



# City of Lakewood 2017-2018 Proposed Biennial Budget Budget Message

October 3, 2016



# Budget Message

- \* Overview
  - \* Maintains current level of service in public safety, economic development, recreation, development services, while increasing services in street and park improvements
- \* Financial Roadmap
  - \* Financial and Operation Document
  - \* Guide that Determines the Direction of Government
- \* Policy Document
  - \* Provides direction for all programs & services
  - \* Emphasis on health, welfare and safety obligations
  - \* Addresses legal mandates
  - \* Ensures financial stability and integrity
  - \* Implements Vision Statement & City Council Goals
- \* Review and Adoption of Budget is one of the City Council's Most Important Roles as Legislative Body

# The Lakewood Community



**Population:** 58,800

## Race

- White: 60%
- Hispanic: 15%
- Black: 12%
- Asian: 9%
- Pacific Islander: 3%
- Native American: 1%

**Median HH Income:**

\$44,667

## Housing Units

- Total Units: 27,066
- 51% Single Family Homes
- 43% Multi-Family Units
- 4% Mobile Homes/Trailers

## Home Value:

Median Home Value: \$250K

Average New Home Value: \$350K

**Housing Vacancy: 8.9%**

**Employees:** 24,243

**Businesses:** 3,500

## Retail Vacancy:

Decreased from 8.2% in 2013 to 5.8% in 2016.



# Lakewood Cityhood

From Lakewood's founding to incorporation and celebrating 20 years of cityhood.



Historical Founding



1996: Incorporation



2016:  
Celebrating 20  
years



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# Community Partners

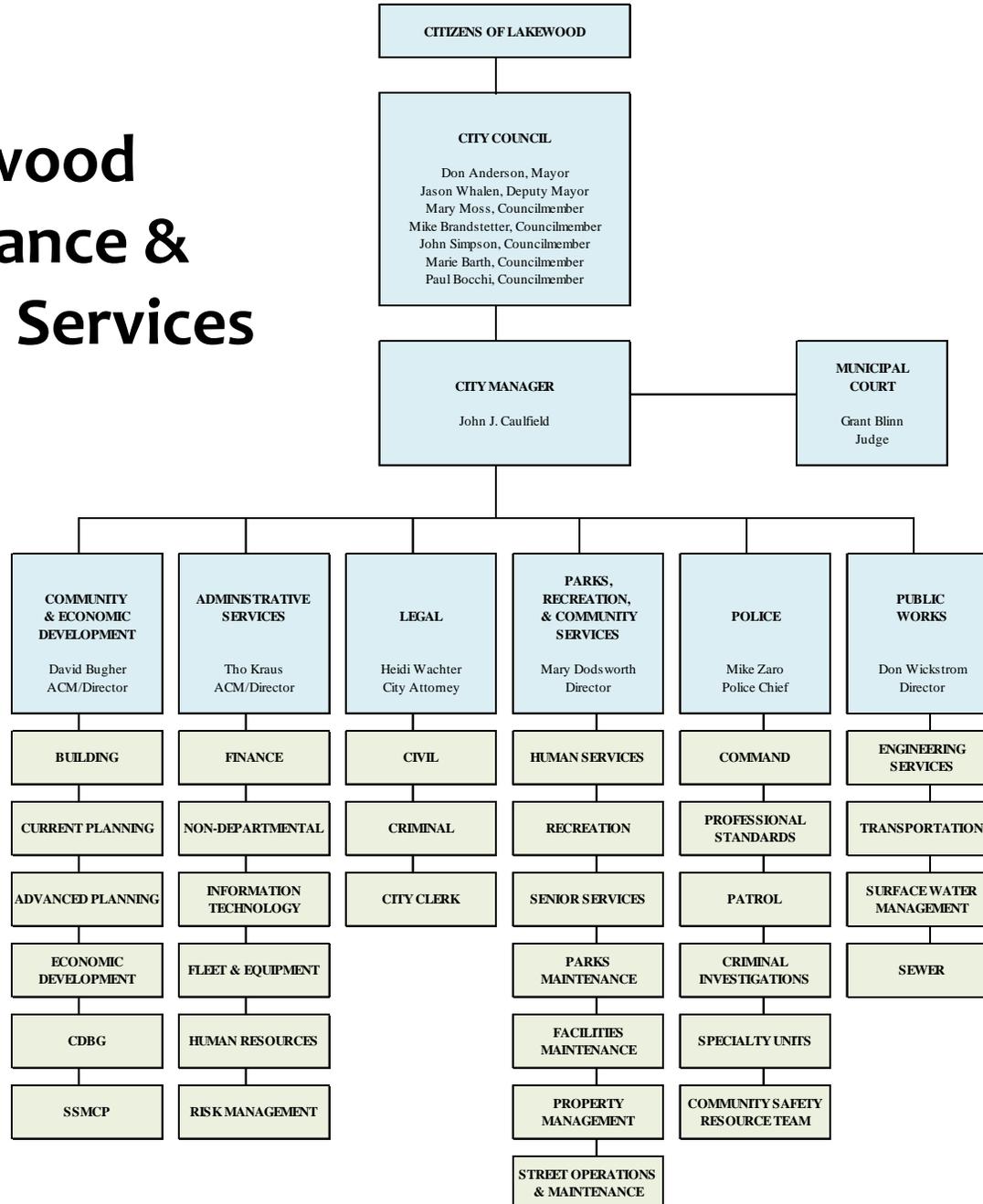
- \* AARP
- \* Alaska Gardens
- \* American Lake Veterans Hospital
- \* Association of Washington Cities
- \* Boy and Girl Scouts of America
- \* Bridgeport Place
- \* Caring for Kids
- \* Catholic Community Services
- \* Centerforce
- \* Christ Lutheran Church
- \* City of Tacoma
- \* City of University Place
- \* Clover Park 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)
- \* Korean Women's Association
- \* Lake City Neighborhood
- \* Lake Steilacoom Improvement Club
- \* Lakewood Community Foundation
- \* Lakewood Gardens
- \* Lakewood Baseball Club
- \* Lakewood Boys and Girls Club
- \* Lakewood Chamber of Commerce
- \* Lakewood First Lions
- \* Lakewood Historical Society
- \* Lakewood Industrial Park
- \* Lakewood Playhouse
- \* Lakewood Soccer Club
- \* Lakewood Towne Center
- \* Lakewood United
- \* Lakewood Water District
- \* Lakewood YMCA
- \* Little Church on the Prairie
- \* Living Access Support Alliance
- \* MultiCare Health System
- \* Narrows Glen
- \* Nisqually Tribe
- \* North East Neighborhood
- \* Pacific Lutheran University
- \* Pacific Neighborhood
- \* Partners for Parks
- \* Pierce College
- \* Pierce County
- \* Pierce County Cities & Towns
- \* Pierce County Housing Authority
- \* Pierce County Library District
- \* Pierce County Regional Council (PCRC)
- \* Pierce Transit
- \* Point Defiance Village
- \* Protect Our Pets
- \* Puget Sound Energy (PSE)
- \* Puget Sound Regional Council (PSRC)
- \* Rebuilding South Sound Together
- \* Regional Access Mobility Partnership (RAMP)
- \* Rotary Club of Lakewood
- \* Senior Footcare
- \* Senior Housing Assistance Group – Lakewood Meadows
- \* Statewide Health Insurance Benefits Advisors
- \* Sound Transit
- \* Soundview Medical
- \* South Sound Military Communities Partnership (SSMCP)
- \* South Sound Outreach Services
- \* South Sound Sports Commission
- \* St. Clare Hospital – Franciscan Health System
- \* Tacoma Area Coalition of Individuals with Disabilities (TACID)
- \* Tacoma Housing Authority
- \* Tacoma-Pierce County Economic Development Board
- \* Tacoma-Pierce County Health Department
- \* Tacoma-Pierce County Chamber of Commerce
- \* Tacoma-Pierce County Realtors
- \* 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 Tami Green, Representative Steve Kirby, Representative Dick Muri, Representative David Sawyer)
- \* Washington State SAIL Task Force
- \* West Pierce Fire and Rescue
- \* Western State Hospital
- \* World Vision
- \* YWCA



