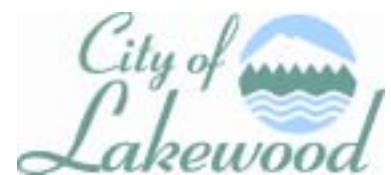


2005 Year End Report



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City of Lakewood 2005 Year End Report



2005 was a year of transition and accomplishment for the City of Lakewood. Among other things, 2005 marked the first full year of operations for Lakewood's new police department, a record year for building permit activity, and the transition to a new City Manager as the City reaches the ten year mark.

The City Manager and the City staff have prepared this report to provide the Lakewood City Council with an overview and progress report for 2005. Specifically this report will address significant accomplishments for 2005; progress on 2005-2006 goals as identified in the biennial budget; and a look ahead to major projects and challenges for 2006.

This report includes a section for each Department within the City and is organized as follows:

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Significant Accomplishments

- Transitioned to a new City Manager.
- Developed Lakewood University, a citizens educational forum, and presented it twice.
- Fostered agreements with Pierce County on sewer extension, chip seal dispute, remaining police transition issues and seizure fund allocations.
- Established a partnership with Sound Transit to develop a parking structure as part of the Lakewood Sounder Station instead of a less desirable surface parking area.
- Revamped the City's website to make it more timely and user friendly.
- Completed franchise negotiations with Puget Sound Energy.
- Visited major Lakewood employers with Pierce County and Economic Development Board staff to determine needs and wants and provide assistance.
- Assisted business owners and/or managers with information and expansion options.
- Assisted businesses with vacation of right-of-way to aid business expansion and improvement.
- Completed the sale of Safeway building for commercial development.
- Presented and processed first multi-family housing tax exemption for development of 24 townhouses on Gravelly Lake Drive.
- Successfully competed for \$5 million Public Works Trust Fund loan for sewer extension to Tillicum and American lake Gardens.
- Offered Ponders infrastructure development proposal and held series of group and individual business meetings.
- Assisted with La Quinta Inn project currently under construction.
- Pepper Tree Inn site purchased and is expected

to file for building permits by mid-January, 2006.

- Coordinated Lodging Tax Grant Program.
- Sister City student exchange facilitated between Sister City chaperones and City government and Okinawa City; hosted Mayor of Bauang, Philippines to discuss cultural and business exchanges.

Progress on 2005-2006 Goals

Finalize the transition process of forming the City's first police department.—Completed.

Finalize phase one of the sewer extension into American Lake/Tillicum neighborhoods.—

Federal and state funding have been secured. The City has entered into an agreement with Pierce County to allow for the project to move forward. Staff will begin design and environmental work in 2006 with construction anticipated in 2007.

Continue to pursue federal and state grant funds toward future phases of the extension of sewer services to American Lake/Tillicum neighborhoods. —As staff finalizes work on phase one, effort will commence to secure funding for future phases.

Oversee each department's service delivery consistent with Council policy.— ongoing.

Continue to promote community relations through the timely sharing of information.—In 2005 the City launched a revised website with more up to date information. Staff created Lakewood University as a new forum for encouraging residents to learn more about local government.

Continue to represent Lakewood's interests at the State level including maintaining a strong relationship with local legislators and other governmental entities.— Staff works closely with AWC to track legislation that may impact the City and regularly communicates with local legislators. The City Manager has increased contact with other governmental entities in an effort to improve cooperation and communication.

Executive



Major Projects & Challenges for 2006

- Develop a new 2007-2008 biennial budget.
- Begin development of a new police station facility.
- Complete negotiations on outstanding franchise agreements.
- Complete Police Guild agreement.
- Strategic community oriented planning for Tillicum/American Lake Gardens redevelopment.
- Continued coordination with business and property owners for Ponders area improvements.
- Continued broad-based, multi-department efforts for revitalization along I-5 corridor.
- Revamped communication emphasis including more frequent and revised format newsletters.
- Support to joint effort with Clover Park School District for development of partnership opportunities.

Community Development



Significant Accomplishments

- Processed over \$71 million in new building permit valuation in 2005, the highest level of construction activity during any calendar year since incorporation.
- Improved working relationships with county and state agencies with shared permitting authority over Lakewood development projects in order to expedite the permit review process.
- Issued 79% of building permits within 30 days from the application date.
- Joint effort with the Police Department to reduce crime through Weed and Seed operations, implementation of crime-free housing, issuance of conditional business licensing or business license revocation, and property nuisance abatements. Notable joint site actions this past year include the Sage Terrace Apartments, Garden Park Apartments, Papaya's, Bridgeport Bar & Grill, the Colonial Motel closure and various property nuisance abatements.
- Planning Advisory Board conducted public hearings and made recommendations to the City Council on yearly amendments to the City's comprehensive plan and the following amendments to the City land-use and development regulations:
 - ◇ Modified the City's sign code amortization schedule;
 - ◇ Expanded permitted uses in the C1 and TOC zoning districts to allow Motor Vehicle Sales and Rental – Levels 3 and 4 use type;
 - ◇ Introduced a new process for permitting and streamlined design requirements for drive-through facilities;
 - ◇ Began the process of editing the City's zoning appeal procedures, removing nonessential procedural steps and clarifying process; and
 - ◇ Began the process of modifying development standards for manufactured housing consistent with state law.
- Developed a public participation plan regarding the siting of work release facilities at Western State Hospital.
- Established a task force and work plan for residentially based personal care and business activities in residential zoning districts.
- In partnership with the Washington State Department of Community, Trade & Economic Development, sponsored a short course in local planning for Lakewood's Planning Advisory Board and those of adjoining cities and towns.
- Obtained federal Certified Local government status relative to historic preservation.
- Landmarks & Heritage Advisory Board members attended a national conference on historic preservation held in Portland, Oregon.

