

# 2007 Year End Report

City of Lakewood



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# City of Lakewood 2007 Year End Report (January 2008)



2007 was another year of positive progress for the City of Lakewood with respect to economic development, public safety, and overall community development: new public facilities, parks, roads, sidewalks, and the preparation for sewer services in Tillicum and American Lake Gardens.

The City Manager reorganized the City staff in 2007 to improve management of the organization and better serve the needs of Lakewood citizens without adding new positions. The reorganized structure can be viewed on the next page. The reorganization includes two newly designated Assistant City Managers. One is responsible for Finance and Administration (Human Resources, Finance, and General Services Departments) and the other is responsible for Development (Parks, Public Works, Community Development Department, and Economic Development).

These functional alignments have enabled staff to decentralize operations and allowed the City Manager to focus on the priorities of the City Council and operate at a more strategic level.



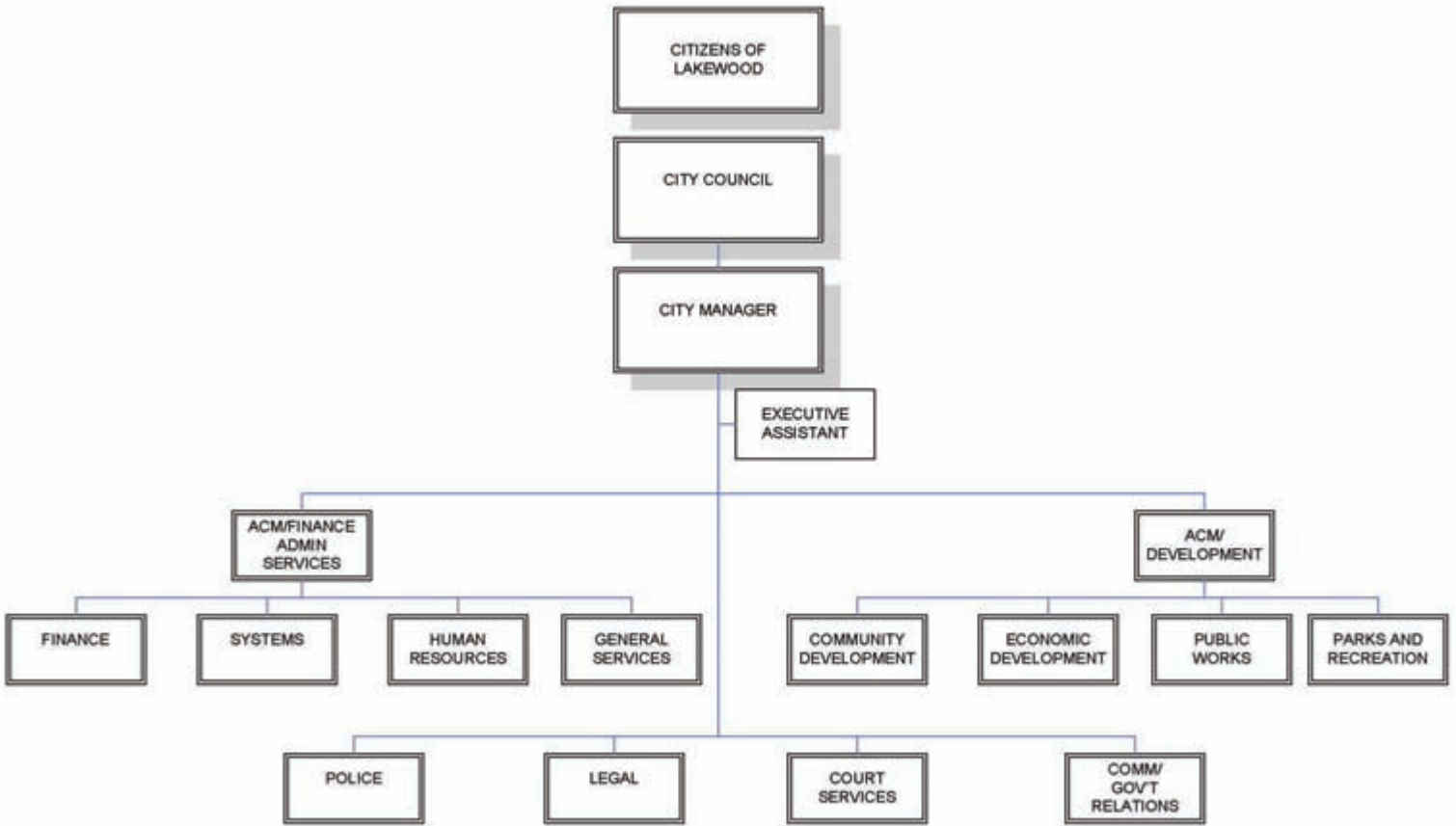
Lakewood's historical "Little Church on the Prairie" accentuated by fall color.

