact	-	-	57,500	57,500	57,500	57,500	230,000
Total Project Costs	**$ 150,000**	**$ 150,000**	**$ 57,500**	**$ 57,500**	**$ 57,500**	**$ 57,500**	**$ 530,000**

6-Year Strategic Plan
Information Technology

Reference #: 5
Project Name: Web Site Enhancement

Project Description & Justification:
As the city continues to enhance its internal operations and services it's imperative that the external website be maintained in such a way as to provide rich content, enhanced services and functional systems to the public. Website Technology continues to change resulting in the need to continuously support, upgrade and enhance the City of Lakewood's website. It's imperative that the website design is kept current and mobile friendly with both today's and future mobile devices. Continued development of a professional-looking site is required as many residents, business owners and consumers now search for information online prior to coming to City Hall for services thus the city website may be the first chance at making a good impression. Funds must be set aside to ensure the operation, upgrade and scalability of the system for both near term and future needs.

Phase I provided funding for the initial internal development and rollout of the new website in 2015 - $2500.
Phase II allowed for additional video content, online widgets and content development in 2016 - $10,000.
Phase III would provide funding for future upgrades (such as mobile integrated solutions, online payments, online chat services, and enhanced search capabilities) in 2017 - $15,000.

Project Cost:
There is no ongoing costs associated with this project.

Funding Sources	2017	2018	2019	2020	2021	2022	Total
General Government/General Fund	$ 15,000	-	$ -	$ -	$ -	$ -	$ 15,000
Unfunded	-	-	-	-	-	-	-
Total Funding Sources	**$ 15,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 15,000**

Project Costs	2017	2018	2019	2020	2021	2022	Total
1-Time/ Capital	15,000	-	-	-		-	15,000
Ongoing - Net M&O Impact	-	-	-	-	-	-	-
Total Project Costs	**$ 15,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 15,000**

6-Year Strategic Plan
Information Technology

Reference #: 6
Project Name: Redesign the City's Permit Process/Eden Web Extensions

Project Description & Justification:
The current permitting software system does not meet the needs of the City moving forward. It is difficult to use and often times frustrating for staff. The current permit system in Eden requires too much customization thus increasing operating costs. The system is not intuitive, therefore, requiring significant training. It is not easy to archive records. Report writing is not a simple process. The current system does not interface with online plan review. Justification for a new permitting system:

- Reduce permitting time;
- Improve record keeping and archiving of permitting decisions;
- Enhance communication with applicants and other municipal departments, resulting in better quality plan submissions and customer service;
- Improved municipal staff efficiency and less duplication of effort;
- Improve staff training by introducing an intuitive system; and
- Increase flexibility in design and customization.

Project proposed for 2019, however, if needed earlier, will address during the mid-biennial review.

Project Cost:
$30,000 annual support maintenance charges beginning in year 2020

Funding Sources	2017	2018	2019	2020	2021	2022	Total
General Government/General Fund	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Unfunded	-	-	150,000	30,000	30,000	30,000	240,000
Total Funding Sources	**$ -**	**$ -**	**$ 150,000**	**$ 30,000**	**$ 30,000**	**$ 30,000**	**$ 240,000**

Project Costs	2017	2018	2019	2020	2021	2022	Total
1-Time/ Capital	-	-	-	-	-	-	-
Ongoing - Net M&O Impact		-	150,000	30,000	30,000	30,000	240,000
Total Project Costs	**$ -**	**$ -**	**$ 150,000**	**$ 30,000**	**$ 30,000**	**$ 30,000**	**$ 240,000**

6-Year Strategic Plan
Information Technology

Reference #: 7
Project Name: Vulnerability & Penetration Testing

Project Description & Justification:
Today's enterprise and the end users have increasingly become dependent on technology applications. IT Applications allow customers/users to directly access personal and confidential information, encouraging self-driven model, decreasing business cost. Critical business functions are dependent on the successful functioning of the IT applications. Users & consumers have become much more aware and attentive towards the privacy, confidentiality and safekeeping of their personal information. Cost of security breaches is increasing. It is not only losing the customer confidence but the City may end up paying heavy penalties after a breach.

The ultimate question for the City of Lakewood may be what is there to lose.
• Data, which may be the biggest asset in the City of Lakewood's enterprise
• Public Image and Confidence of Residents & Businesses in the city
• Availability of applications causing unplanned blackouts for business

Assessment helps to figure out what are the weaknesses and potential issues in our web application.

The purpose of this risk assessment is to evaluate the adequacy of the City of Lakewood's security. This risk assessment provides a structured qualitative assessment of the operational environment. It addresses sensitivity, threats, vulnerabilities, risks and safeguards. The assessment recommends cost-effective safeguards to mitigate threats and associated exploitable vulnerabilities. A Risk Assessment Report evaluates the confidentiality (protection from unauthorized disclosure of system and data information), integrity (protection from improper modification of information), and availability (loss of system access) of all City of Lakewood's applications and infrastructure. Recommended security safeguards will allow management to make decisions about security-related initiatives.

Project Cost:

Initial One-Time/Capital Cost = $35,000
- For purchase of Vulnerability & Pen Testing software.

Annual Net M&O = $18,500
- $6,000 annual software maintenance renewal.
- $12,500 Annual third party penetration testing (estimated one week project).

Funding Sources	2017	2018	2019	2020	2021	2022	Total
General Government	$ 35,000	$ 18,500	$ 18,500	$ 18,500	$ 18,500	$ 18,500	$ 127,500
Unfunded	$ -	$ -	$ -	$ -	$ -	$ -	-
Total Funding Sources	**$ 35,000**	**$ 18,500**	**$ 18,500**	**$ 18,500**	**$ 18,500**	**$ 18,500**	**$ 127,500**

Project Costs	2017	2018	2019	2020	2021	2022	Total
1-Time/ Capital	35,000	-	-	-	-	-	35,000
Ongoing - Net M&O Impact	-	18,500	18,500	18,500	18,500	18,500	92,500
Total Project Costs	**$ 35,000**	**$ 18,500**	**$ 18,500**	**$ 18,500**	**$ 18,500**	**$ 18,500**	**$ 127,500**

6-Year Strategic Plan
Information Technology

Reference #: 8
Project Name: Wireless Access Points (Wi-Fi)

Project Description & Justification:

Wi-Fi access in parks can provide O&M maintenance staff with the infrastructure to remotely connect to the City's future work order system, network resources and phone system. It also provides occasional use benefits for visitors and constituents to the City's parks utilizing the City's Guest Wireless network. Phase I in 2015 ($15,000) will provide funding to purchase additional Wi-Fi hardware to be installed at Steilacoom Park. Phase II in late 2017 ($10,000) provides additional resources such as Springbrook Park or others pending availability of the City Network at that location.

Project Cost:

Initial One-time/Capital Cost:
- $15,000 Wireless Access point hardware & installation at Steilacoom Park in year 2015
- $10,000 Wireless Access point hardware & installation at other parks in year 2017
- $20,000 Wireless Access point hardware upgrades & software upgrades in year 2021 using replacement reserve fund accumulated 2017-2020

Annual Net M&O = $0
- No ongoing costs associated with the Wi-Fi implementation as the system utilizes city-owned fiber

Funding Sources	**2017**	**2018**	**2019**	**2020**	**2021**	**2022**	**Total**
General Government/General Fund	$ 10,000	$ -	$ -	$ -	$ -	$ -	$ 10,000
Unfunded	-	-	-	-	-	-	-
Total Funding Sources	**$ 10,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 10,000**

Project Costs	**2017**	**2018**	**2019**	**2020**	**2021**	**2022**	**Total**
1-Time/ Capital	10,000	-	-	-		-	10,000
Ongoing - Net M&O Impact	-	-	-	-	-	-	-
Ongoing - Replacement Reserves	-	-	-	-	-	-	-
Total Project Costs	**$ 10,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 10,000**

Impact on Operating Funds	**2017**	**2018**	**2019**	**2020**	**2021**	**2022**	**Total**
Revenue Increase/(Decrease)	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-
Net M&O Impact	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

APPENDIX

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Non-Represented
(3% Range Adjustment in 2017 and 3% Range Adjusment in 2018)