Progress on 2005-2006 Goals

Continue efforts to develop and enhance coordination with outside agencies for the purposes of advancing the City's Comprehensive Plan by:

- Actively participating in Growth Management Coordinating Committee and Pierce County Regional Council meetings.
- Continue working group discussions with the Governor's Executive Policy Office regarding the 2005 Base Realignment and Closure (BRAC) program.

Manage the Community Development Department resources in the most efficient and effective manner in order to achieve the agency's objectives by:

- Providing a report to the Planning Advisory Board and City Council which compares this Department's service levels and fees against comparative cities.
- Currently revising the Department's performance measurements to match resources.

Maintain the City's basic planning processes in support of the Planning Advisory Board, City Council, and community in order to de-

Community Development



Develop and implement policies and plans that conserve, revitalize, and protect economic, social, and environmental resources and produce a well-planned community and a high quality of living by:

- Annually updating the City's Comprehensive Plan and five-year capital facilities program.
- Worked with the Parks and Recreation Department to implement the Parks Master Plan.
- Provided a non-conforming sign report to the Planning Advisory Board and City Council.
- In 2006, adopt a revised Western State Hospital Master Plan. In part, the plan would include revised standards for essential public services pertaining to correctional facilities.
- Deliver to the city council by the end of 2006 a task force report regarding home occupations and personal care facilities located in residential zoning districts.

Use the abatement process, property maintenance and business licensing regulations to reduce crime and promote the redevelopment of the I-5 Corridor.

- Worked with the Police on enforcement at a variety of businesses along the I-5 corridor.

Recognize and support historically significant sites and buildings by:

- Obtained Certified Local Program (CLG) status from the Department of Interior.

Major Projects & Challenges for 2006

- Anticipating an increase in the number of short plat applications and particularly increased densities in the Lake City neighborhood.
- Multi-family housing growth has been minimal although there is a modest trend underway to build urban density housing on infill sites.
- The Department expects to receive inquiries about rezoning residential or other properties to accommodate commercial interests.
- Additional mobile home park closures may be

anticipated. In addition, some of Lakewood's existing mobile home parks have high incidences of property maintenance and public safety violations.

- Planning division staff is too small to be proactive on many issues affecting the City. The department's program focus is on public safety, development permit services and basic compliance with state regulations. Community livability and public engagement assume a lesser priority status.
- The Wal-Mart development project is large in scale. When construction is underway, it will disrupt nearby commercial and residential neighborhoods. Efforts are underway to lessen the level of disruption by changing staff work assignments and assigning a key "go-to" person for Wal-Mart issues, who will directly monitor and work through any issues with Wal-Mart contractors.
- Utility coordination between outside agencies during the development process remains problematic although it is improving.
- Fewer public nuisance abatements are expected.
- Staff will look at changes to simplify and streamline second hand sales business licensing.
- Ongoing land use conflicts are likely to continue within the air corridor (Clear Zone, AC1 & AC2) established in relation to McChord AFB.
- Staff plans to propose changes in land use to address conflicts over the level or intensity of the various land use activities at Fort Steila-coom Park.
- Subdivision Code (Title 17 LMC) is out of date.
- The permit counter experiences significant language barriers with the Korean-American and Hispanic communities. We are fortunate to have permit technicians who are fluent in Hangul and Spanish. New proposals will be introduced to improve our ability to communicate effectively on "why we do what we do" with special needs populations and the public at-large.

Finance & Information Systems



Significant Accomplishments

- Received the 2005-06 Distinguished Biennium Budget Presentation Award with exceptional notations - GFOA of the United States & Canada.
- Received the 2004 Excellence in Financial Report Award – GASB #34 reporting format from GFOA of the United States & Canada.
- Established and prepared the GASB #34 reporting format Module application that will increase efficiency by 50% with a high degree of accuracy and little edits.
- Established the single unit client for the animal license software application under one domain name and singular module connected to the Financial Information Systems (FIS) infrastructure.
- Secured and set-up the Special Improvement District (SID) Data Base engine that will bill, account for and identify parcel information related to SID's related projects.
- Established the criteria and beta testing period for the paperless purchasing/requisitioning application.
- Re-organized the GIS & NIS program functions into a single division, Information Technology (IT) Division.
- Developed Digital Orthos for the Tillicum sewer project to identify design issues for Public Works.
- Establish quality control with the orthos and work closely with the assessor in establishing correct boundary alignments and addressing.
- Established the dual redundancy for the main CISCO Switch & Router of the City, the internal Firewall, Internet Firewall.
- Established a three level anti-virus and anti-spam servers with multiple anti-virus applications from different sources.
- Defined more clearly, the remote access for all users and tighter security.