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The public works department continued managing major improvements to Pacific Highway in 2007. Much more work remains in 2008.

# City of Lakewood



Lakewood citizens step out on the Freedom Walk around the Lakewood Towne Center 9/11/07

# Executive



The Executive Department serves as a bridge between the City Council and individual departments. The accomplishments and major projects identified in this section typically require extensive support from other departments. The Executive Department generally remains involved in these initiatives from conception through completion due to their critical and visible nature.

## Significant Accomplishments of 2007:

- Launched the new “Lakewood Online Citizen Comment/Request System” (LOCCRS) to improve the tracking and resolution of citizen comments, complaints, and requests.
- Continued to support public and private improvements on Pacific Highway. Public investment continues to spur private investment. The Sound Transit station and the City’s code and police enforcement and infrastructure investments have been matched by the grand openings of the La Quinta Hotel and Lakewood Ford.



City Manager Andrew Neiditz recognizes outgoing Economic Development Administrator Joe Hannan

- Developed a \$99 million total City budget for 2008, identifying the resources and means to move the City government forward as

envisioned by the City Council. This was accomplished without raising taxes or adding new general fund positions.

- Finalized plans and construction documents for the new police station on Lakewood Drive Southwest to consolidate police operations under one roof and to end the practice of renting facilities for long-term operations.
- Finalized partnership agreement with Clover Park Technical College to construct a new 1,500 seat meeting and student center. The grand opening in October and subsequent events proved this will be a welcome addition to Lakewood for years to come.
- Hosted Governor Gregoire, Senators Carrell, Regala, and Hargrove and numerous other state and local dignitaries at Lakewood City Hall to sign a bi-partisan bill ensuring “equitable distribution” in the siting of DOC facilities
- Welcomed Bill Cosby to Lakewood by planning and hosting two high profile events at the two newest venues in Lakewood on November 13th: Clover Park Technical College’s Student Center and the Boys and Girls Club’s Gary and Carol Milgard Family HOPE Center. More than 1,200 people heard Cosby’s message of hope as he underscored the importance of responsibility, hard work, education, and involved parents.
- Ensured the success of the Lakewood Freedom Walk on September 11th. Commanders of Fort Lewis and McChord joined City leaders in commemorating the nation’s losses on September 11, 2001, and joined hundreds of Lakewood residents on a one-mile walk around Lakewood Towne Center.
- Initiated a public process to develop a plan for the fourteen lakefront “street ends” on Lakewood’s four largest lakes: American Lake, Gravelly Lake, Lake Louise, and Steilacoom Lake. Lakefront street ends are generally undeveloped and untaxed public right-of-ways

# Executive



that run from the end of a street's pavement to the edge of a lakeshore. The process is continuing in 2008.



Tillicum Street End (Wadsworth) serving Silcox Island

- Supported the ground-breaking of the new Lakewood Sound Transit Station on Pacific Highway and ensured the City was prepared to meet its obligations with respect to maintenance and security once the station opens in 2008. Construction is ahead of schedule.