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# Lakewood Governance & Municipal Services

**CITY-WIDE ORGANIZATION CHART**



# #IamLakewood





# Vision & Goals

## Budgeting for Outcomes and Results

### Vision Statement

Our vision of 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.

### CITY COUNCIL GOALS

**FISCAL RESPONSIBILITY:** 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.

**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 provides a safe, clean, and well-maintained community and provides preventative maintenance to avoid greater replacement costs.

**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.

# Organization of the Budget

- \* Budget Message
- \* Introductory
- \* Executive Summary
- \* Operating Budget
  - Organization Chart
  - 2015/2016 Accomplishments & 2017/2018 Anticipated Key Projects
  - Department Functions by Criteria (legally mandated, important, discretionary)
  - Department Functions by City Council Goals & Objectives
  - Position Inventory and Summary of Personnel Costs
  - Purpose & Description
  - Goals & Objectives
  - Performance Measures
  - Highlights & Changes
  - Revenue & Expenditure Summary
  - Line-item Detail
- \* Budget by Fund
- \* Capital Budget
- \* Appendix



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# Budget Summary & Highlights

	<b>2016</b>	<b>2017</b>	<b>2018</b>
	<b>Year-End</b>	<b>Proposed</b>	<b>Proposed</b>
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
<b>Total</b>	<b>\$108,199,794</b>	<b>\$ 78,791,357</b>	<b>\$ 89,976,039</b>



# Budget Summary & Highlights

- \* Compliant with financial policies
  - \* Balanced budget that does not include reductions in services
  - \* Does not use one-time monies for ongoing programs
  - \* Operating expenditures do not exceed operating revenues
  - \* Maintains reserves