Progress on 2005-2006 Goals

Design and implement ways for a more efficient department

- Added the 2nd cash register to the front counter for faster customer service.
- In first half of 2006 will establish the web Secured Server on the Internet (that handles web cashier, and real time) in order to handle credit card payments in a tightly secured environment for "live and real time" interface.
- Implement automated time sheets in first half of 2006 for more efficiency in payroll
- Established and configured the new Animal License Software.

Licenses Issued	2005
Dog	2,930
Cat	1,603

- Work is under way to establish a true GASB reporting presence using a GASB Statement #34 format as identified by Eden Systems for a more efficient use of time in the preparation of the new financial reporting format.

Establish and Promote Job Enhancements and Security

- Improved the front counter with a protective shield for the secured environment of the two cash drawers and workers.

Enhance Financial Responsiveness

- Prepare the 2004 & 2005 CAFR using the GASB 34 Reporting Program.
- Prepared the Annual Budget.
- Established the Special Improvement District (SID) guidelines into the software including ESRI parcel map information and establish the billing cycles.
- In 2006 implement the City's infrastructure design requirements for the GASB reporting requirements under the new format rule

Finance & Information Systems



changes.

Enhance the network infrastructure design

- Developed criteria for a Police Interface to their existing buildings and their police vehicles to the City network infrastructure.
- Established the Remote Access for all users in a secured environment with an upgrade planned in 2006.
- In first half of 2006 prepare for and establish the "Real Live" access to the web for payments of credit cards and cash to the financial information systems.
- Secured ArcIms Server for GIS into the Internet realm for access from the web.
- Upgraded to the newest version of MS Office.

Enhance Customer Service through products and service

- Providing ongoing training on the Generic Software for city-wide - employee training.
- NIS Division participated in customer service training.
- Development under way for a written document termed "NIS Bible".

Major Projects & Challenges for 2006

- Develop ability to allow customers to use credit cards at City Hall and/or through the web.
- The Paperless Purchasing/Requisitioning module implementation and the training of employees, with emphasis to the training of the Directors themselves as this will introduce a higher level of accountability of budgeting.
- Implement web based time sheets for "REAL" time input and "LIVE" access on a daily basis.
- Implement remote access for all employees.
- Implementation of the 3rd floor cashiering.
- Implementation of the GASB reporting module and the preparing of the 2005 CAFR using the

module.

- Implementation of the infrastructure requirements for financial reporting supported by GIS and work coordination with Public Work.
- Preparing for the next biennium (2007 – 2008) budget including the strategic planning standards and the efficiency and effectiveness performance measurements criteria.
- Replacements for the ageing ML-530 servers.
- Prepare for the new "fly-over" that will provide new digital orthos of the City.
- Prepare GIS maps for the GASB infrastructure implementation.

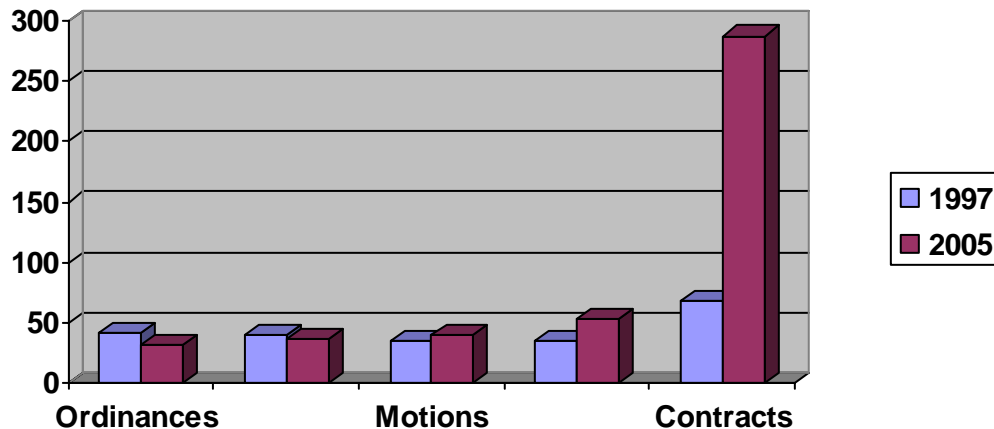
General Services



Significant Accomplishments

City Clerk's Division:

- Established Police Records management program including procedures for processing of police public records requests with Police & LESA and developed police records retention schedule.
- Facilitated the deployment of the Municipal Code onto the City's website.
- Converted and deployed the first phase of Council's database of ordinances, resolutions, and minutes onto the intranet. The conversion is 95% ready for deployment onto the website.



- Provided grants and loans to serve over 100+ low-income homeowners with Down Payment Assist., Emergency Minor Repair; Major Home Repair and Housing Rehab.

- HUD approved Five Year 2005-2010 Consolidated Plan for CDBG and HOME Programs defining strategies and goals on the use of CDBG & HOME funds.

cil's database of ordinances, resolutions, and minutes onto the intranet. The conversion is 95% ready for deployment onto the website.