## International Relations & Tourism

- Supported Mayor Claudia Thomas's official visit to the Hainan Sister Cities Summit in the Peoples Republic of China and signed Sister City agreement with Gimhae, South Korea, Lakewood's fourth Sister City.
- Distributed nearly \$357,000 in lodging tax grant funds for tourism programs and events.
- Supported the Lakewood Sister City Association's 8th Annual International Festival, which hosted over 6,000 participants.
- Planted trees in the new International Garden located in front of Lakewood City Hall in honor of two of our international relationships:

- ◊ A Ginkgo tree with our Friendship City of Gimhae, South Korea.
- ◊ A Chinese Fringetree with our Friendship City of Danzhou, Peoples Republic of China.

## Communications

- Published six editions of the "Lakewood Connections," a bi-monthly publication mailed to all City residents and businesses (totaling 40,000 mailings) informing them about past, current, and upcoming events in Lakewood.
- Conducted the eighth session of "Lakewood University" incorporating presentations from City departments and the Lakewood Fire Department, Lakewood Water District, and Clover Park School Districts.
- Initiated a website committee to overhaul the current site and make it more user-friendly and appealing.



Doug Richardson introduces visitors at the Freedom Walk in September (seated are Mayor Thomas and Lt. Gen. Jacoby).

# Executive



## Major Projects & Challenges in 2008:

- Review the City's vision and long term priorities with the City Council.
- Maintain efforts at continued fiscal integrity and administrative excellence at City Hall, with continuing emphasis on quality customer service.
- Manage the public safety leadership transition, and support the community policing program as it transitions to "community-based government services."
- Support code enforcement and abatement program; assist in resolution of issues associated with mobile home parks in Lakewood such as blight, health and safety, septic problems, and displacement of residents due to condemnation or sale.
- Continue development of Pacific Highway corridor with public infrastructure improvements, business recruitment, and other forms of economic development.



City leaders join other local and regional officials on March 30, 2007 in breaking round at the Lakewood Sound Transit Station that will open in 2008.

- Support the emerging vision and cultivate financing options for the re-development of Tillicum and American Lake Gardens, and manage the development of the sewer extension project.
- Continue efforts to mitigate runway encroachment in Lakewood's portion of McChord AFB's "Clear Zone."
- Support the maintenance and security of the Sound Transit Station and continue lobbying for expedited rail line development.
- Promote a proactive communications strategy through good media relations, positive intergovernmental relations with neighboring jurisdictions, an informative City website, the Lakewood Connections publication, Lakewood University presentations, and other citizen outreach venues including Neighborhood Associations.
- Maintain a positive rapport with our State and Federal legislative representatives, and our local government partners, ensuring Lakewood's priorities are understood and pursued.



The new Lakewood Ford fills a prominent and previously blighted location between I-5 and Pacific Highway across from the new Sound Transit Station

# Community Development



## Significant Accomplishments of 2007:

- Processed over \$68.7 million in new building permit valuation. This valuation is down from 2006 levels (over \$87 million) but comparatively high by historical standards.
- Notable construction permits issued:



CPTC Student Services Center



Lakeview Elementary School



Harborstone Credit Union HQ Building



Milgard Boys and Girls Club

## Others:

- ◇ MJR Office building (permit issued, construction yet to begin)
- ◇ Pierce College Science Building (administrative use permit)
- ◇ Tacoma Country and Golf Club expansion and condominiums
- ◇ Homescape Pro (former Safeway building remodel)