# General Government Sources

## Where the Money Comes From

	2016	2017	2018
GENERAL GOVERNMENT FUNDS	Year-End	Proposed	Proposed
<b>Beginning Fund Balances</b>	\$ 10,233,867	\$ 7,740,617	\$ 6,807,304
<b>Operating Revenues</b>			
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
<b>Total Operating Revenues</b>	<b>38,000,002</b>	<b>38,394,014</b>	<b>38,997,938</b>
<b>Other Financing Sources</b>	<b>9,799,758</b>	<b>5,237,265</b>	<b>5,185,368</b>
<b>Total Revenues &amp; Sources</b>	<b>\$ 58,033,627</b>	<b>\$ 51,371,896</b>	<b>\$ 50,990,610</b>

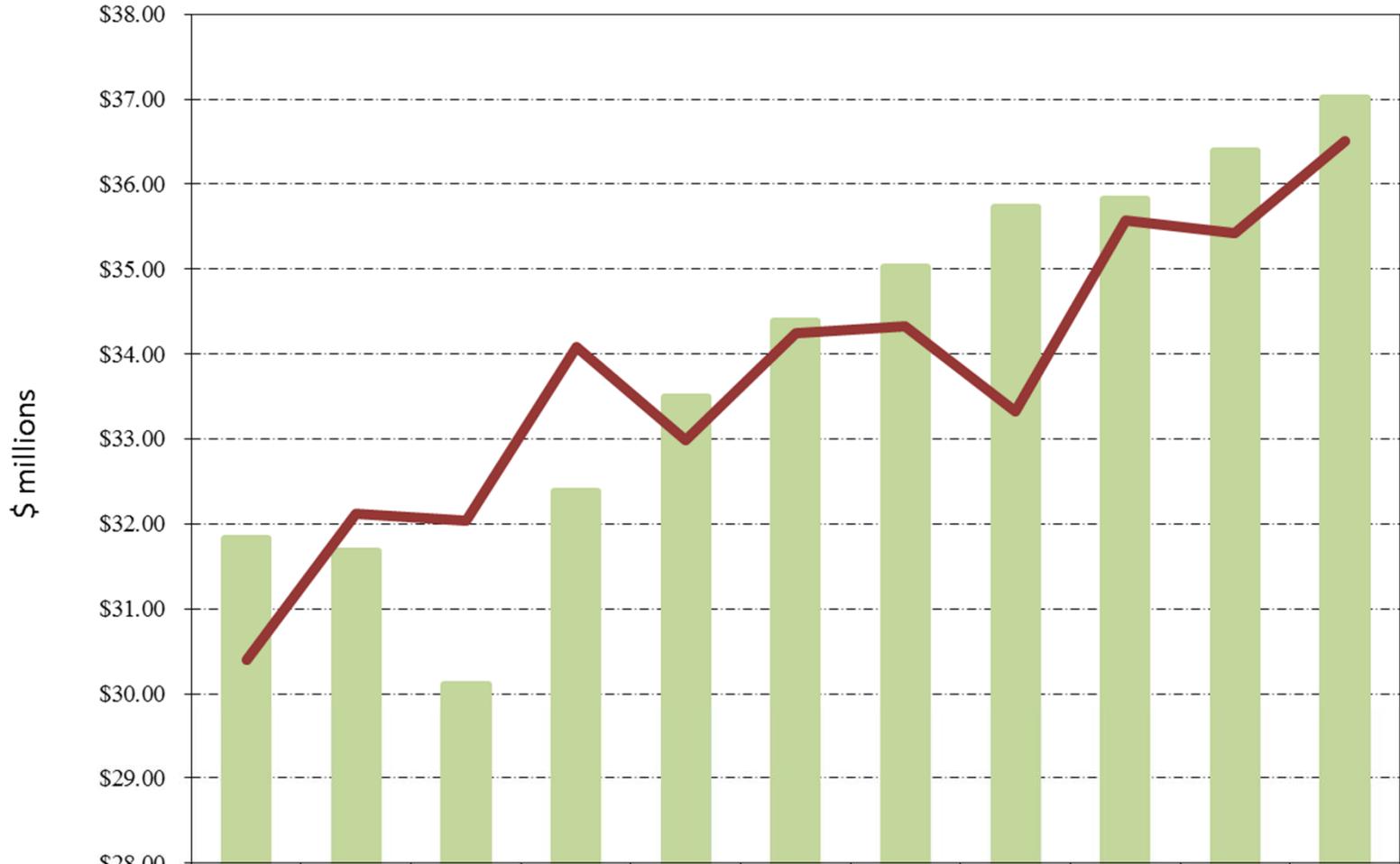
# General Government Uses Where the Money Goes

	2016	2017	2018
<b>GENERAL GOVERNMENT FUNDS</b>	<b>Year-End</b>	<b>Proposed</b>	<b>Proposed</b>
<b>Operating Expenditures</b>			
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
<b>Total Operating Expenditures</b>	<b>37,740,517</b>	<b>37,420,932</b>	<b>38,482,317</b>
<i>Operating Surplus/(Deficit)</i>	<i>259,485</i>	<i>973,082</i>	<i>515,621</i>
<b>Other Financing Uses</b>	<b>12,552,493</b>	<b>7,139,659</b>	<b>6,128,040</b>