CDBG Division

- Successful State Audit of the CDBG program federal single-audit (City's largest federal grant) that resulted in no findings or concerns.
- Attained 3-year extension of HOME Consortium with the City of Tacoma for Lakewood to continue to receive an annual HOME entitlement of approximately \$500,000.
- HUD approved FY 2004 Performance Evaluation Report on CDBG and HOME projects for the performance of projects for compliance with environmental (NEPA), Davis-Bacon federal labor

- Administered and monitored the implementation of FY 2005 CDBG & HOME projects (\$1.2 million).
- Represented City on SHB 2060 Steering Committee for awarding 2060 funds (approximately \$1 million annually) to provide affordable housing and the SHB 2163 Committee for awarding State funds for ending chronic homelessness.

Human Services Division:

- Lakewood selected as one of 100 Best Communities for Young People.
- Joint effort with Code Enforcement, Police, Fire, Labor & Industries on the closure of the Colonial Motel and coordinated delivery of housing & case management services with LASA, Net-



General Services



work Tacoma & TACID for providing relocation assistance for 62 tenants.

- Joint effort with CD, Economic Dev., CTED, Pierce County Comm. Services, Pierce County Aging & Long Term Care, Pierce County Housing Authority and KWA in assisting 44 displaced families with referrals to housing resources and services due to the closure of the Lakewood Mobile Home Court Park.
- Restructured the organizational framework of Lakewood's Promise and created a Lakewood's Promise Executive Board.
- Administered and monitored 35 human services programs and emergency basic support programs totaling \$275,600.
- Served as member of the Human Services Funders Group with colleagues from the City of Tacoma, Pierce County, United Way, Greater Pierce County Network, and Tacoma-Pierce County Health Department.
- Provided staff representation on the technical committee of the Road Home to End Chronic Homelessness; Human Services Coalition, and Continuum of Care Committee.

Progress on 2005-2006 Goals

- Explored options and costs for deploying the Council's agenda packet on the website.
- Deployed electronic version of ordinances, resolutions and minutes on the website.
- Began planning to develop a system for scanning City contracts and agreements for access on the intranet.

Major Projects & Challenges for 2006

- Seek policy direction on City's role and level of support to provide housing assistance and coordination of case management services for future closures of mobile home parks and seek adequate staffing to implement said policy.
- Implement cashiering and reception duties at third floor front counter.
- Bring current the backlog of records management duties such as microfilming permanent records, destruction of inactive records, archiving historical records, electronic file management, disaster preparedness and recovery of records in accordance with legal mandates and State statutes.
- With decreased federal CDBG funding, explore alternative funding mechanisms for administering housing programs in order to apply more CDBG funds for direct services to benefit our low-income citizens.
- Seek policy direction and assist with developing alternative affordable housing due to redevelopments and land use changes.
- Define clear expectations of staff's role with the Lakewood's Promise movement and associated Boards and Committees.

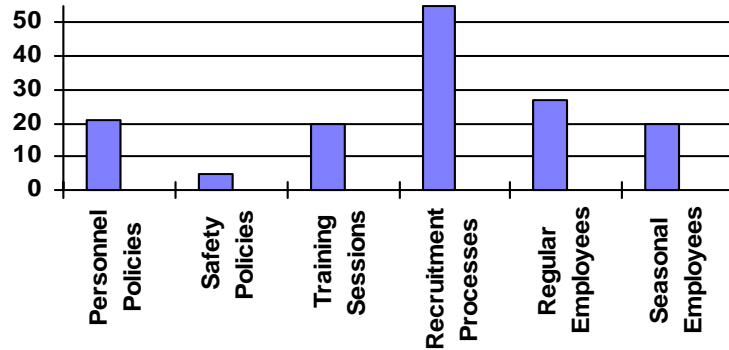
	Public Records Requests	Police Public Records Requests Only	Inactive Records Retrievals	Inactive Records Indexed and Stored in Records Center
1998	215	0	44	995
2005	514	584	273	2,449

Human Resources



Significant Accomplishments

- 21 Personnel Policies created or revised
- 5 Safety Policies created or revised
- 20 Training sessions held
- 55 positions recruited
- 27 regular full/part-time employees hired
- 20 temp./seasonal employees hired



pensation strategies.

- The City has implemented a 9/80 flexible work schedule.
- The Major Medical Leave Policy was revised to be more flexible

to better meet the needs of employees.

Progress on 2005-2006 Goals

Incorporate the new Police Department into the City's culture. Conduct outreach programs to develop positive working relationships with other City departments.

- Held wellness events and training sessions to encourage participation of all city staff giving employees the opportunity to interact.
- Encouraged participation of all employees in many community events such as Day of Caring and the United Way fund raising campaign,

Develop labor/management relations. Negotiate issues not addressed in City policies with labor management team. Develop, administer and maintain agreements. Train employees on civil service processes.

- Transitioned labor/management (employee committee) relationship to new City Manager.
- In process of negotiating first collective bargaining agreement with Lakewood Police Independent Guild (LPIG) with several tentative agreements and MOU's already in place.
- Many employees have participated in civil service processes. Additional training is still needed for non-civil service employees.

Research employee retention tools. Explore incentives to encourage employee retention, which may include marketing current benefits and exploring flexible work shifts and com-

Research training opportunities through a regional partnership and also online, self-directed training modules to provide multi-faceted training opportunities.