Job Classification ** Exempt from FLSA overtime*	Range		2017 Minimum	2017 Maximum	2018 Minimum	2018 Maximum
Administrative Assistant	25	hr	$ 23.79	$ 30.17	$ 24.50	$ 31.08
Human Resources Technician		mo	$ 4,124	$ 5,229	$ 4,247	$ 5,386
		yr	$ 49,483	$ 62,754	$ 50,968	$ 64,636
Executive Assistant*	32	hr	$ 27.06	$ 34.32	$ 27.87	$ 35.35
		mo	$ 4,690	$ 5,949	$ 4,831	$ 6,127
		yr	$ 56,285	$ 71,386	$ 57,973	$ 73,527
Asst to City Mgr/Mgmt Analyst*	35	hr	$ 28.72	$ 36.41	$ 29.58	$ 37.50
Evidence Supervisor		mo	$ 4,978	$ 6,311	$ 5,127	$ 6,500
		yr	$ 59,738	$ 75,733	$ 61,530	$ 78,005
Communications Manager*	38	hr	$ 30.47	$ 38.64	$ 31.38	$ 39.80
Human Resources Analyst*		mo	$ 5,281	$ 6,698	$ 5,440	$ 6,899
		yr	$ 63,378	$ 80,371	$ 65,279	$ 82,782
Finance Supervisor*	45	hr	$ 35.01	$ 44.39	$ 36.06	$ 45.72
		mo	$ 6,068	$ 7,694	$ 6,250	$ 7,925
		yr	$ 72,821	$ 92,331	$ 75,005	$ 95,101
Planning Manager*	46	hr	$ 35.70	$ 45.28	$ 36.77	$ 46.64
Program Manager*		mo	$ 6,188	$ 7,849	$ 6,374	$ 8,084
		yr	$ 74,256	$ 94,182	$ 76,484	$ 97,008
City Clerk*	49	hr	$ 37.88	$ 48.05	$ 39.02	$ 49.49
		mo	$ 6,566	$ 8,329	$ 6,763	$ 8,579
		yr	$ 78,790	$ 99,944	$ 81,154	$ 102,942
Court Administrator*	52	hr	$ 39.80	$ 50.48	$ 40.99	$ 51.99
		mo	$ 6,899	$ 8,750	$ 7,106	$ 9,012
		yr	$ 82,784	$ 104,998	$ 85,268	$ 108,148
Assistant City Attorney*	54	hr	$ 41.41	$ 52.52	$ 42.65	$ 54.10
Building Official*		mo	$ 7,178	$ 9,103	$ 7,393	$ 9,377
Information Technology Manager*		yr	$ 86,133	$ 109,242	$ 88,717	$ 112,519
Public Works Division Manager*						
Operation Superintendent*						
Economic Development Manager*	56	hr	$ 43.08	$ 54.65	$ 44.37	$ 56.29
		mo	$ 7,467	$ 9,473	$ 7,691	$ 9,757
		yr	$ 89,606	$ 113,672	$ 92,295	$ 117,082
Human Resources Director*	62	hr	$ 48.04	$ 60.93	$ 49.48	$ 62.76
		mo	$ 8,327	$ 10,561	$ 8,577	$ 10,878
		yr	$ 99,923	$ 126,734	$ 102,921	$ 130,536
Assistant Police Chief*	67	hr	$ 51.49	$ 65.31	$ 53.03	$ 67.27
		mo	$ 8,925	$ 11,320	$ 9,193	$ 11,660
		yr	$ 107,099	$ 135,845	$ 110,312	$ 139,920
Parks, Rec. & Comm. Svc. Director*	68	hr	$ 52.52	$ 66.62	$ 54.10	$ 68.62
Public Works Director*		mo	$ 9,103	$ 11,547	$ 9,377	$ 11,894
		yr	$ 109,242	$ 138,570	$ 112,519	$ 142,727
Assistant City Manager*	72	hr	$ 56.86	$ 72.12	$ 58.57	$ 74.28
City Attorney*		mo	$ 9,856	$ 12,501	$ 10,151	$ 12,876
Police Chief*		yr	$ 118,269	$ 150,010	$ 121,817	$ 154,510
Municipal Court Judge			Employment Contract		Employment Contract	
City Manager			Employment Contract		Employment Contract	

AFSCME Contract /1/1/2013 - 12/31/2016 (3% COLA in 2015)
(2017/2018 Salary Schedule Under Negotiation)

Job Classification	Range		2015													
** Exempt from FLSA overtime*			Entry	Step 0.5	Step 1	Step 1.5	Step 2	Step 2.5	Step 3	Step 3.5	Step 4	Step 4.5	Step 5	Step 5.5	Step 6	Master
Maintenance Assistant	1	hr	$13.81	$14.11	$14.42	$14.72	$15.04	$15.34	$15.65	$15.96	$16.27	$16.58	$16.89	$17.20	$17.50	$17.95
		mo	$2,393	$2,445	$2,500	$2,552	$2,607	$2,659	$2,713	$2,767	$2,820	$2,874	$2,927	$2,981	$3,034	$3,111
		yr	$28,716	$29,340	$30,000	$30,624	$31,284	$31,908	$32,556	$33,204	$33,840	$34,488	$35,124	$35,772	$36,408	$37,332
Office Assistant	12	hr	$17.16	$17.54	$17.93	$18.32	$18.70	$19.08	$19.46	$19.85	$20.24	$20.62	$21.01	$21.39	$21.77	$22.31
		mo	$2,975	$3,041	$3,108	$3,175	$3,241	$3,308	$3,373	$3,441	$3,508	$3,574	$3,641	$3,708	$3,773	$3,867
		yr	$35,700	$36,492	$37,296	$38,100	$38,892	$39,696	$40,476	$41,292	$42,096	$42,888	$43,692	$44,496	$45,276	$46,404
Court Specialist I	14	hr	$17.86	$18.25	$18.65	$19.05	$19.45	$19.85	$20.25	$20.65	$21.06	$21.46	$21.85	$22.25	$22.64	$23.21
		mo	$3,095	$3,164	$3,233	$3,302	$3,371	$3,441	$3,510	$3,579	$3,650	$3,719	$3,788	$3,857	$3,925	$4,023
		yr	$37,140	$37,968	$38,796	$39,624	$40,452	$41,292	$42,120	$42,948	$43,800	$44,628	$45,456	$46,284	$47,100	$48,276
Maintenance Worker I	15	hr	$18.21	$18.62	$19.03	$19.43	$19.84	$20.25	$20.65	$21.07	$21.47	$21.88	$22.29	$22.70	$23.10	$23.68
		mo	$3,156	$3,227	$3,298	$3,368	$3,439	$3,510	$3,580	$3,652	$3,722	$3,792	$3,864	$3,935	$4,004	$4,104
		yr	$37,872	$38,724	$39,576	$40,416	$41,268	$42,120	$42,960	$43,824	$44,664	$45,504	$46,368	$47,220	$48,048	$49,248
Permit Technician	16	hr	$18.58	$18.99	$19.41	$19.82	$20.24	$20.65	$21.07	$21.48	$21.91	$22.32	$22.74	$23.15	$23.57	$24.14
		mo	$3,220	$3,292	$3,364	$3,436	$3,508	$3,580	$3,652	$3,724	$3,797	$3,869	$3,941	$4,013	$4,085	$4,185
		yr	$38,640	$39,504	$40,368	$41,232	$42,096	$42,960	$43,824	$44,688	$45,564	$46,428	$47,292	$48,156	$49,020	$50,220
Court Specialist II	18	hr	$19.33	$19.76	$20.19	$20.63	$21.06	$21.48	$21.92	$22.36	$22.79	$23.22	$23.65	$24.09	$24.51	$25.13
Evidence Custodian		mo	$3,351	$3,425	$3,500	$3,575	$3,650	$3,724	$3,800	$3,876	$3,951	$4,025	$4,100	$4,176	$4,249	$4,355
Senior Office Assistant		yr	$40,212	$41,100	$42,000	$42,900	$43,800	$44,688	$45,600	$46,512	$47,412	$48,300	$49,200	$50,112	$50,988	$52,260
Accounting Technician II	23	hr	$21.34	$21.81	$22.29	$22.78	$23.25	$23.73	$24.21	$24.69	$25.16	$25.64	$26.12	$26.59	$27.07	$27.74
Animal Control Officer		mo	$3,699	$3,781	$3,864	$3,948	$4,030	$4,113	$4,196	$4,279	$4,361	$4,444	$4,528	$4,609	$4,692	$4,808
		yr	$44,388	$45,372	$46,368	$47,376	$48,360	$49,356	$50,352	$51,348	$52,332	$53,328	$54,336	$55,308	$56,304	$57,696
Maintenance Worker II	24	hr	$21.77	$22.25	$22.74	$23.22	$23.72	$24.21	$24.69	$25.18	$25.67	$26.15	$26.64	$27.13	$27.60	$28.30
		mo	$3,773	$3,856	$3,941	$4,025	$4,111	$4,196	$4,280	$4,364	$4,449	$4,533	$4,617	$4,702	$4,784	$4,905
		yr	$45,276	$46,272	$47,292	$48,300	$49,332	$50,352	$51,360	$52,368	$53,388	$54,396	$55,404	$56,424	$57,408	$58,860
Accounting Technician III	25	hr	$22.20	$22.70	$23.19	$23.69	$24.20	$24.69	$25.18	$25.68	$26.18	$26.68	$27.17	$27.68	$28.15	$28.86
Administrative Assistant		mo	$3,848	$3,934	$4,020	$4,107	$4,194	$4,279	$4,365	$4,452	$4,537	$4,625	$4,710	$4,797	$4,880	$5,003
Associate Engineering Tech		yr	$46,176	$47,208	$48,240	$49,284	$50,328	$51,348	$52,380	$53,424	$54,444	$55,500	$56,520	$57,564	$58,560	$60,036
Sr Animal Control Officer																
Evidence Technician	26	hr	$22.64	$23.14	$23.64	$24.14	$24.64	$25.13	$25.63	$26.13	$26.63	$27.13	$27.62	$28.12	$28.60	$29.31
		mo	$3,925	$4,011	$4,097	$4,184	$4,271	$4,356	$4,443	$4,529	$4,615	$4,702	$4,787	$4,874	$4,957	$5,081
		yr	$47,100	$48,132	$49,164	$50,208	$51,252	$52,272	$53,316	$54,348	$55,380	$56,424	$57,444	$58,488	$59,484	$60,972
Maintenance Worker III	28	hr	$23.56	$24.09	$24.62	$25.14	$25.67	$26.19	$26.73	$27.25	$27.78	$28.32	$28.83	$29.37	$29.88	$30.62
Recreation Coordinator		mo	$4,083	$4,175	$4,267	$4,358	$4,450	$4,540	$4,633	$4,724	$4,815	$4,908	$4,998	$5,090	$5,179	$5,308
Senior Court Specialist		yr	$48,996	$50,100	$51,204	$52,296	$53,400	$54,480	$55,596	$56,688	$57,780	$58,896	$59,976	$61,080	$62,148	$63,696
Permit Coordinator																
Assistant Planner	29	hr	$24.03	$24.57	$25.10	$25.64	$26.18	$26.72	$27.26	$27.80	$28.34	$28.88	$29.42	$29.95	$30.48	$31.24
		mo	$4,165	$4,258	$4,351	$4,445	$4,538	$4,632	$4,725	$4,818	$4,912	$5,006	$5,099	$5,192	$5,283	$5,415
		yr	$49,980	$51,096	$52,212	$53,340	$54,456	$55,584	$56,700	$57,816	$58,944	$60,072	$61,188	$62,304	$63,396	$64,980
Court Compliance Officer	30	hr	$24.51	$25.06	$25.61	$26.16	$26.71	$27.26	$27.80	$28.36	$28.91	$29.45	$30.00	$30.55	$31.08	$31.86
Facilities Maint Tech		mo	$4,249	$4,344	$4,439	$4,534	$4,630	$4,725	$4,819	$4,915	$5,011	$5,105	$5,200	$5,296	$5,388	$5,523
		yr	$50,988	$52,128	$53,268	$54,408	$55,560	$56,700	$57,828	$58,980	$60,132	$61,260	$62,400	$63,552	$64,656	$66,276
Engineering Technician	31	hr	$25.00	$25.56	$26.12	$26.69	$27.24	$27.80	$28.36	$28.93	$29.48	$30.04	$30.61	$31.17	$31.71	$32.50
		mo	$4,333	$4,430	$4,528	$4,626	$4,722	$4,818	$4,916	$5,014	$5,109	$5,207	$5,305	$5,402	$5,496	$5,633
		yr	$51,996	$53,160	$54,336	$55,512	$56,664	$57,816	$58,992	$60,168	$61,308	$62,484	$63,660	$64,824	$65,952	$67,596
IT Specialist	32	hr	$25.51	$26.08	$26.65	$27.21	$27.78	$28.36	$28.93	$29.50	$30.07	$30.64	$31.22	$31.78	$32.35	$33.14
Paralegal		mo	$4,421	$4,520	$4,619	$4,716	$4,816	$4,915	$5,015	$5,114	$5,212	$5,311	$5,411	$5,509	$5,607	$5,745
		yr	$53,052	$54,240	$55,428	$56,592	$57,792	$58,980	$60,180	$61,368	$62,544	$63,732	$64,932	$66,108	$67,284	$68,940
Code Enforcement Officer	33	hr	$26.00	$26.59	$27.17	$27.76	$28.34	$28.93	$29.51	$30.09	$30.67	$31.26	$31.84	$32.42	$32.99	$33.81
Compliance Inspector		mo	$4,507	$4,609	$4,710	$4,811	$4,913	$5,014	$5,115	$5,215	$5,316	$5,418	$5,519	$5,620	$5,719	$5,861
Construction Inspector		yr	$54,084	$55,308	$56,520	$57,732	$58,956	$60,168	$61,380	$62,580	$63,792	$65,016	$66,228	$67,440	$68,628	$70,332
Crime Analyst*																
Human Services Coord																