# Community Development



La Quinta Inn & Suites opened in 2007

- Issued 85% of building permits within 30 days from the application date, which is a 5% increase over 2006.
- Received over 33,750 permit-related phone calls and walk-in customers in 2007. This was an average of 650 customer contacts per week. Last year's phone calls and walk-in customer volume was 26,056. 2007 saw a 30% increase in client service contacts over 2006.
- Completed environmental review (SEPA and NEPA) for the American Lake Gardens/Tillicum sewer extension project. Issued a Finding of No Significant Impact (FONSI). Completion of the environmental review was necessary before progress could be made on the more technical aspects of the project.
- Conducted community meetings in Tillicum regarding specific improvement options for Union Avenue SW as part of a greater neighborhood plan.
- Worked cooperatively with property owners to amend the real estate agreement (REA) for the City Hall property. Facilitated re-design of parking lot and landscaping configurations to provide additional parking spaces for City Hall.
- Continued efforts to develop and enhance coordination with outside agencies for the

purposes of advancing the City's Comprehensive Plan:

- ◇ Actively participated in Growth Management Coordinating Committee and Pierce County Regional Council meetings.
  - ◇ Continued working group discussions with the Governor's Executive Policy Office regarding the 2005 Base Realignment and Closure (BRAC) program.
- Maintained the City's basic planning processes in support of the Planning Advisory Board (PAB), City Council, and community to 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.
- Department Challenges in 2008:**
- Anticipate additional mobile home park closures. Some of Lakewood's existing mobile home parks have high numbers of property maintenance and public safety violations that will consume significant resources.
  - Work with PAB and Council to update the City's Subdivision Code (Title 17). It is out-of-date and does not address many of the common problems experienced in Lakewood with subdivision and platting issues.
  - Manage time-consuming tasks such as data gathering, responding to PDRs, workflow monitoring, and requests for information.
  - Improve PAB's visibility and authority with respect to the integration of land use, infrastructure and transportation policies.
  - Improve utility coordination between outside agencies during developments.

# Community Development



- Resolve ongoing land use conflicts within the Air Corridor (Clear Zone, AC1 & AC2).
- Improve permit counter communication with the Korean and Hispanic communities.
- Prioritize code enforcement cases — a very popular program with a growing backlog of 200 cases.



Sound Transit Station—in progress

## COMMUNITY DEVELOPMENT DEPARTMENT 2007 YEAR-END STATISTICS

New construction valuation:	\$68,748,118
Total number of building permit applications submitted:	1,889
Total number of building permit applications issued:	1,626
Percentage of building permits issued the same day as the application date:	46%
Percentage of building permits issued within 10 days of the application date:	64%
Percentage of building permits issued within 30 days of the application date:	85%
Total number of land use/planning permit applications submitted:	412
Total number of land use/planning permit applications issued:	224
Number of abatement cases closed	18
Number of active abatement cases	26
Comprehensive multi-agency business inspections:	3
Conditional business licenses issued:	3
Number of Permit Counter Walk-in clients:	13,302
Number of telephone calls received by the community development department:	20,453
Number of business license renewal applications processed:	3,800
Number of Hearing Examiner hearings:	5
Number of department employees:	21

# Parks & Recreation



## Significant Accomplishments of 2007:

- Increased membership at Lakewood Senior Activity Center by 70%.