- HR is continuing to build our inter-governmental relationships with other entities through a formal contract. We cosponsored a field staff conference this year and will participate in a supervisor's conference later in 2006. This partnership has also allowed us to bring in trainers at reduced rates and provide topics that public sector employees relate well to. Online training has not yet been explored.

Develop the City's intranet to include basic human resources functions. Create and maintain electronic processes and reports to enhance the ability to communicate more efficiently with employees.

- HR has made some significant growth in the intranet. The following items are now available on HR's intranet page:
 - ◇ Change of Address Packets
 - ◇ Foreign Language Assistance
 - ◇ Civil Service
 - ◇ Current Job Opportunities
 - ◇ On the Job Injuries
 - ◇ Personnel Policies
 - ◇ Safety Policies

Human Resources

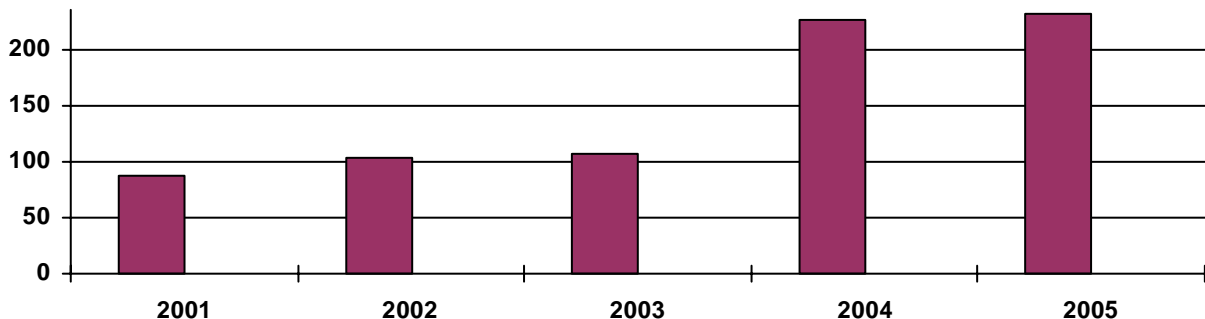


- ◇ 21 Commonly Requested Forms
- ◇ Links to the following:
 - * Medical Providers
 - * Employee Assistance Program
 - * ICMA
 - * Labor & Industries
 - * Department of Retirement Systems

Major Projects & Challenges for 2006

- Enhance and develop a more comprehensive workplace violence prevention program including conducting an employee survey, providing training for employees regarding early warning signs of violence, and engaging teams to improve the City's ability to identify potential violence.
- Expand internal training opportunities for all employees, especially in the areas of First Aid, CPR, and AED use. Due to the number of City staff and work hours, training is much more difficult to schedule.
- To better accommodate the growth in staff, streamline and enhance HR processes to be more responsive and user-friendly.
- Develop and implement user-friendly performance evaluation tools to improve timeliness, facilitate open communication between supervisors and subordinates, and enhance job satisfaction.

**Total Number of Regular
Full & Part Time City Employees**





Significant Accomplishments

- Without any increase in staffing levels from 2004 to 2005, the City of Lakewood Legal Department added representation of both the Lakewood Police Department and the Civil Service Commission to its workload. This is in addition to an increased workload in most areas of responsibility.
 - ◇ Prepared/Reviewed 69 pieces of legislation (Ordinances & Resolutions) a 10% increase over 2004.
 - ◇ Reviewed 287 Contracts, an 8% increase over 2004.
 - ◇ Represented the City or monitored Insurance Defense in 11 cases, a 30% increase over 2004.
 - ◇ Represented the City in Administrative Hearings in 14 cases, a 28% increase over 2004.
 - ◇ Prepared 17 Legal Opinions, a 6% increase over 2004.
 - ◇ The City of Lakewood filed 7,428 infraction cases in 2005, and 3,629 photo infractions, with the Legal Department providing representation in Municipal Court in many of these cases. 2005 infraction case filings, excluding the photo infraction filings, represents a 12% increase over 2004. (2005 was the first year for photo infraction filings.)
 - ◇ The City filed 2,846 criminal cases in 2005 with the Legal Department providing representation in Municipal Court in a majority of those cases, a 3% increase over 2004.
- Resolution of Joon's Variety Store federal seizure case. After a multi-jurisdictional police investigation, millions of dollars in cash and property were seized under federal forfeiture statutes. With assistance from the City Manager, the City's legal department was able to resolve this case with the City sharing the proceeds.
- Closure of Club Paradise. In coordination with other Departments, the Legal Department initiated revocation of the business license.
- Closure of the New Player's Club. Although closed for building code violations, the New Player's Club continued to appeal its business license revocation. The Washington State Court of Appeals found in favor of the City, ratifying the City's action to revoke the business license issued to the owner of the club.
- Cleanup of the P & J Holding property. Through use of a nuisance abatement lawsuit, the City was able to secure the clean up of a property on Pacific Highway SW that had been used for years as a nonconforming auto wrecking business.
- Resolution of Manza-Bennet litigation. This long-running suit was resolved in the Washington State Court of Appeals where it was found that the City had acted properly.

Progress on 2005-2006 Goals

Provide legal counsel/advice from qualified, well-trained professionals.