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(2017/2018 Salary Schedule Under Negotiation)

Job Classification			**2015**													
** Exempt from FLSA overtime*	Range		Entry	Step 0.5	Step 1	Step 1.5	Step 2	Step 2.5	Step 3	Step 3.5	Step 4	Step 4.5	Step 5	Step 5.5	Step 6	Master
Building Inspector	34	hr	$26.53	$27.13	$27.72	$28.32	$28.91	$29.51	$30.10	$30.69	$31.28	$31.88	$32.48	$33.07	$33.65	$34.49
		mo	$4,599	$4,702	$4,805	$4,908	$5,011	$5,115	$5,217	$5,319	$5,422	$5,526	$5,629	$5,732	$5,833	$5,978
		yr	$55,188	$56,424	$57,660	$58,896	$60,132	$61,380	$62,604	$63,828	$65,064	$66,312	$67,548	$68,784	$69,996	$71,736
Evidence Supervisor	35	hr	$27.07	$27.68	$28.28	$28.89	$29.49	$30.09	$30.69	$31.30	$31.91	$32.52	$33.12	$33.73	$34.32	$35.18
		mo	$4,692	$4,797	$4,902	$5,007	$5,112	$5,215	$5,320	$5,425	$5,531	$5,636	$5,741	$5,846	$5,949	$6,098
		yr	$56,304	$57,564	$58,824	$60,084	$61,344	$62,580	$63,840	$65,100	$66,372	$67,632	$68,892	$70,152	$71,388	$73,176
Associate Planner	36	hr	$27.59	$28.21	$28.83	$29.45	$30.08	$30.69	$31.31	$31.93	$32.55	$33.17	$33.79	$34.41	$35.01	$35.88
Program Coordinator		mo	$4,783	$4,890	$4,998	$5,105	$5,213	$5,320	$5,427	$5,535	$5,642	$5,749	$5,857	$5,964	$6,069	$6,220
		yr	$57,396	$58,680	$59,976	$61,260	$62,556	$63,840	$65,124	$66,420	$67,704	$68,988	$70,284	$71,568	$72,828	$74,640
Finance Analyst *	38	hr	$28.72	$29.36	$30.00	$30.65	$31.29	$31.93	$32.57	$33.22	$33.87	$34.51	$35.15	$35.80	$36.43	$37.33
GIS Analyst		mo	$4,978	$5,089	$5,200	$5,312	$5,423	$5,535	$5,646	$5,758	$5,871	$5,982	$6,093	$6,205	$6,314	$6,471
Plans Examiner		yr	$59,736	$61,068	$62,400	$63,744	$65,076	$66,420	$67,752	$69,096	$70,452	$71,784	$73,116	$74,460	$75,768	$77,652
Traffic Signal Technician	39	hr	$29.30	$29.95	$30.61	$31.26	$31.91	$32.57	$33.24	$33.89	$34.54	$35.20	$35.86	$36.51	$37.15	$38.08
Assistant Civil Engineer*		mo	$5,078	$5,191	$5,305	$5,418	$5,531	$5,646	$5,761	$5,874	$5,987	$6,102	$6,215	$6,328	$6,440	$6,600
		yr	$60,936	$62,292	$63,660	$65,016	$66,372	$67,752	$69,132	$70,488	$71,844	$73,224	$74,580	$75,936	$77,280	$79,200
Associate Civil Engineer*	43	hr	$31.71	$32.42	$33.12	$33.84	$34.55	$35.26	$35.97	$36.68	$37.39	$38.10	$38.81	$39.53	$40.22	$41.22
		mo	$5,496	$5,619	$5,741	$5,865	$5,988	$6,112	$6,234	$6,358	$6,481	$6,604	$6,727	$6,852	$6,971	$7,144
		yr	$65,952	$67,428	$68,892	$70,380	$71,856	$73,344	$74,808	$76,296	$77,772	$79,248	$80,724	$82,224	$83,652	$85,728
IT Administrator *	45	hr	$32.99	$33.72	$34.47	$35.21	$35.94	$36.69	$37.42	$38.16	$38.90	$39.63	$40.38	$41.12	$41.84	$42.88
		mo	$5,719	$5,845	$5,974	$6,103	$6,229	$6,359	$6,486	$6,615	$6,743	$6,870	$6,999	$7,128	$7,252	$7,432
		yr	$68,628	$70,140	$71,688	$73,236	$74,748	$76,308	$77,832	$79,380	$80,916	$82,440	$83,988	$85,536	$87,024	$89,184
Program Manager*	46	hr	$33.65	$34.40	$35.15	$35.91	$36.66	$37.42	$38.17	$38.93	$39.68	$40.43	$41.19	$41.94	$42.68	$43.74
		mo	$5,833	$5,963	$6,093	$6,224	$6,354	$6,486	$6,616	$6,748	$6,877	$7,008	$7,139	$7,270	$7,397	$7,582
		yr	$69,996	$71,556	$73,116	$74,688	$76,248	$77,832	$79,392	$80,976	$82,524	$84,096	$85,668	$87,240	$88,764	$90,984
Civil Engineer*	49	hr	$35.70	$36.50	$37.31	$38.11	$38.91	$39.70	$40.51	$41.31	$42.11	$42.91	$43.71	$44.51	$45.29	$46.42
		mo	$6,188	$6,327	$6,467	$6,605	$6,744	$6,882	$7,022	$7,160	$7,299	$7,438	$7,576	$7,715	$7,850	$8,046
		yr	$74,256	$75,924	$77,604	$79,260	$80,928	$82,584	$84,264	$85,920	$87,588	$89,256	$90,912	$92,580	$94,200	$96,552

AFSCME Contract /1/1/2013 - 12/31/2016 (3% COLA in 2015)
(2017/2018 Salary Schedule Under Negotiation)