# Key Financial Highlights

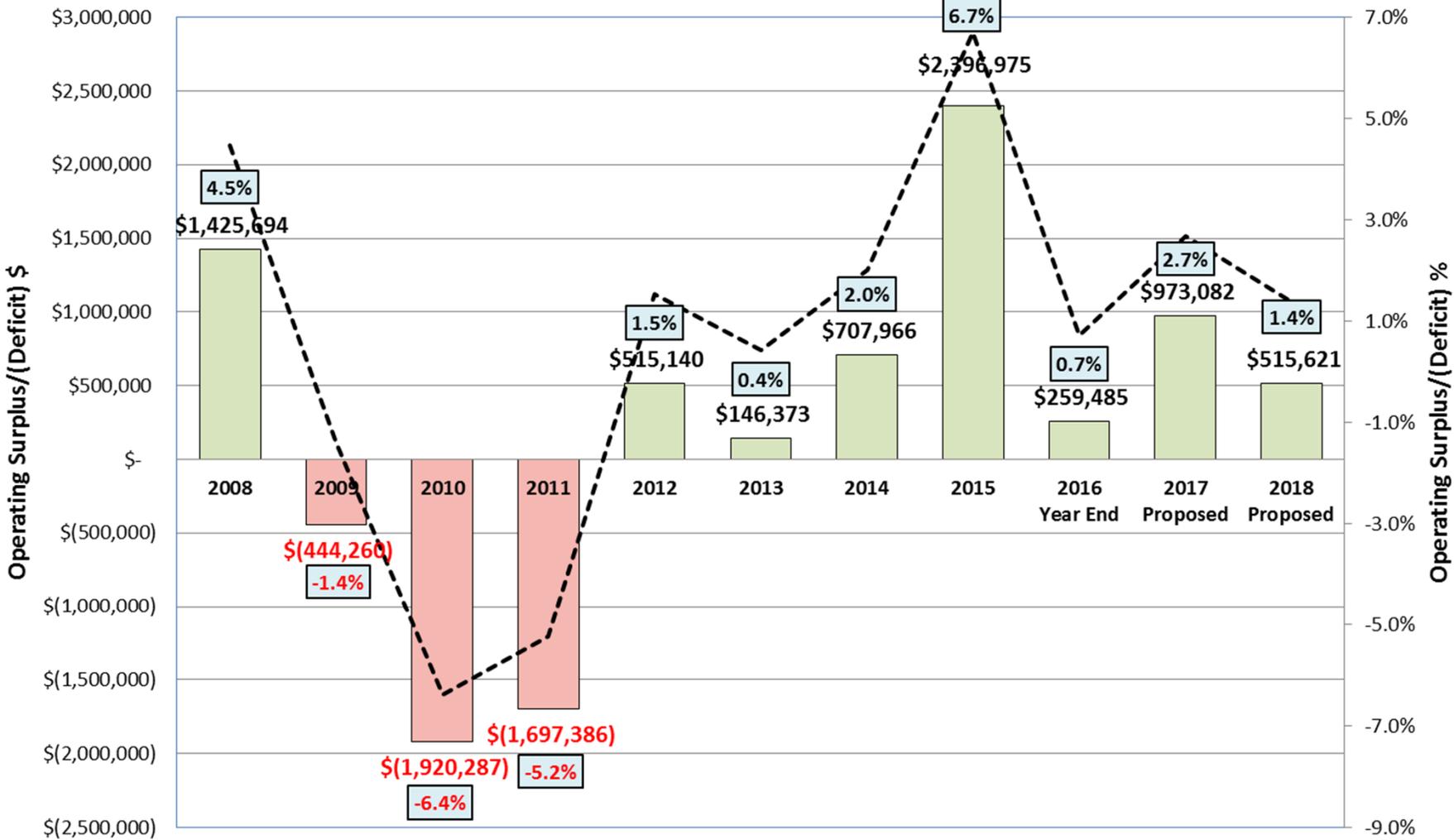
General Fund Trends		
Year	Operating Revenue	Operating Expenditures
2009	-0.5%	5.7%
2010	-4.9%	-0.3%
2011	7.5%	6.4%
2012	3.4%	-3.2%
2013	2.7%	3.8%
2014	1.9%	0.2%
2015	2.0%	-2.9%
2016 Year End	0.3%	6.7%
<b>Average ('09-'16)</b>	<b>1.5%</b>	<b>2.1%</b>
2017 Proposed	1.6%	-0.4%
2018 Proposed	1.7%	3.0%
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