Provide accurate and timely document preparation/review of Council work, legal pleadings, legal opinions, contracts and research memorandums.

Represent the City professionally and effectively in litigation, administrative hearings and prosecution.

Enforce ordinances of the City through reasonable and responsible prosecution of violation of City Codes.

Major Projects & Challenges for 2006

- Continue to improve on the coordination of the increasing number of jury trials in municipal court.
- Continue to focus on timeliness and tracking of document preparation.
- Coordinate with Community Development and Police in code enforcement efforts.

Municipal Court



Significant Accomplishments

- Developed program with Police for emphasis on the timely service of warrants on our most serious and repetitive offenders.
- Revamping of the Police Court Security Program to reduce costs and insure adequate coverage during Criminal Court Calendars.
- Work crew provided a savings in jail and booking fees of \$93,325 and provided a Labor Force equal to \$85,000.
- Saved \$250,000 using Wapato Jail when possible.
- Saved \$45,000 in jail and booking fees using in-house Electronic Home Monitoring of offenders.

Major Projects & Challenges for 2006

- Staff anticipates an increase in caseload due to a fully trained and staffed Police Department, reinstatement of the Driving While Suspended law, and the implementation of the Photo Radar School Zone Program.

Alternative Sentence Savings	
Program	2005 Savings
Work Crew	\$93,325
Wapato Jail	\$250,000
In House Electronic Home Monitoring	\$45,000

Progress on 2005-2006 Goals

Work with other cities toward methods to consolidate services.

- Worked with Police, Legal and other jurisdictions to implement "John" school for offenders.

Implement Hearings via internet on Non-criminal Matters .

- Working with IT staff to implement.

Implement the ability for persons to pay fines with use of debit cards including online payments.

- Working with Finance department to implement.

Coordinate with new Police Department to schedule officers (witnesses) for trial to insure the best use of their time.

- Review jury trials and design calendars to better deal with the fact the number of juries per month has more than doubled.

Parks & Recreation



Significant Accomplishments

- Completed the Park and Recreation Master Plan.
- Completed the American Lake Master Site Plan. Completing environmental review and construction documents for boat launch improvements.
- Coordinated several community special events which served thousands of citizens. Events included: Father Daughter Dance, Fishing Event, Parks Appreciation Day, Safety Fair, Fishing Event, Independence Day on the Plaza, SummerFEST, Summer Concert Series including the Lakewood Idol event, Skate Wave Demo Day at Harry Todd Park, and the Holiday Tree Lighting and Craft Fair.
- Assumed management and operation of the Lakewood Senior Center. Hosted a county-wide Senior Summit.
- Partnered with Pierce County and other organizations and agencies to complete major restoration of Fort Steilacoom Park (sport fields, restroom, trails, playground, off-leash area)



grams, park reservations and special events. Received grants to offset development and operations:

- ◇ Dept Natural Resources -\$7,000 for forestry management plan.
- ◇ Baseball Tomorrow - \$10,700 for program supplies.
- ◇ Target - \$1,800 for concert series.
- ◇ IAC - \$50,000 for Fort Steilacoom Park and \$600,000 for American Lake Park.
- ◇ CDBG - \$20,000 for ADA design and \$60,000 for skate park.
- ◇ City Lodging Tax - \$26,000 for SummerFEST 2006.
- ◇ \$45,000 from local agencies for off leash area.

Update the Park and Recreation Master Plan.

Finalize a partnership agreement with Pierce County for ongoing maintenance and operation of Fort Steilacoom Park.

Progress on 2005-2006 Goals

Provide recreation programs for the youth in our community - Manage and coordinate the activities of the Lakewood Youth Council, youth athletic programs (track, basketball, and tennis), Tillicum summer camp, Woodbrook Late Night program, and 2005 Events (see above)

Provide safe places for citizens to gather, visit, and play - Improvement projects in Washington Park, Fort Steilacoom Park, and Harry Todd Park. Summer Lifeguard program at lakefront parks. All park sites maintained daily.

Pursue revenue generating programs and services - Generated revenue to offset youth pro-

Major Projects & Challenges for 2006

- Institute full management of Fort Steilacoom Park.
- Rehabilitate the parks maintenance facility before Safeway building is sold.
- Managing a new registration program for park and recreation users.
- Moving to new senior center location at Lakewood Community Center.
- Developing an improved boat launch at American Lake Park.



Significant Accomplishments

- New department 20% larger and \$700K less expensive than contract in 2005.
- Transition completed seamlessly, 2 months early, and on budget.
- Quality of force exceptional: 8.5 years average experience; 50% post high school degrees; 32% speak a foreign language; 24% ethnic and gender diversity.
- Feedback on the new department overwhelmingly positive: from citizens; from the business community; from fellow criminal justice agencies; and from the major institutions we serve.
- \$1.8M seized in vice operations (Lakewood will retain half); Over \$300K seized in drug operations (Lakewood will retain all).
- Nearly \$14,000 raised for local and State charitable organizations.
- Race and Reconciliation, Raising the Bar, domestic violence response and patrol officer training programs received wide-spread national and regional recognition.
- State Attorney General Rob McKenna presented awards to LPD Officers for leadership, valor, special service and community relations at State American Society for Industrial Security Conference.
- Received Washington State Crime Prevention Association "best of the year" award for community policing and crime prevention programs.