Job Classification	Range		2016													
** Exempt from FLSA overtime*			Entry	Step 0.5	Step 1	Step 1.5	Step 2	Step 2.5	Step 3	Step 3.5	Step 4	Step 4.5	Step 5	Step 5.5	Step 6	Master
Maintenance Assistant	1	hr	$14.22	$14.53	$14.86	$15.17	$15.49	$15.80	$16.12	$16.44	$16.76	$17.08	$17.39	$17.71	$18.03	$18.48
		mo	$2,465	$2,518	$2,575	$2,629	$2,685	$2,739	$2,794	$2,850	$2,905	$2,960	$3,015	$3,070	$3,125	$3,204
		yr	$29,580	$30,216	$30,900	$31,548	$32,220	$32,868	$33,528	$34,200	$34,860	$35,520	$36,180	$36,840	$37,500	$38,448
Office Assistant	12	hr	$17.68	$18.07	$18.47	$18.87	$19.26	$19.66	$20.04	$20.45	$20.84	$21.24	$21.63	$22.03	$22.42	$22.98
		mo	$3,064	$3,132	$3,201	$3,270	$3,338	$3,407	$3,474	$3,544	$3,613	$3,681	$3,750	$3,819	$3,886	$3,983
		yr	$36,768	$37,584	$38,412	$39,240	$40,056	$40,884	$41,688	$42,528	$43,356	$44,172	$45,000	$45,828	$46,632	$47,796
Court Specialist I	14	hr	$18.39	$ 18.80	$ 19.21	$19.62	$20.03	$20.45	$20.86	$21.27	$21.69	$22.10	$22.51	$22.92	$23.33	$23.91
		mo	$3,188	$3,259	$3,330	$3,401	$3,472	$3,544	$3,615	$3,686	$3,760	$3,831	$3,902	$3,973	$4,043	$4,144
		yr	$38,256	$39,108	$39,960	$40,812	$41,664	$42,528	$43,380	$44,232	$45,120	$45,972	$46,824	$47,676	$48,516	$49,728
Maintenance Worker I	15	hr	$18.76	$ 19.18	$ 19.60	$20.01	$20.43	$20.86	$21.27	$21.70	$22.12	$22.53	$22.96	$23.38	$23.79	$24.39
		mo	$3,251	$3,324	$3,397	$3,469	$3,542	$3,615	$3,687	$3,762	$3,834	$3,906	$3,980	$4,053	$4,124	$4,227
		yr	$39,012	$39,888	$40,764	$41,628	$42,504	$43,380	$44,244	$45,144	$46,008	$46,872	$47,760	$48,636	$49,488	$50,724
Permit Technician	16	hr	$19.14	$19.56	$19.99	$20.42	$20.84	$21.27	$21.70	$22.13	$22.56	$22.99	$23.42	$23.84	$24.28	$24.87
		mo	$3,317	$3,391	$3,465	$3,539	$3,613	$3,687	$3,762	$3,836	$3,911	$3,985	$4,059	$4,133	$4,208	$4,311
		yr	$39,804	$40,692	$41,580	$42,468	$43,356	$44,244	$45,144	$46,032	$46,932	$47,820	$48,708	$49,596	$50,496	$51,732
Court Specialist II	18	hr	$19.92	$20.35	$20.80	$21.24	$21.69	$22.13	$22.58	$23.03	$23.48	$23.92	$24.36	$24.81	$25.25	$25.88
Evidence Custodian		mo	$3,452	$3,528	$3,605	$3,682	$3,760	$3,836	$3,914	$3,992	$4,070	$4,146	$4,223	$4,301	$4,376	$4,486
Senior Office Assistant		yr	$41,424	$42,336	$43,260	$44,184	$45,120	$46,032	$46,968	$47,904	$48,840	$49,752	$50,676	$51,612	$52,512	$53,832
Accounting Technician II	23	hr	$21.98	$22.47	$22.96	$23.46	$23.95	$24.44	$24.93	$25.43	$25.92	$26.41	$26.91	$27.39	$27.88	$28.57
Animal Control Officer		mo	$3,810	$3,894	$3,980	$4,066	$4,151	$4,236	$4,322	$4,407	$4,492	$4,577	$4,664	$4,747	$4,833	$4,952
		yr	$45,720	$46,728	$47,760	$48,792	$49,812	$50,832	$51,864	$52,884	$53,904	$54,924	$55,968	$56,964	$57,996	$59,424
Maintenance Worker II	24	hr	$22.42	$22.92	$23.42	$23.92	$24.43	$24.93	$25.43	$25.93	$26.43	$26.94	$27.44	$27.94	$28.43	$29.15
		mo	$3,886	$3,972	$4,059	$4,146	$4,234	$4,322	$4,408	$4,495	$4,582	$4,669	$4,756	$4,843	$4,928	$5,052
		yr	$46,632	$47,664	$48,708	$49,752	$50,808	$51,864	$52,896	$53,940	$54,984	$56,028	$57,072	$58,116	$59,136	$60,624
Accounting Technician III	25	hr	$22.86	$23.38	$23.89	$24.40	$24.92	$25.43	$25.94	$26.46	$26.96	$27.48	$27.99	$28.51	$29.00	$29.73
Administrative Assistant		mo	$3,963	$4,052	$4,141	$4,230	$4,320	$4,407	$4,496	$4,586	$4,673	$4,764	$4,851	$4,941	$5,026	$5,153
Associate Engineering Tech		yr	$47,556	$48,624	$49,692	$50,760	$51,840	$52,884	$53,952	$55,032	$56,076	$57,168	$58,212	$59,292	$60,312	$61,836
Sr Animal Control Officer																
Evidence Technician	26	hr	$23.33	$23.83	$24.35	$24.87	$25.38	$25.89	$26.40	$26.91	$27.42	$27.94	$28.45	$28.96	$29.46	$30.19
		mo	$4,043	$4,131	$4,220	$4,310	$4,399	$4,487	$4,576	$4,665	$4,753	$4,843	$4,931	$5,020	$5,106	$5,233
		yr	$48,516	$49,572	$50,640	$51,720	$52,788	$53,844	$54,912	$55,980	$57,036	$58,116	$59,172	$60,240	$61,272	$62,796
Maintenance Worker III	28	hr	$ 24.26	$24.81	$25.36	$25.90	$26.45	$26.98	$27.53	$28.07	$28.61	$29.16	$29.70	$30.25	$30.77	$31.54
Recreation Coordinator		mo	$4,205	$4,300	$4,395	$4,489	$4,584	$4,676	$4,772	$4,866	$4,959	$5,055	$5,148	$5,243	$5,334	$5,467
Senior Court Specialist		yr	$50,460	$51,600	$52,740	$53,868	$55,008	$56,112	$57,264	$58,392	$59,508	$60,660	$61,776	$62,916	$64,008	$65,604
Permit Coordinator																
Assistant Planner	29	hr	$24.75	$ 25.30	$ 25.86	$26.41	$26.97	$27.53	$28.08	$28.63	$29.19	$29.75	$30.30	$30.85	$31.39	$32.18
		mo	$4,290	$4,386	$4,482	$4,578	$4,674	$4,771	$4,867	$4,963	$5,059	$5,156	$5,252	$5,348	$5,441	$5,577
		yr	$51,480	$52,632	$53,784	$54,936	$56,088	$57,252	$58,404	$59,556	$60,708	$61,872	$63,024	$64,176	$65,292	$66,924
Court Compliance Officer	30	hr	$25.25	$25.81	$26.38	$26.94	$27.51	$28.08	$28.64	$29.20	$29.78	$30.33	$30.90	$31.47	$32.02	$32.82
Facilities Maint Tech		mo	$4,376	$4,474	$4,572	$4,670	$4,769	$4,867	$4,964	$5,062	$5,161	$5,258	$5,356	$5,455	$5,550	$5,689
		yr	$52,512	$53,688	$54,864	$56,040	$57,228	$58,404	$59,568	$60,744	$61,932	$63,096	$64,272	$65,460	$66,600	$68,268
Engineering Technician	31	hr	$25.75	$26.33	$26.91	$27.49	$28.06	$28.63	$29.21	$29.79	$30.36	$30.94	$31.52	$32.10	$32.66	$33.47
		mo	$4,463	$4,563	$4,664	$4,765	$4,864	$4,963	$5,063	$5,164	$5,262	$5,363	$5,464	$5,564	$5,661	$5,802
		yr	$53,556	$54,756	$55,968	$57,180	$58,368	$59,556	$60,756	$61,968	$63,144	$64,356	$65,568	$66,768	$67,932	$69,624
IT Specialist	32	hr	$26.27	$26.86	$27.45	$28.02	$28.62	$29.20	$29.80	$30.39	$30.97	$31.56	$32.15	$32.73	$33.32	$34.14
Paralegal		mo	$4,554	$4,656	$4,758	$4,857	$4,960	$5,062	$5,165	$5,267	$5,368	$5,470	$5,573	$5,674	$5,775	$5,917
		yr	$54,648	$55,872	$57,096	$58,284	$59,520	$60,744	$61,980	$63,204	$64,416	$65,640	$66,876	$68,088	$69,300	$71,004
Code Enforcement Officer	33	hr	$26.78	$27.39	$27.99	$28.59	$29.19	$29.79	$30.39	$30.99	$31.59	$32.20	$32.80	$33.40	$33.99	$34.83
Compliance Inspector		mo	$4,642	$4,747	$4,851	$4,955	$5,060	$5,164	$5,268	$5,371	$5,475	$5,581	$5,685	$5,789	$5,891	$6,037
Construction Inspector		yr	$55,704	$56,964	$58,212	$59,460	$60,720	$61,968	$63,216	$64,452	$65,700	$66,972	$68,220	$69,468	$70,692	$72,444
Crime Analyst*																
Human Services Coord																

AFSCME Contract /1/1/2013 - 12/31/2016 (3% COLA in 2016)
(2017/2018 Salary Schedule Under Negotiation)

Job Classification	Range		2016													
** Exempt from FLSA overtime*			Entry	Step 0.5	Step 1	Step 1.5	Step 2	Step 2.5	Step 3	Step 3.5	Step 4	Step 4.5	Step 5	Step 5.5	Step 6	Master
Building Inspector	34	hr	$27.33	$27.94	$28.55	$29.16	$29.78	$30.39	$31.00	$31.61	$32.22	$32.84	$33.45	$34.06	$34.66	$35.52
		mo	$4,737	$4,843	$4,949	$5,055	$5,161	$5,268	$5,374	$5,479	$5,585	$5,692	$5,798	$5,904	$6,008	$6,157
		yr	$56,844	$58,116	$59,388	$60,660	$61,932	$63,216	$64,488	$65,748	$67,020	$68,304	$69,576	$70,848	$72,096	$73,884
Evidence Supervisor	35	hr	$27.88	$28.51	$29.13	$29.75	$30.38	$30.99	$31.62	$32.24	$32.87	$33.49	$34.11	$34.74	$35.35	$36.24
		mo	$4,833	$4,941	$5,049	$5,157	$5,265	$5,371	$5,480	$5,588	$5,697	$5,805	$5,913	$6,021	$6,127	$6,281
		yr	$57,996	$59,292	$60,588	$61,884	$63,180	$64,452	$65,760	$67,056	$68,364	$69,660	$70,956	$72,252	$73,524	$75,372
Associate Planner	36	hr	$28.42	$29.06	$29.70	$30.33	$30.98	$31.62	$32.25	$32.89	$33.53	$34.16	$34.81	$35.44	$36.06	$36.96
Program Coordinator		mo	$4,926	$5,037	$5,148	$5,258	$5,369	$5,480	$5,590	$5,701	$5,811	$5,921	$6,033	$6,143	$6,251	$6,407
		yr	$59,112	$60,444	$61,776	$63,096	$64,428	$65,760	$67,080	$68,412	$69,732	$71,052	$72,396	$73,716	$75,012	$76,884
Finance Analyst *	38	hr	$29.58	$30.24	$30.90	$31.56	$32.23	$32.89	$33.55	$34.22	$34.89	$35.54	$36.21	$36.87	$37.52	$38.45
GIS Analyst		mo	$5,127	$5,242	$5,356	$5,471	$5,586	$5,701	$5,815	$5,931	$6,047	$6,161	$6,276	$6,391	$6,503	$6,665
Plans Examiner		yr	$61,524	$62,904	$64,272	$65,652	$67,032	$68,412	$69,780	$71,172	$72,564	$73,932	$75,312	$76,692	$78,036	$79,980
Traffic Signal Technician	39	hr	$30.17	$30.85	$31.52	$32.20	$32.87	$33.55	$34.23	$34.90	$35.58	$36.26	$36.93	$37.60	$38.27	$39.22
Assistant Civil Engineer*		mo	$5,230	$5,347	$5,464	$5,581	$5,697	$5,815	$5,934	$6,050	$6,167	$6,285	$6,401	$6,518	$6,633	$6,798
		yr	$62,760	$64,164	$65,568	$66,972	$68,364	$69,780	$71,208	$72,600	$74,004	$75,420	$76,812	$78,216	$79,596	$81,576
Associate Civil Engineer*	43	hr	$32.66	$33.39	$34.11	$34.85	$35.58	$36.32	$37.04	$37.78	$38.51	$39.24	$39.98	$40.72	$41.42	$42.45
		mo	$5,661	$5,788	$5,913	$6,041	$6,168	$6,295	$6,421	$6,549	$6,675	$6,802	$6,929	$7,058	$7,180	$7,358
		yr	$67,932	$69,456	$70,956	$72,492	$74,016	$75,540	$77,052	$78,588	$80,100	$81,624	$83,148	$84,696	$86,160	$88,296
IT Administrator *	45	hr	$33.99	$34.73	$35.50	$36.27	$37.02	$37.79	$38.54	$39.31	$40.07	$40.82	$41.59	$42.36	$43.10	$44.16
		mo	$5,891	$6,020	$6,153	$6,286	$6,416	$6,550	$6,681	$6,813	$6,945	$7,076	$7,209	$7,342	$7,470	$7,655
		yr	$70,692	$72,240	$73,836	$75,432	$76,992	$78,600	$80,172	$81,756	$83,340	$84,912	$86,508	$88,104	$89,640	$91,860
Program Manager*	46	hr	$34.66	$35.43	$36.21	$36.99	$37.76	$38.54	$39.31	$40.10	$40.86	$41.64	$42.42	$43.20	$43.96	$45.05
		mo	$6,008	$6,142	$6,276	$6,411	$6,545	$6,681	$6,814	$6,950	$7,083	$7,218	$7,353	$7,488	$7,619	$7,809
		yr	$72,096	$73,704	$75,312	$76,932	$78,540	$80,172	$81,768	$83,400	$84,996	$86,616	$88,236	$89,856	$91,428	$93,708
Civil Engineer *	49	hr	$36.77	$37.60	$38.43	$39.25	$40.07	$40.89	$41.73	$42.55	$43.37	$44.20	$45.02	$45.84	$46.65	$47.81
		mo	$6,374	$6,517	$6,661	$6,803	$6,946	$7,088	$7,233	$7,375	$7,518	$7,661	$7,803	$7,946	$8,086	$8,287
		yr	$76,488	$78,204	$79,932	$81,636	$83,352	$85,056	$86,796	$88,500	$90,216	$91,932	$93,636	$95,352	$97,032	$99,444