## City of Lakewood General Fund: Operating Revenues vs Operating Expenditures 2008-2018



	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

# City of Lakewood General Fund Operating Surplus/(Deficit) 2008 through 2018



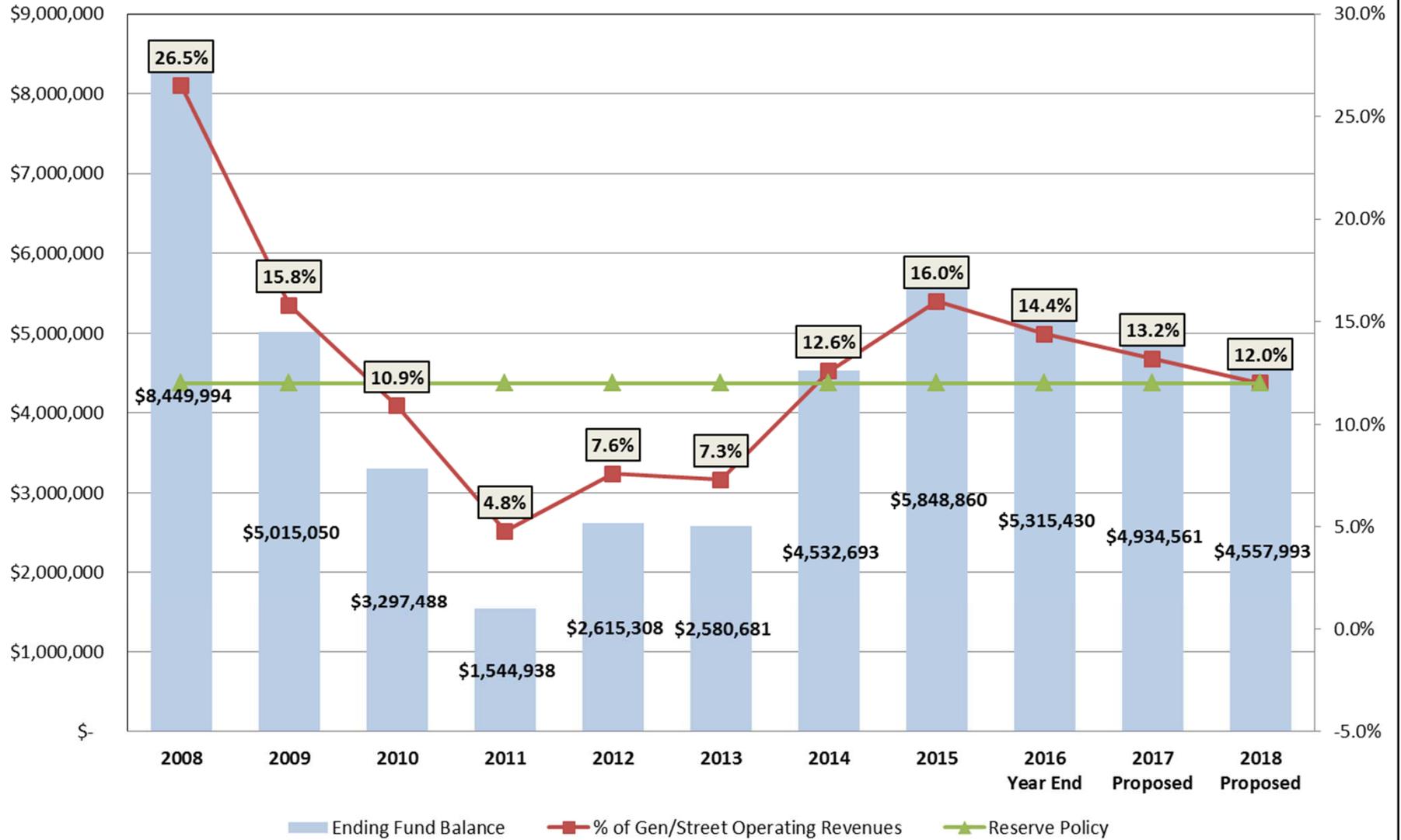


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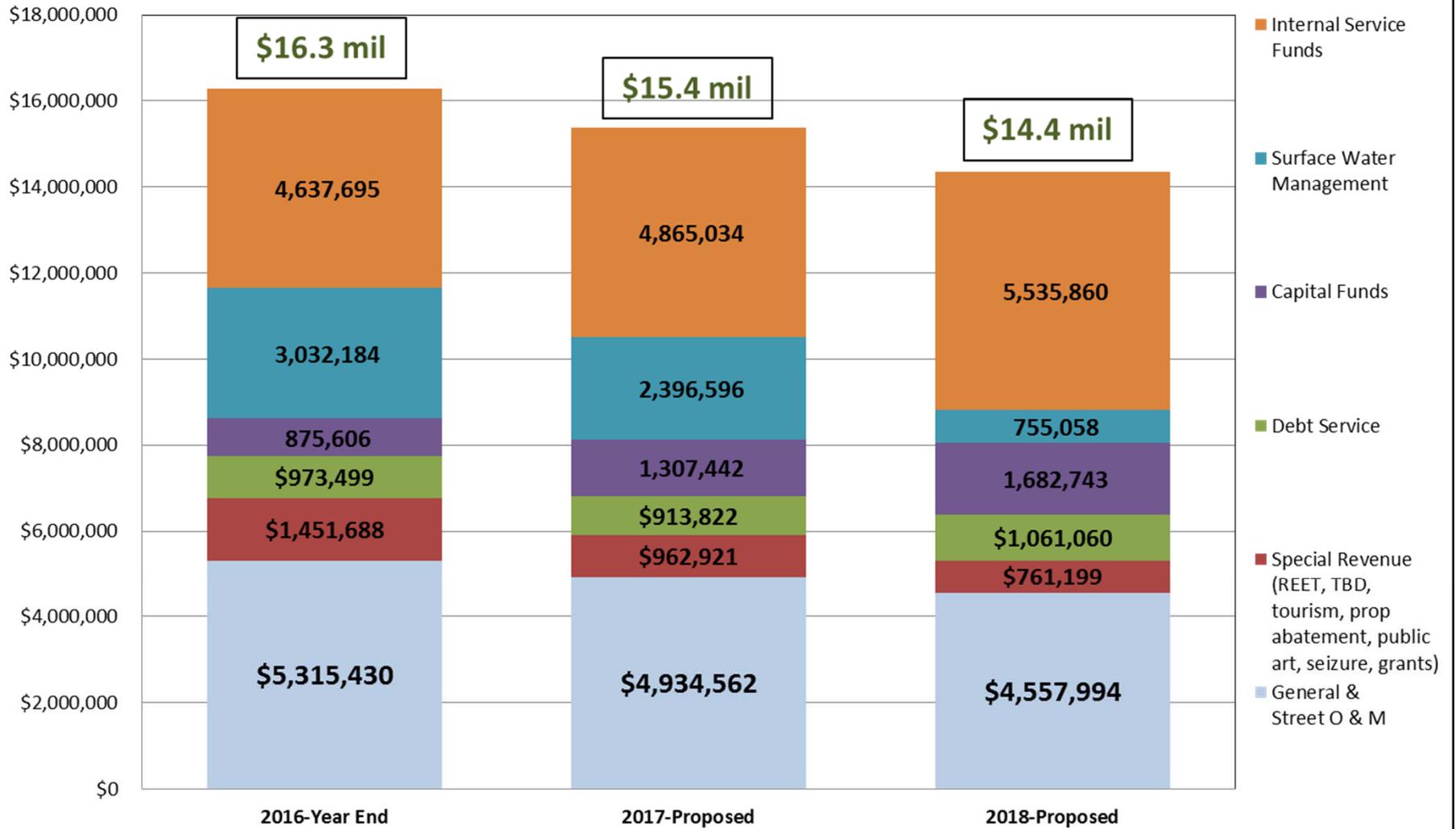
# Reserves/Ending Fund Balances

	2016	2017	2018
GENERAL GOVERNMENT FUNDS	Year-End	Proposed	Proposed
<b>Ending Fund Balances</b>			
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
<b>Total Ending Fund Balances</b>	<b>\$ 7,740,617</b>	<b>\$ 6,811,305</b>	<b>\$ 6,380,253</b>
<b>Total Expenditures and Uses</b>	<b>\$ 58,033,627</b>	<b>\$ 51,371,896</b>	<b>\$ 50,990,610</b>

## City of Lakewood General Fund Ending Fund Balance 2008 to 2018



## City of Lakewood Ending Fund Balances All Funds 2016 to 2018





# Budget Summary

- \* 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
- \* 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;



# Budget Summary

- \* **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;**
- \* 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);



# Budget Summary

- \* 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 as 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**;



# Budget Summary

- \* 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.



# Budget Summary: Parks Capital

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
<b>Total</b>		<b>\$ 1,500,000</b>	<b>\$ 1,860,000</b>
** Funding contingent upon anticipated grants & state capital budget.			



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# Budget Summary: Transportation Capital

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



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# Budget Summary: Transportation Capital (cont'd)

Proposed Transportation Projects		2017	2018
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
<b>Total</b>		<b>\$ 8,113,000</b>	<b>\$19,958,600</b>

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



# Budget Summary: Utility Projects

<b>Proposed Storm Water Utility Projects</b>		<b>2017</b>	<b>2018</b>
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
<b>Total</b>		<b>\$ 593,650</b>	<b>\$ 1,572,000</b>
<b>Proposed Sewer Utility Projects</b>		<b>2017</b>	<b>2018</b>
1	Side Sewer Capital	\$ 50,000	\$ 50,000
2	150th Street Sewer Extension	240,000	-
3	North Thorne Lane Sewer Extension	-	35,000
<b>Total</b>		<b>\$ 290,000</b>	<b>\$ 85,000</b>



# Budget Summary: Fleet & Equipment

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	-
<b>Total</b>		<b>\$ 661,500</b>	<b>\$ 294,000</b>