- Special Operations undercover operations for vice, drugs and violent crime in place and working.
- Sex Offender and Violent Offender tracking programs in place and working.
- Patrol Critical Incident Response teams trained, in place and working.

- Preliminary data from LESA shows a 4.5% reduction in violent crime over 2004.

Restore and revitalize programs designed to reduce traffic law violations and promote community partnerships to improve vehicle and pedestrian safety.

- Citizen Disabled Parking and Speed Radar programs in place and working.
- Automated (Camera) Traffic Enforcement approved for school zones and red lights.
- Traffic Officers obtain all required State training and certification.
- Close partnership forged with traffic engineers for tracking accidents and handling citizen speeding concerns.

Introduce programs designed to dramatically reduce property crime by 2006.

- Property "Proac" Investigative Unit formed.
- Plan developed for Property Crimes Reduction Initiative.
- Preliminary LESA data shows a 6.3% drop in property crime.

Rapidly re-engage with the community, restoring and expanding police/citizen partnerships to reduce crime, fear of crime, and improve quality of life.

Progress on 2005-2006 Goals

Restore and revitalize programs that have produced consistent reductions in violent crime since 1999.

- Crime Free Housing/Motel/Bar programs in place and working.
- NPO/Code Enforcement teams in place and working; clean up action successful at 14 businesses.

Police



- Neighborhood block watches expanded from 33 to 60.
- Business district block watches expanded from 3 to 7.
- Crime Free Housing Advisory Council and Motel/Hotel Association renewed; Bar Owners Association formed.
- Lakewood African American Police Advisory Council and Lakewood Korean Police Advisory Group renewed; Lakewood Latino Police Advisory Board formed.
- Chamber of Commerce Crime Free Business Task Force renewed.
- Lakewood Partners Against Domestic Violence in place and working.
- NPO "Major Customer" program initiated.
- Western State Hospital service conflicts resolved.

Incorporate the new Police Department into the culture of the City staff culture and build strong partnerships and positive working relationships with other City departments.

- On-going and successful to date.

Major Projects & Challenges for 2006

- Develop successful Guild contract.
- Establish funding and design for the new police facility.
- Transition of radio systems to 800 MHZ.
- Work to establish a full voting Lakewood representative on the LESA Board.
- Rewrite the City's emergency response plan.
- Successful implementation of the property crimes reduction initiative.

Public Works



Significant Accomplishments

- Reached settlement with County for \$265,000 on chip seal dispute.
- Developed incentives that helped convince Sound Transit to construct a parking structure versus a parking lot at the Lakewood Sounder station.
- Developed a funding package with city participation for the improvement of Pac Hwy in the Ponders area that may be supportable to the fronting property owners with regards to their providing the balance of the funding necessary to implement the improvements.
- Secured the county/city agreement for the construction of sanitary sewers within the Tillicum and American Lake Gardens (ALGs) areas.
- Provided information outreach to citizenry regarding the imposition of the sewer surcharge associated with providing sewer service to the Tillicum/ALGs areas.
- Implemented a reduction in the city's SWM fees.
- Secured a \$5,000,000 Public Works Trust fund loan for the Tillicum/ALGs sewer project which is the last critical element of the project's funding package.
- Purchased a site within the Lakewood Industrial Park for the new police station.
- Awarded 10 construction contracts totaling approximately \$3,500,000. The projects included Short lane street improvement from 104th to Lake Steilacoom Dr; LID 1101 Lakewood Dr/Steilacoom sidewalks improvements; LID 1102 Western State street lighting and sidewalk improvements; LID 1103 Gravelly Lake Dr/Pac Hwy (Tasco gas station) frontage improvements; 2005 Arterial Street pavement patching; City Hall roof beam refurbishing; Leschi Rd Storm System improvement; Gramercy Pl water quality facility installation; 116th St/Farwest Dr Storm System improvement and Gravelly Lake Dr/Nyanza Rd Water Quality facility installation.
- Formed LID 1108 in the amount of \$964,000 for the improvement of S Tacoma Way/112th St/34th Ave (Panattoni).
- Secured settlement agreement between City and Lake Steilacoom Improvement Club and installed SolarBee circulator units on Lake Steilacoom to help control toxic algae blooms.
- In cooperation with University Place completed the \$1,300,000 Leach Creek Bridgeport Way Culvert Replacement project including an extensive citizen information campaign due to the necessity to close Bridgeport Way for 2 weeks.
- Acquired 26 cars/trucks/equipment for the City's fleet bringing the fleet total to 178.
- Secured via a lease the necessary replacement space (2,250 sq feet of secured building space and 10,000 Sq feet of fenced outside storage) for the Safeway building that Public Works (primarily the Equipment Rental and Facilities divisions) had previously utilized.
- Remodeled a portion of the first floor to accommodate the present Police Department use and to provide for a new conference room.
- Secured \$3,412,000 in grants—\$2.7 million Office of Transit Mobility grant for Sound Transit Commuter Rail Station and associated Frontage Improvements; \$177,000 Safe Walking Routes to School Program grant for Lochburn Middle School Sidewalks and Yellow Flashing Lights; \$150,000 Transportation Improvement Board Grant for Steilacoom Blvd Sidewalks (Bridgeport Way to Fairlawn Ave); \$85,000 Transportation Enhancement grant for design of sidewalks on Pac Hwy between 108th St and SR 512 Park and Ride and \$300,000 Transportation Enhancement Grant for design of sidewalks on Pac Hwy between Gravelly Lake Dr and Bridgeport Way.