Teamsters Contract 1/1/2016 - 12/31/2018
(2% COLA in 2017 and 2% in 2018)

Job Classification	Grade/Step		2017		2018	
			Minimum	Maximum	Minimum	Maximum
Community Service Officer	489	hr	$ 21.82	$ 28.25	$ 22.25	$ 29.10
		mo	$ 3,783	$ 4,897	$ 3,859	$ 5,044
		yr	$ 45,385	$ 58,762	$ 46,293	$ 60,525

Lakewood Police Independent Guild (LPIG) Contract 1/1/2016 - 12/31/2020
(2% COLA for 2017)

Job Classification	Grade ID		2017								
			Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step8	Step 9
Sergeant	sgt	hr	$ 45.97	$ 48.81	n/a	n/a	n/a	n/a	n/a	n/a	n/a
	480	mo	$ 7,968	$ 8,461	n/a	n/a	n/a	n/a	n/a	n/a	n/a
		yr	$ 95,616	$ 101,532	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Detective	det	hr	$ 43.12	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
	478	mo	$ 7,474	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
		yr	$ 89,688	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Police Officer	pol	hr	$ 30.61	$ 31.68	$ 32.78	$ 33.93	$ 35.12	$ 36.35	$ 37.62	$ 38.94	$ 40.68
	473	mo	$ 5,305	$ 5,491	$ 5,682	$ 5,881	$ 6,087	$ 6,301.00	$ 6,521	$ 6,749	$ 7,051.00
		yr	$ 63,660	$ 65,892	$ 68,184	$ 70,572	$ 73,044	$ 75,612	$ 78,252	$ 80,988	$ 84,612

(3% COLA for 2018)

Job Classification	Grade ID		2018								
			Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9
Sergeant	sgt	hr	$ 47.35	$ 50.28	n/a	n/a	n/a	n/a	n/a	n/a	n/a
	480	mo	$ 8,207	$ 8,716	n/a	n/a	n/a	n/a	n/a	n/a	n/a
		yr	$ 98,484	$ 104,592	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Detective	det	hr	$ 44.42	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
	478	mo	$ 7,699	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
		yr	$ 92,388	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Police Officer	pol	hr	$ 31.52	$ 32.63	$ 33.76	$ 34.94	$ 36.17	$ 37.44	$ 38.75	$ 40.10	$ 41.90
	473	mo	$ 5,464	$ 5,656	$ 5,852	$ 6,057	$ 6,270	$ 6,490	$ 6,717	$ 6,951	$ 7,263
		yr	$ 65,568	$ 67,872	$ 70,224	$ 72,684	$ 75,240	$ 77,880	$ 80,604	$ 83,412	$ 87,156

Lakewood Police Management Guild (LPMG) Contract 1/1/2016 - 12/31/2019
(2.5% COLA for 2017)

Job Classification	Grade ID		2017		
			Step 1	Step 2	Step 3
Lieutenant	486	hr	$ 54.31	$ 56.88	$ 59.73
		mo	$ 9,413	$ 9,860	$ 10,353
		yr	$ 112,956	$ 118,320	$ 124,236

(2.5% COLA for 2018)

Job Classification	Grade ID		2018		
			Step 1	Step 2	Step 3
Lieutenant	486	hr	$ 55.66	$ 58.31	$ 61.22
		mo	$ 9,648	$ 10,107	$ 10,612
		yr	$ 115,776	$ 121,284	$ 127,344

GLOSSARY OF BUDGET TERMS

The following are definitions for common terms found in budget summary statements, as well as an explanation of financial terms, found in this budget document.

Accounting System — The total set of records and procedures, which are used to record, classify, and report information on the financial status and operations of an entity.

Accrual Basis — Accrual basis of accounting is used in proprietary (enterprise and internal service) funds. Under it, transactions are recognized when they occur. Revenues are recognized when earned and expenses are recognized when incurred. "When" cash is received or disbursed is not a determining factor.

Adjusted Budget — The budget as revised through supplemental appropriations approved by Council during the year.

Allocation — To set aside or designate funds for specific purposes. An allocation does not authorize the expenditure of funds.

Appropriation — An authorization made by the City Council which permits officials to incur obligations against and to make expenditures of governmental resources.

Arbitrage — The excess of the yield on investments acquired with gross proceeds of a bond issue over the bond yield of the issue. This excess must be rebated to the United States Treasury, and is called arbitrage rebate.

Assessed Valuation — The estimated value placed upon real and personal property by the King County Assessor as the basis for levying property taxes.

Audit — A systematic examination of resource utilization concluded in a written report. It is a test of management's internal accounting controls and is intended to:

- ascertain whether financial statement fairly present financial positions and results of operations;
- test whether transactions have been legally performed;
- identify areas for possible improvements in accounting practices and procedures;
- ascertain whether transactions have been recorded accurately and consistently;
- and ascertain the stewardship of officials responsible for governmental resources

BARS — The State of Washington prescribed Budgeting, Accounting, Reporting Systems Manual for which compliance is required for all governmental entities in the State of Washington.

Balanced Budget — State law prescribes a balanced budget is total expenditures and other uses no to exceed total resources (current revenue plus beginning fund balance). The City of Lakewood's policy further requires that ongoing expenditures do not exceed ongoing revenues. A balanced budget for Lakewood must meet both conditions.

Base Budget — Ongoing expense for personnel, contractual services, and the replacement of supplies and minor equipment required to maintain service levels previously authorized by City Council.

Beginning Fund Balance — The resources that are unspent from the previous year and are available in the subsequent fiscal year for expenditures. Since these resources are typically available due to under

expenditures in the previous year or unexpected revenues, it is prudent to not utilize these resources for ongoing operational expenditures.

Benefits — Employer contributions paid by the City as part of the conditions of employment. Examples include: health/dental insurance, state public employees retirement system, city retirement system, and employment security.

Biennial Budget — A budget applicable to a two-year fiscal period.

Bond(Debt Instrument) — A written promise to pay (debt) a specified sum of money (called principal or face value) at a specified future date (called the maturity date) along with periodic interest paid at a specified percentage of the principal (interest rate). Bonds are typically used for long-term debt to pay for specific capital expenditures.

Budget — A plan of financial operation embodying an estimate of expenditures for a given period and the proposed means of financing them (revenue estimates). The term is also sometimes used to denote the officially approved expenditure ceilings under which the City and its departments operate.

Budget Amendment — A change to a budget adopted in accordance with State law. A budget may be amended to increase expenditures/expenses at the fund level by ordinance without public notice or public hearing requirements, when unanticipated revenues occur or emergencies exist (RCW 35A.33.080 and 35A.33.120). The City Manager is authorized to make budget amendments between organizations of the same fund, as long as there is no change in the total budget for that fund.

Budget Calendar — The schedule of key dates or milestones which the City follows in the preparation and adoption of the budget.

Budgets and Budgetary Accounting — The City of Lakewood budgets its funds in accordance with Revised Code of Washington (RCW) 35A.33. In compliance with the Code, annual appropriations are adopted for the General, Special Revenue, Debt Service and Capital Projects Fund. Any unexpended appropriations lapse at the end of the fiscal year. For Governmental Funds, there is no substantial difference between budgetary basis and generally accepted accounting principles. Annual appropriated budgets are adopted at the fund level.

Budgetary Control — The control or management of a government in accordance with the approved budget for the purpose of keeping expenditures within the limitations of available appropriations and resources.

Budget Document — The official written statement prepared by the budget office and supporting staff, which presents the proposed budget to the City Council.

Community Development Block Grant (CDBG) — Funding provided for the purpose of carrying out eligible community development and housing activities.