# Budget Summary: Property Management

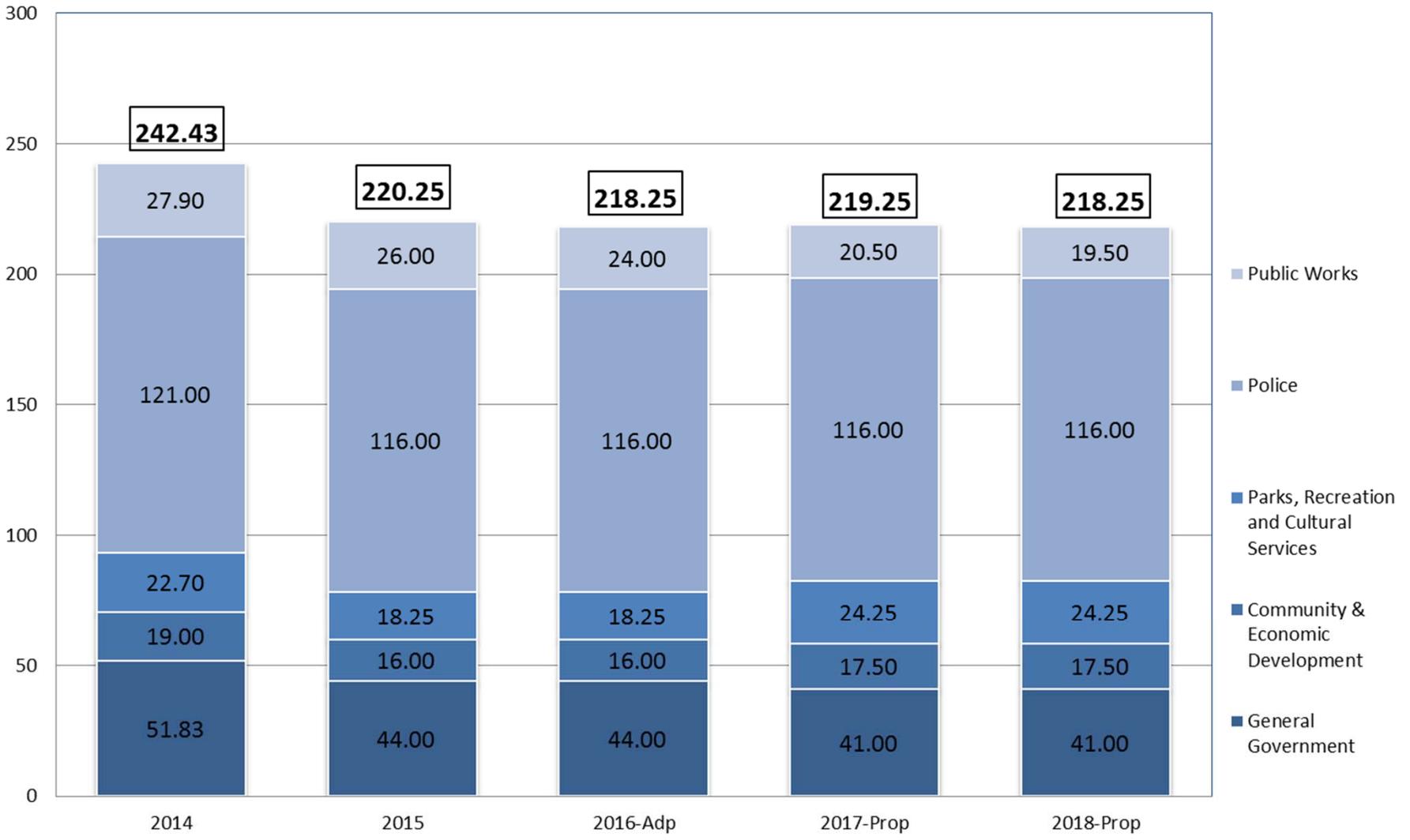
<b>Proposed Property Management Projects</b>		<b>2017</b>	<b>2018</b>
1	City Hall: Exterior Beam Painting	\$ -	\$ 75,000
2	City Hall: Boiler Repair & Replacement	18,000	-
3	Police Station: Wall in Fuel Island	20,000	-
4	Police Station: Sprinkler System in Server Room	39,000	-
5	Park O&M Facility: HVAC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



# Budget Summary: Information Technology

<b>Proposed Information Technology Investments</b>		<b>2017</b>	<b>2018</b>
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	-
<b>Total</b>		<b>\$ 812,750</b>	<b>\$ 404,120</b>