Public Works



- Secured Franchise Agreement with Puget Sound Energy.
- Completed Design of Pac Hwy Sidewalk improvements –Phase I (Bridgeport Way to 108th St).
- Joint effort with Police to formalize “Neighborhood Traffic Control Program”.
- Developed internal tracking system for responding to right of way obstruction issues effecting site and clear distances along streets and at intersections. 122 right of way obstruction issues were addressed in 2005.
- Upgraded various city traffic signal controllers such that all 60 thereof are now of “one” type of controller making programming and maintenance easier.
- Surplused 11 vehicles at auction earning approximately \$42,000.
- Implemented a fleet maintenance and facility maintenance tracking system.

Progress on 2005-2006 Goals

Evaluate the cost effectiveness of Pierce County maintenance contract versus privatization of roadway and surface water operation and maintenance.

Obtained bids for street sweeping services and for surface water infrastructure cleaning & vacuum/jet rodding services for which combined total savings is anticipated to be \$340,000 per year.

Maintain a four week turnaround on initial review of development projects and a two week turnaround on re-submittals.

Goal met for the majority of project submittals.

Implement City of Lakewood 6-year Transportation Improvement Plan and the annual capital element of the Surface Water Management Program, Six Year Capital Improvement Plan.

50% of the projects were implemented on time. Project delays primarily due to difficulty in obtaining environmental approvals through WSDOT in a timely manner. Scheduled to catch up on the capi-

tal projects in 2006. Per the Surface Water Management Program goal was met with the completion of the 5 stormwater capital improvement projects in 2005.

Complete City’s Non-Motorized Transportation Plan and have adopted by June 30, 2006.

Beginning citizen surveys and outreach in February 2006.

Update City of Lakewood standard plans and public works standards for the consistent development of City infrastructure. Modify Municipal Code as required. Adopt final changes by June 30, 2006.

Secured funding in TIP to get consultant support on this task. Will be going out for Request for Proposals (RFP) in February 2006.

Enhance standard procedure and process for taking, responding to, and tracking of Citizen’s requests for traffic calming, street lights, traffic signals, signage, sidewalks, etc.

Formalized traffic calming request and analysis procedures with the Police. Developed internal tracking and analysis system for right-of-way obstruction issues. Street light procedures to be presented to Council January 2006.

Update City’s comprehensive transportation model by end of 2005 to determine level of service issues and potential solutions. Review and update annually (as needed).

Due to budget constraints, this project was put off until 2006.

Evaluate City’s top 20 high accident locations (i.e. highest ratio of number of accidents vs. number of vehicles) and determine potential fixes and needed revenues – if any.

Completed evaluation with the best information available. Currently applying for grant funding for design and construction of safety improvements at 3 locations.

Update, through the Citizen’s Transportation Committee, the City’s Six Year Comprehensive Transportation program to address, as

Public Works



much as fiscally practical, the transportation needs identified in the City's Comprehensive Land.

Goal was met.

Implement the requirements of the NPDES Phase II stormwater permit.

Permit to be issued by Dept. of Ecology now due out sometime in 2006. Have made progress in out-fall identification, system mapping, and public education. Goal will be ongoing for several years to come.

Adopt a stormwater management manual approved by the state Department of Ecology.

Goal is tied to the issuance of NPDES permit which has still not occurred. City will have a set period of time after permit issuance to adopt a new stormwater manual.

Establish an on-line work order tracking system to help facilitate proper City facilities maintenance practices within one year.

Implemented Landport Software tracking system.

Monitor the operations of the building systems to assure that said systems are operating in the most efficient manner practical.

Saved \$40,000 in annual utility bills by fine-tuning equipment schedules.

Establish capital depreciation fund for building maintenance projects that will be required to be completed during the life of the building.

Completed.

Major Projects & Challenges for 2006

- With the defeat of I-912, which would have repealed the 9.5 cent gas tax, highway projects needing to be implemented within the region will be at an unprecedented all time high. Cou-

ple this with the demand for engineering services associated with private development and other public agencies, engineers and related technical staff will be in high demand. The department will face a challenge in our ability to retain our existing staff or as positions become vacate our ability to find and hire qualified personnel.

- The Transportation Division Manager will be taking a significant leave of absence this March. Because this position is a key departmental position which can not be readily filled by a temporary hire, the work load will have to be born by the balance of the department staff. This may delay project implementation and response level of the department.



- It is anticipated the State will issue to the city its National Pollutant Discharge Elimination System (NPDES) permit. Implementing the requirements of the permit will be challenging to the City.

- Maintaining the pavement integrity of our streets will continue to be an ongoing challenge in light of the lack of funds. A recent pavement management study showed that just maintaining the street pavement condition of our existing streets as they are will require \$1,460,000 annually in asphalt overlays, chip seals, etc.
- Street projects delayed in 2005 due to permitting issues will be constructed in 2006 which means a very heavy work load for 2006.