Capital — Expenditures made to acquire, reconstruct, or construct major fixed or capital assets. A fixed asset is a tangible object of a long-term character which will continue to be held or used, such as land, buildings, machinery, furniture, and other equipment. A capital asset must exceed $5,000 in cost and have an expected useful life expectancy of 12 months. For purposes of this definition, a "fixed asset" includes a group of items purchased together that will be used "for a single purpose" and which could not be used effectively by themselves.

Capital Facilities Plan (CFP)	A capital facilities plan includes an inventory of existing facilities, a forecast of future needs, proposed locations, capacities for new or expanded facilities, and a financing plan. The financing plan outlines the costs, revenues and time schedules for each capital improvement project. In compliance with the Growth Management Act legislation within the State of Washington, the City is preparing such a plan.
Capital Improvement Program (CIP)	A plan for capital expenditures to be incurred each year over a period of five or more future years setting forth each capital project, identifying the expected beginning and ending date for each project, the amount to be expended in each year, and the method of financing those expenditures.
Certificates of Participation	A certificate of participation represents a divided share of a lease that is assigned or marketed to investors. These debt instruments typically represent general obligation debt but can also be issued by enterprises.
Certificate of Deposit	A negotiable or non-negotiable receipt for monies deposited in a bank or other financial institution for a specified period at a specified interest rate.
Comprehensive Plan	A general plan that outlines growth and land use for residential, commercial, industrial, and open space areas.
Consumer Price Index (CPI)	A statistical description of price levels provided by the United States Department of Labor. The index is used as a measure of change in the cost of living.
Contingency	A budgetary reserve set aside for emergencies or unforeseen expenditures for which no other budget exists.
Cost of Living Adjustment (COLA)	An increase in salaries to offset the adverse effect of inflation on compensation.
Councilmanic Bonds	Councilmanic bonds refer to bonds issued with the approval of the Council as opposed to voted bonds which must be approved by vote of the public. Councilmanic bonds must not exceed .75% of the assessed valuation.
Debt Service	Payment of interest and repayment of principal to holders of the City's debt instruments.
Deficit	(1) The excess of an entity's liabilities over its assets (see Fund Balance) (2) The excess of expenditures or expenses over revenues during a single accounting period.
Department	Basic organizational unit of City government responsible for carrying out a specific function.
Depreciation	(1) Expiration in the service life of capital assets attributable to wear and tear, deterioration, action of the physical elements, inadequacy or obsolescence. (2) That portion of the cost of a capital asset which is charged as an expense during a particular period.
Division	A group of homogenous cost centers within a department.
Designated Fund Balance	Fund balance that is not legally restricted to a specific use, but is nonetheless planned to be used for a particular purpose. For example, the General Fund has a fund balance that is designated for contingency. There is no legal restriction on the use of this fund balance, but it is budgeted to provide financial stability.

Enterprise Fund — A fund type used to account for operations that are financed or operated in a manner similar to private business enterprise where the intent of the governing body is that costs or providing goods and services be recovered primarily through user charges.

Expenditures/ Expenses — Where accounts are kept on the modified accrual basis (expenditures) or accrual basis (expenses) of accounting, the cost of goods received or services rendered whether cash payments have been made or not. Where accounts are kept on a cash basis, expenditures are recognized only when the cash payments for the above purposes are made.

Fees — A general term used for any charge for services levied by government associated with providing a service, permitting an activity, or imposing a penalty. Major types of fees include business and non-business licenses and user charges.

Fiscal Year — A twelve (12) month period designated as the operating year by an entity. For Lakewood, the fiscal year is the same as the calendar year.

Full-Time Equivalent Position (FTE) — FTE is a measure of a position by its budgeted hours. For example, 1 FTE equals 2,080 hours and .75 FTE equals 1,566 hours.

Fund — An independent fiscal and accounting entity with a self-balancing set of accounts recording cash and/or other resources together with all related liabilities, obligations, reserves, and equities which are segregated for the purpose of carrying on specific activities or attaining certain objectives.
(See the fund divider pages for specific fund category definitions.)

Fund Balance — Difference between assets and liabilities (the equity) reported in governmental funds. Fund balances are classified as reserved or unreserved/undesignated.

> *Reserved funds*: an account used to indicate that a portion of fund equity is legally restricted for a specific purpose.
>
> *Unreserved or undesignated funds*: the funds remaining after reduction for reserved balances.

In addition, many of the special funds are themselves restricted as to use, depending on legal restrictions governing the levy of the funds they contain.

General Fund — This fund is supported by taxes, fees, and other revenues that may be used to pay the expense and liabilities of the City's general services and programs for citizens that are not separately accounted for in a special purpose fund.

General Obligation Bonds — Bonds for which the full faith and credit of the insuring government are pledged for payment.

Goal — A long-range statement of broad direction, purpose, or intent, based on the needs of the community.

Grant — A contribution of assets (usually cash) by one governmental unit or other organization to another. Typically, these contributions are made to local governments from state and federal governments. Grants are typically made for specified purposes.

Growth Management Act (GMA) — Legislation enacted in 1990 by the State Legislature requiring that all jurisdictions in the larger counties adopt new comprehensive plans by the end of 1993. This was enacted due to the enormous growth experienced in the State and the lack of uniform guidance for related development. This Act further specified that all plans conform to a broad set of guidelines set out by the State and that they be compatible with the guidelines of both

the parent county and neighboring jurisdictions. Eight specific elements, including concurrency, are required to be included in every Comprehensive plan. Concurrency requires that infrastructure be available at the same time as new development.

Infrastructure — The underlying foundation, especially the basic installations and facilities, on which the continuance and growth of a jurisdiction depends (e.g. streets, roads, water systems)

Indebtedness — The state of owing financial resources to other financial institutions and investors.

Interfund Services — Payments for services rendered made by one City department or fund to another. Internal Service Fund billings are included in the category. These billings, however, also include equity transfers to internal service funds in support of "first time" asset acquisitions.

Interfund Transfers — Contributions from one City fund to another in support of activities of the receiving fund. Loans are not included.

Intergovernment Services — Services purchased from other government agencies and normally include types of services that only government agencies provide.

Internal Control — A plan of organization for purchasing, accounting, and other financial activities, which, among other things, provides that:

- The duties of employees are subdivided so that no single employee handles a financial action from beginning to end.
- Proper authorizations from specific responsible officials are obtained before key steps in the processing of a transaction are completed.
- Records and procedures are arranged appropriately to facilitate effective control.

Internal Service Fund — Funds used to account for the financing of goods or services provided by one department or agency to other departments or agencies of a government, or to other governments, on a cost reimbursement basis.

Investment — Securities and real estate purchased and held for the production of income in the form of interest, dividends, rentals or base payments.

Level of Service — Used generally to define the existing services, programs, and facilities provided by the government for its citizens. Level of service in any given activity may be increased, decreased, or remain the same, depending on the needs, alternatives, and available resources.

Levy — To impose a tax, special assessment or service charge for the support of government activities. The term most commonly refers to the real and personal property tax levy.

Levy Rate — The rate at which taxes, special assessments or service charges are imposed. For example, the real and personal property tax levy is the rate at which property is taxed per $1,000 of assessed valuation. The rate is determined by calculating the ratio of the maximum amount of property tax revenue allowable under state law and the total assessed valuation within the taxing district.

Liability — Debt or other legal obligations arising out of transactions in the past which must be liquidated renewed or refunded at some future date.

Long-Term Debt — Debt with a maturity of more than one year after the date of issuance.

Mitigation Fees	Fees paid by developers toward the cost of future improvements to City infrastructure, which improvements are required due to the additional demands generated by new development.
Modified Accrual Basis	Modified Accrual Basis of accounting is used in governmental fund types (general, special revenue, debt service, and capital project funds). Under it, revenues and other financial resource increments are recognized when they become both measurable and available to finance expenditures of the current period. Expenditures are generally recognized when they are incurred (bring forth a liability).
Net Interest Cost	This is the traditional method of calculating bids for new issues of municipal *(NIC)* securities. It is computed as either: (a) Dollar Cost: total scheduled coupon payments + bid discount (- bid premium), or (b) Interest Rate: total scheduled coupon payments + bid discount (- bid premium) divided by bond year dollars. Bond year dollars is the sum of the number of years each bond in an issue is scheduled to be outstanding multiplied by its par value.
Object	As used in expenditure classification, this term applies to the type of item purchased or the service obtained (as distinguished from the results obtained from expenditures). Examples are personnel services, contractual services, and materials and supplies.
Objective	A specific measurable achievement that may be accomplished within a specific time frame.
Operating Budget	An operations plan, expressed in financial terms, whereby an operating program is funded for a single year. Per state law, operating budgets lapse at year-end.
Performance Measures	A performance measure is an indicator of the attainment of an objective. It is a specific quantitative measure of work performed or services provided within an activity or program, or it may be a quantitative measure of results obtained through a program or activity.
Personnel Services	Includes total wages and benefits.
Program Activity	A broad function or a group of similar or related services/activities having a common purpose.
Proposed Budget	The City Manager's recommended budget submitted to the City Council and Public in October of each year.
Proprietary Funds	Recipients of goods or services pay directly to these funds. Revenues are recorded at the time services are provided, and all expenses incurred in earning and revenues are recorded in the same period. As a result, there is a direct cause and effect relationship between revenues and expenses in these funds.
Public Works Trust Fund Loans (PWTFL)	A state revolving loan fund that provides low interest loans to help local governments maintain or improve essential public works systems.
Rainy Day Reserve	The Rainy Day Reserves was established during the 2007/08 mid-biennium budget adjustment where Council authorized setting aside $2 million of the General fund unallocated balance to be used to offset temporary declines in General Fund revenues due to an economic downturn.
Real Estate Excise Tax (REET)	A tax levied on real estate sales and used for payment of debt and capital purposes.