## City of Lakewood Employee Position Trends 2014 to 2018



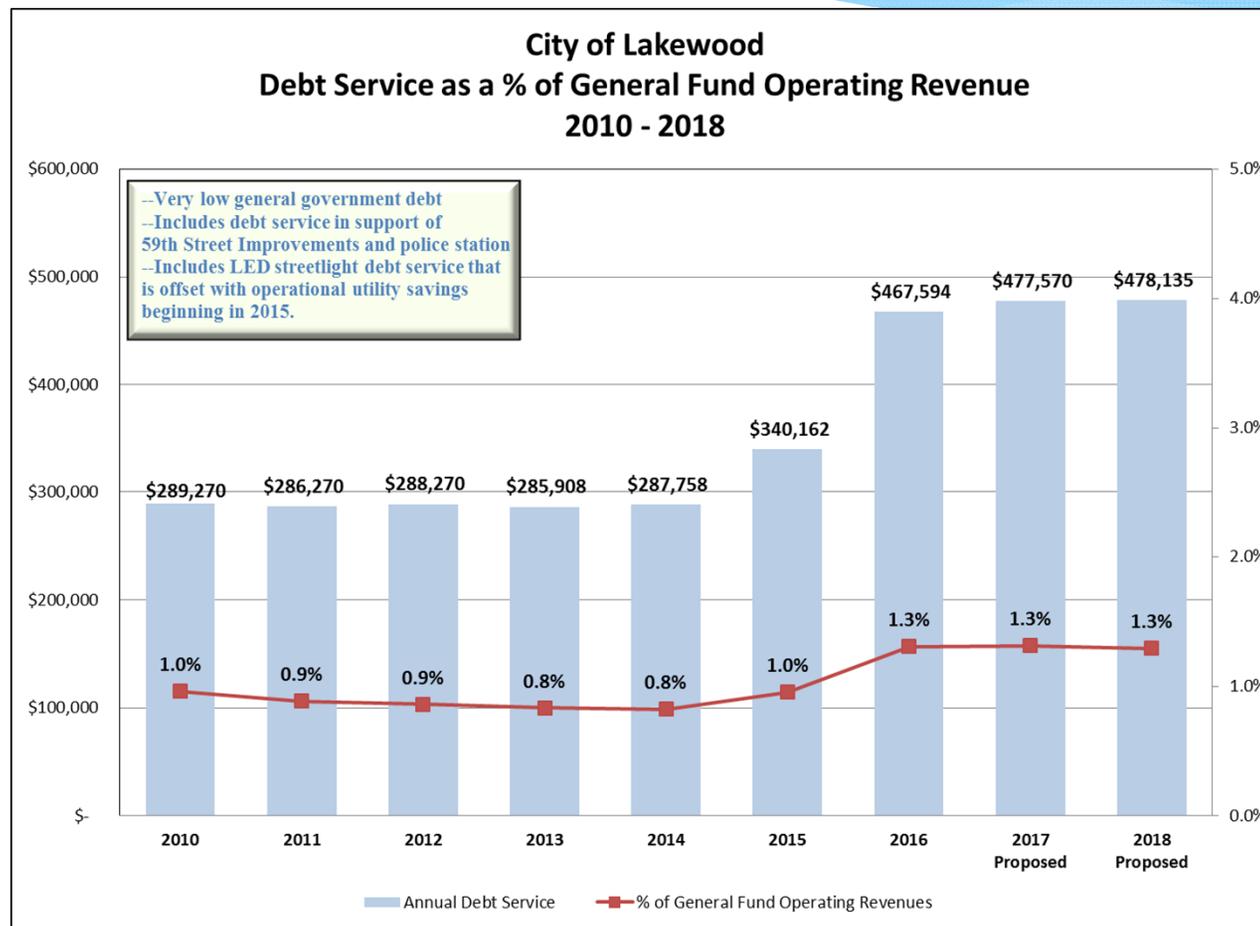


# Organizational Realignment

FTE Change: 2016 Adopted vs 2017 Proposed	FTE	Department	Group	Status
<b>Positions Added</b>				
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
<b>Positions Eliminated</b>				
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
<b>Total Change</b>	<b>1.00</b>			
Note: Limited term positions in support of Transportation Capital increased to four in 2017.				

# Debt Management

\* Budget does not include any new debt





# Other Issues Affecting the Budget

- \* Uncertainty of economic conditions
- \* Struggle to align operating revenues with operating expenditures
- \* Infrastructure and service demands
- \* Competition among local & regional governments for “property tax pie”
- \* Legislative challenges at state and federal level
- \* Focus will be growing and creating opportunities for Lakewood

# Conclusion

- \* **Balanced operating budget**
  - \* Sound underlying financial assumptions & policies in place
  - \* Consistent with adopted financial policies
  - \* Not using one-time funds for ongoing operations
  - \* Operating expenditures do not exceed operating revenues
  - \* Reserves are replenished, albeit over a three year period
  
- Maintains current level of service in public safety, economic development, recreation, development services, while increasing services in street and park improvements



# Next Steps

- October 3 Presentation of 2017-2018 Proposed Biennial Budget
- October 5 Department Presentations  
City Council, City Manager, Administrative Services,  
Community & Economic Development and Police
- October 10 Six-Year Financial Forecast (2017-2022)
- October 12 Department Presentations  
Parks, Recreation & Community Services, Public  
Works, Municipal Court and Legal
- October 24 Review of 2017-2018 Proposed Biennial Budget  
Review of 2016 budget adjustments  
Review of 2017 fee schedule amendments



# Next Steps (cont'd)

November 7      Public Hearing on 2017-2018 Proposed Biennial Budget  
Public Hearing on 2017 Property Tax Ordinance  
Public Hearing on 2016 budget adjustments

November 14     Review of 2017-2018 Proposed Biennial Budget  
Review of human services funding  
Review of lodging tax funding

November 21     Adoption of 2017-2018 Biennial Budget  
Adoption of 2017 Property Tax Levy Ordinance  
Adoption of 2016 budget adjustments  
Adoption of human services funding  
Adoption of lodging tax funding  
Adoption of fee schedule amendments

# Q & A

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