Replacement Reserves	A portion of fund equity built up for specific assets for the purpose of purchasing the replacement of those assets.
Reserve	An account used to indicate that a portion of fund equity is legally restricted for a specific purpose.
Residual Equity Transfer	Nonrecurring or nonroutine interfund transfers of equity between funds.
Resources	Total dollars available for appropriations including estimated revenues, fund transfers, and beginning fund balances.
Retained Earnings	An equity account reflecting the accumulated earnings of a proprietary (internal service or enterprise) fund. In this budget document, the balance derived excludes asset depreciation expenditures. When depreciation is charged to user organizations, as in internal service funds, the cash balance remaining (ending retained earnings), therefore, represents the asset replacement reserve being accumulated.
Revenue	Income received by the City in support of a program of services to the community. It includes such items as property taxes, fees, user charges, grants, fines and forfeits, interest income and miscellaneous revenue.
Revenue Estimate	A formal estimate of how much revenue will be earned from a specific revenue source for some future period; typically a future fiscal year.
Salaries and Wages	Amounts paid for personal services rendered by employees in accordance with rates, hours, terms and conditions authorized by law or stated in employment contracts. This category also includes overtime, temporary help, and car allowances.
Services and Charges	Services acquired from and fees/payments made to vendors. These include printing, publications, auditing, police protection, street maintenance, public health programs, office rent, telecommunications, and social welfare programs.
Special Revenue Funds	Funds that are dedicated for a specific purpose requiring an additional level of accountability and are collected in a separate account outside of the General Fund.
Standard Work Year	2,080 hours or 260 days is equivalent of one work year.
Strategic Plan	A plan outlining the goals and strategies the City will focus on over the next six years.
Subsidy	Financial assistance provided by one fund to another fund (e.g. General Fund subsidy of the Street Fund)
Supplemental Appropriation	An appropriation approved by Council after the initial budget adoption. Supplemental appropriations are approved by Council during the year.
Supplies	Items used to deliver services, such as office supplies, short-lived minor equipment with no material value, periodicals and books, and generic computer software.
Taxes	Compulsory charges levied by a government for the purpose of financing services performed for the common benefit. This term does not include special assessments, fees, or charges for services.
Tax Rate	The amount of tax stated in terms of units per $1,000 of assessed value of taxable

property. The tax rate is the result of dividing the tax levied by the assessed value of the taxing district.

Transportation Improvement Program (TIP) — A comprehensive program used to identify specific transportation projects for improvement to enhance local, regional, state, and federal transportation systems.

Unreserved Fund Balance — The difference between fund assets and fund liabilities of governmental or similar trust funds that is available for general expenditures.

User Fees — The payment of a fee for direct receipt of a public service by the person benefiting from the service.

Yield — The rate earned on an investment based on the price paid for the investment, the interest earned during the period held, and the selling price or redemption value of the investment.

ACRONYM LIST

AA	Affirmative Action
AASHTO	American Association of State Highway and Transportation Officials
ACLU	American Civil Liberties Union
ADA	Americans with Disability Act
A&E	Architecture and Engineering
AFIS	Automated Fingerprint Information System
AFSCME	American Federal, State, County, and Municipal Employees
AICP	American Institute of Certified Planners
AICPA	American Institute of Certified Public Accountants
A/P	Accounts Payable
APA	American Payroll Association
APA	American Planning Association
APWA	American Public Works Association
A/R	Accounts Receivable
ARMA	Association of Records Managers and Administrators
ASCE	American Society of Civil Engineers
ASPA	American Society for Public Administration
ASTM	American Society for Testing & Materials
AV	Assessed Valuation
AWC	Association of Washington Cities
BARS	Budgeting, Accounting, and Reporting System (State)
CAFR	Comprehensive Annual Financial Report
CDBG	Community Development Block Grant
CED	Community & Economic Development
CERT	Comprehensive Emergency Response Program
CFP	Capital Facilities Plan / City Facilities Preferred Plan
CIP	Capital Improvement Program/City Improvement Plan
CIU	Criminal Investigations Unit (of the City's Police Department)
CLRP	Comprehensive Long Range Plan
CLUP	Comprehensive Land Use Plan
CJTC	Criminal Justice Training Commission
CMA	Certified Management Accountant
CMC	Certified Municipal Clerk
COP	Certificate of Participation
CPI	Consumer Price Index
CSRT	Community Safety Resource Team
CTR	Commute Trip Reduction
DARE	Drug Awareness Resistance Education (Police Department)
DART	Dial-A-Ride Transit (Service)
DEA	Drug Enforcement Agency
DOC	Department of Corrections
DOE	Department of Energy (U.S.)
DOL	Department of Labor (U.S.)
DP	Data Processing
DRS	Department of Retirement Systems
DS	Determination of Significance
DV	Domestic Violence
ECC	Emergency Coordination Center
EDC	Economic Development Council
EEO	Equal Employment Opportunity
EEOC	Equal Employment Opportunity Commission
EIS	Environmental Impact Statement
EOC	Emergency Operations Center
EPA	Environmental Protection Agency

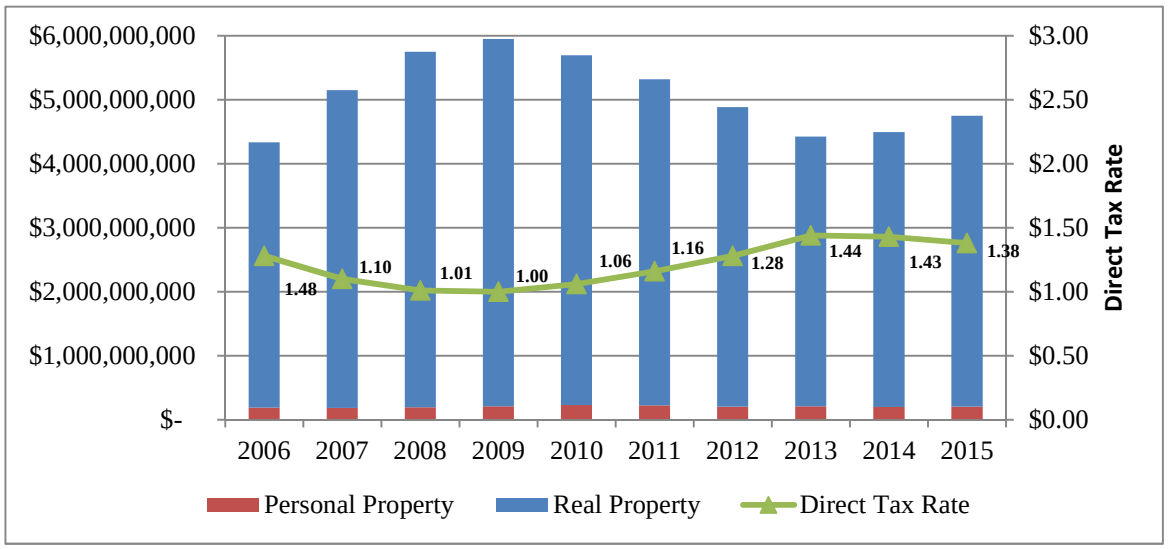
ESA	Endangered Species Act
FAA	Federal Aviation Administration
FAUS	Federal Aid to Urban Systems
FBI	Federal Bureau of Investigations
FCC	Federal Communication Commission
FEMA	Federal Emergency Management Act
FHWA	Federal Highway Administration
FIRE	Finance, Insurance and Real Estate
FLSA	Fair Labor Standards Act
FTA	Federal Transit Administration
FTE	Full Time Equivalent Employee
GAAP	Generally Accepted Accounting Principles
GASB	Government Accounting Standards Board
GFOA	Government Finance Officers Association (of US & Canada)
GIS	Geographical Information System
GMA	Growth Management Act (of 1990)
GO	General Obligation - as in - "GO Bond"
HOA	Home Owners Association
HOV	High Occupancy Vehicle
HRIS	Human Resource Information System
HUD	Department of Housing & Urban Development (Federal)
IAC	Interagency Committee (Grant for Outdoor Recreation)
IAPMO	International Association of Plumbing & Mechanical Officials
ICBO	International Conference of Building Officials
ICMA	Institute of Certified Management Accountants
ICMA	International City Management Association
ICS	Incident Command System
IIMC	International Institute of Municipal Clerks
IFTE	Institute for Transportation and the Environment
INPRA	International Northwest Parks and Recreation Association
INS	Immigration and Naturalization Service
IPD	Implicit Price Deflator
IPMA	International Personnel Management Association
IRS	Internal Revenue Service
ISTEA	Intermodal Surface Transportation Efficiency Act (12/91)
JBLM	Joint Base Lewis McChord
LEOFF	Law Enforcement Officers and Firefighters Retirement System
LID	Local Improvement District
LOCAL	Local Option Capital Asset Lending
LOS	Level of Service
LTGO	Limited Tax General Obligation
M&O	Maintenance and Operations
MRSC	Municipal Research and Services Center (of Washington)
MVET	Motor Vehicle Excise Tax
NHRMA	National Human Resources Managers Association
NIC	Net Interest Cost
NIGP	National Institute of Government Purchasing
NIMS	National Incident Management Systems
NLC	National League of Cities
NNA	National Notary Association
NPDES	National Pollutant Discharge Elimination System
NPELRA	National Public Employer Labor Relations Association
NRPA	National Recreation Park Association
NSP	Neighborhood Stabilization Program
NTSP	Neighborhood Traffic Safety Program
O&M	Operations and Maintenance

OEA	Office of Economic Adjustment
OMB	Office of Management & Budget (Federal)
PAA	Potential Annexation Area.
PALs	Pedestrian Accident Locations
PHA	Public Housing Authority
PMS	Pavement Management System
PO	Purchase Order
PRCS	Parks Recreation and Community Services
PRIMA	Public Risk/Insurance Management Association
PSFOA	Puget Sound Finance Officers Association
PSI	Professional Secretaries International
PSRC	Puget Sound Regional Council
PSS	Professional Standards Section (of the City's Police Department)
PWTFL	Public Works Trust Fund Loan
QFR	Quarterly Financial Report
R & D	Research & Development
RCW	Revised Code of Washington
R/D	Retention/Detention
REET	Real Estate Excise Tax
RFB	Request for Bid
RFP	Request for Proposal
RFQ	Request for Qualifications
ROW	Right-of-Way
RTA	Regional Transit Authority
SAO	State Auditor's Office
SCA	Sound Cities Association
SCATBD	South County Area Transportation Board
SEPA	State Environment Policy Act
SOP	Standard Operating Procedure
SOV	Single Occupancy Vehicle
SOW	Statement of Work
SS911	South Sound 911
SST	Streamlined Sales Tax
STP	Surface Transportation Program
SWM	Surface Water Management
SSMCP	South Sound Military Communities Partnership
TBD	Transportation Benefit District
TCU	Transportation, Communications, Utilities
TIA	Transportation Improvement Account
TIB	Transportation Improvement Board
TIC	True Interest Cost
TIP	Transportation Improvement Plan
UATA	Urban Arterial Trust Account
UAB	Urban Arterial Board
UBC	Uniform Building Code
UCADB	Uniform Code for Abatement of Dangerous Buildings
UEC	Uniform Electrical Code
UFC	Uniform Fire Code
UGB	Urban Growth Boundary
UHC	Uniform Housing Code
ULI	Urban Land Institute
UMC	Uniform Mechanical Code
UPC	Uniform Plumbing Code
URISA	Urban and Regional Information Systems Association
USDA	United States Department of Agriculture
USDOT	United States Department of Transportation

USSSA	United States Slow-Pitch Softball Association
VA	Veterans Administration
VMT	Vehicle Miles Traveled
VRM	Vehicle Radio Modem
W-2	Earnings Statement (IRS)
W-4	Withholding Statement (IRS)
W-9	Request for Taxpayer Federal Identification Number (IRS)
WABO	Washington Association of Building Officials
WAC	Washington Administrative Code
WACE	Washington Association of Code Enforcement
WAPELRA	Washington Public Employer Labor Relations Association
WASPC	Washington Association of Sheriffs & Police Chiefs
WATPA	Washington Auto Theft Prevention Authority
WCIA	Washington Cities Insurance Authority
WCMA	Washington Cities Managers Association
WFOA	Washington Finance Officers Association
W/MBE	Woman/Minority Business Enterprise
WMCA	Washington Municipal Clerks Association
WMTA	Washington Municipal Treasurers Association
WRPA	Washington Recreation and Parks Association
WSAMA	Washington State Association of Municipal Attorneys
WSBA	Washington State Bar Association
WSDOE	Washington State Department of Ecology
WSDOT	Washington State Department of Transportation
WSLAA	Washington State Local Arts Agencies
WSRA	Washington State Recycling Association

ASSESSED VALUE AND ACTUAL VALUE OF TAXABLE PROPERTY
Last Ten Fiscal Years

Fiscal Year	Real Property	Personal Property	Total Taxable Assessed Valuation	Total Direct Tax Rate
2006	$ 4,147,232,190	$ 186,012,659	$ 4,333,244,849	1.28
2007	$ 4,963,338,960	$ 184,001,821	$ 5,147,340,781	1.10
2008	$ 5,555,791,256	$ 193,145,977	$ 5,748,937,233	1.01
2009	$ 5,741,332,115	$ 207,649,289	$ 5,948,981,404	1.00
2010	$ 5,465,345,337	$ 227,825,096	$ 5,693,170,433	1.06
2011	$ 5,091,367,019	$ 225,403,490	$ 5,316,770,509	1.16
2012	$ 4,679,612,726	$ 204,704,287	$ 4,884,317,013	1.28
2013	$ 4,212,809,774	$ 208,123,283	$ 4,420,933,057	1.44
2014	$ 4,296,330,425	$ 198,348,975	$ 4,494,679,400	1.43
2015	$ 4,546,242,514	$ 201,989,100	$ 4,748,231,614	1.38



Source:
(1) Pierce County Assessor Treasurer.

PROPERTY TAX LEVIES & COLLECTIONS
Last Ten Fiscal Years

		Collected within the fiscal year of the levy			Total Collections to Date			
Fiscal	**Taxes Levied for the Fiscal Year***	**Amount**	**Percentage of Levy**	**Collections in Subsequent Years**	**Amount**	**Percentage of Levy**	**Total Outstanding Delinquent Taxes**	**Ratio of Delinquent Taxes to Total Tax Levy**
2006	5,555,259	5,384,011	96.92%	171,243	5,555,253	100.00%	5	0.00%
2007	5,666,244	5,483,779	96.78%	182,456	5,666,235	100.00%	9	0.00%
2008	5,840,794	5,581,202	95.56%	259,369	5,840,571	100.00%	223	0.00%
2009	5,967,915	5,681,367	95.20%	285,568	5,966,935	99.98%	981	0.02%
2010	6,178,061	5,806,803	93.99%	353,484	6,160,287	99.71%	17,774	0.29%
2011	6,098,559	5,898,256	96.72%	186,733	6,084,988	99.78%	13,571	0.22%
2012	6,225,489	6,031,790	96.89%	178,908	6,210,698	99.76%	14,791	0.24%
2013	6,327,331	6,135,401	96.97%	161,540	6,296,942	99.52%	30,389	0.48%
2014	6,440,805	6,248,259	97.01%	108,382	6,356,642	98.69%	84,164	1.31%
2015	6,496,625	6,413,233	98.72%	20,472	6,433,704	99.03%	62,921	0.97%

* Amounts include certification adjustments.

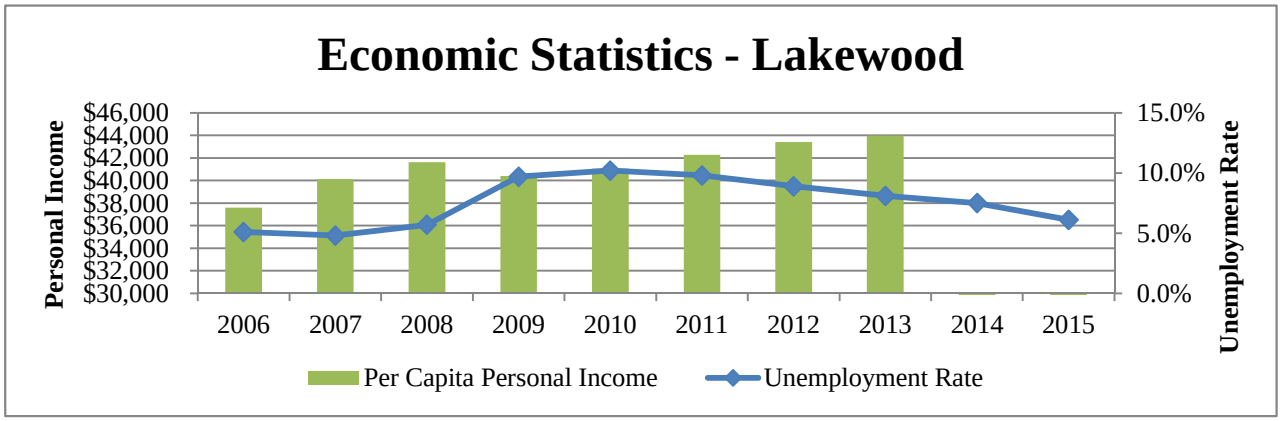
Source:
(1) Pierce County Assessor Treasurer.

PRINCIPAL PROPERTY TAXPAYERS
Current Year and Ten Years Ago

		2015			2006*		
Taxpayer	Type of Business	Number of Employees	Rank	% of Total City Employment	Number of Employees	Rank	% of Total City Employment
Western State Hospital	Public Sector - Mental Health Facility	1,966	1	7.6%	1,947	1	8.7%
Clover Park School District	Public Sector - Education	1,318	2	5.1%	1,696	2	7.6%
Pierce College	Public Sector - Education	1,213	3	4.7%	787	4	3.5%
Pierce Transit	Public Sector - Transportation	896	4	3.4%	911	3	4.1%
Camp Murray	Military - National Guard	840	5	3.2%	884		
St. Clare Hospital	Health Care	819	6	3.2%	700	5	3.1%
Aacres WA LLC	Private Social Services Network	450	7	1.7%			
Wal-Mart	Retail	355	8	1.4%			
Clover Park Technical College	Public Sector - Education	322	9	1.2%	260	9	1.2%
McClane Northwest	Transportation/Warehousing	270	10	1.0%	370	6	1.7%
Personal Design Concepts	Retail				340	7	1.5%
Interstate Brands	Baked Goods				314	8	1.4%
Greater Lakes Mental Health	Mental Health				250	10	1.1%
		8,449		32.50%	8,459		33.97%

Source:
(1) City of Lakewood Community and Economic Development Department
*2006 Figures unavailable, used 2005 Figures

DEMOGRAPHICS & ECONOMIC STATISTICS
Last Ten Fiscal Years

Fiscal Year	Lakewood Population(1)	Lakewood Personal Income (in thousands)(2)	Pierce County Per Capita Personal Income(3)	School Enrollment(4)	Median Household Income(5) (Pierce County)	Unemployment Rate(6)
2006	59,000	$ 2,219,049	$ 37,611	$ 11,501	$ 55,506	5.1%
2007	58,950	$ 2,365,074	$ 40,120	$ 10,919	$ 56,426	4.8%
2008	58,780	$ 2,447,070	$ 41,631	$ 10,964	$ 57,674	5.7%
2009	58,840	$ 2,377,195	$ 40,401	$ 11,245	$ 56,555	9.7%
2010	58,163	$ 2,388,405	$ 41,064	$ 11,172	$ 55,531	10.2%
2011	58,190	$ 2,460,971	$ 42,292	$ 11,160	$ 56,114	9.8%
2012	58,260	$ 2,528,892	$ 43,407	$ 11,383	$ 57,162	8.9%
2013	58,310	$ 2,564,590	$ 43,982	$ 11,602	$ 57,238	8.1%
2014	58,360	$ -	$ -	$ 12,254	$ 59,998	7.5%
2015	58,400	$ -	$ -	$ 12,285	$ 61,485	6.1%

(1) State of Washington, Office of Financial Management.
(2) Pierce County Per Capita Personal Income applied to Lakewood population. 2014 and 2015 data is not yet available.
(3) Pierce County Per Capita Personal Income as provided by Bureau of Economic Analysis. 2014 and 2015 data is not yet available.
(4) Clover Park School District which is the largest in Lakewood.
(5) Median household income from the Washington State Office of Financial Management (OFM). 2014 is a preliminary estimate and 2015 is a projection made by OFM.
(6) Pierce County Unemployment Rate as provided by the Bureau of Labor Statistics.