Lakewood Senior Activity Center Fieldtrip—May 2007

- Increased participation in youth sport programs by 28%.
- Managed activities of the Park and Recreation Advisory Board, Arts Commission, Youth Council and special community planning teams (tri board, Hill Ward master plan, shelter resource team, Go Lakewood committee, and street end meeting notes).
- Coordinated several community special events which served thousands of citizens. Events included: Father-Daughter Dance, Kids Fishing Event, Parks Appreciation Day, Summer Concert Series including the Lakewood Idol event, Make a Difference Day, Truck and Tractor Day and the Holiday Festival and Craft Fair. Over 8,000 people attended SummerFEST at Fort Steilacoom Park.
- Received \$37,000 in tourism grants to purchase new soccer goals/nets and bleachers at Fort Steilacoom Park and support SummerFEST event.
- Completed improvements in the off leash area which included a new shelter, benches, perimeter pathway and water fountain.
- Developed a master site plan for the removal and restoration of the Hill Ward site at Fort Steilacoom Park. Received over \$600,000 in grant funding to implement plan.
- Completed remodel of the parks maintenance building at Fort Steilacoom Park.
- Installed a picnic shelter at Active Park, climbing rocks at Kiwanis Park and a playground structure at Primley Park.
- Managed youth athletic programs (track and field, basketball, baseball, softball and tennis), dance and art programs, outdoor adventures, environmental stewardship, after school programs, Tillicum/Woodbrook summer camp, Woodbrook Late Night program, 2007 Special Events and the activities of the Lakewood Youth Council.
- Completed park improvement projects at Active, Fort Steilacoom, Harry Todd, Primley, Kiwanis and American Lake Parks. Provided a summer lifeguard program at lakefront parks. Implemented urban forestry tree removal and restoration plan. Utilized over 350 volunteers at five sites on Park Appreciation Day and over 100 volunteers at three sites on Make a Difference Day to improve and beautify parks. Over 250 hours of vandalism abatement. All park sites maintained daily. Provide older adults access to the Lakewood Senior Activity Center for programs and services.
- Created partnerships to offset program costs and generated revenue to support youth programs, senior activity center services, park reservations, athletic field use and special events. Received over \$1.5 million in fees, grants and donations to offset program development and operations.
- Maintained partnership agreement with Pierce County for ongoing maintenance and operations of Fort Steilacoom Park with Pierce County paying 50% of equipment and operation for the next three years.

# Parks & Recreation



## Major Projects and Challenges for 2008:

- Manage restoration of Hill Ward Building site at Fort Steilacoom Park (see below).
- Continue to develop/expand environmental stewardship program at City Park Sites; including, Fort Steilacoom Park, Wards Lake Park, Blueberry Park and Flett Creek Area
- Complete a feasibility study to determine potential use of barn structures at Fort Steilacoom Park.
- Complete American Lake Boat Launch Project (piles, docks and upland improvements)
- Develop an inter-local agreement with Clover Park School District for Neighborhood Parks on School Sites. Plan and complete development at two school sites.
- Develop City wide shelter plan for people and animals in Lakewood and provide volunteer training opportunities.
- Complete Comprehensive Sewer Plan at Fort Steilacoom Park.

- Expand Wards Lake Park through acquisition; complete a second phase master plan for this community park.
- Review and/or implement Council's Lakefront Street Ends Policy.



The Parks Maintenance staff won the City's 2007 "Teamwork" award.



# Public Works



## Significant Accomplishments in 2007:

- Completed repairs and clean up of the major windstorm event of late 2006 that included reopening roads, removing unsafe trees and resolving flooding issues. Worked with nearly ninety property owners to remove tree debris encroaching on city right-of-way.
- Kept City streets functional by mitigating effects of snow and ice last winter.
- Installed 17 street lights along Bridgeport Way from I-5 to San Francisco Ave in the Spring Brook area.
- Installed 98 street lights in Lake City area.
- Completed \$700,000 road improvements on Tacoma Way S. & 112th and 34th Avenue.
- Finalized \$850,000 local improvement district for “frontage” improvements (curbs and gutters, sidewalks, pavement widening, street lights and etc.) on Tacoma Way S, 112th St and 34th Ave.
- Initiated \$425,000 project for the Bridgeport Way retaining wall near Flannegan Road.
- Constructed southbound right turn lane on Lakewood Drive at 74<sup>th</sup> Street.
- Acquired necessary right-of-way and completed design of extensive roadway improvements on Bridgeport Way from 59<sup>th</sup> St. to Steilacoom Blvd.
- Expanded and revised City Hall parking lot to provide a total of 14 additional parking spaces in the former loading zone area in front of the City Hall building . Oversaw concurrent landscaping project.
- Secured \$1,600,000 grant from the state Transportation Improvement Board (TIB) for the improvement of Bridgeport Way from 75th St to Leach Creek with pavement widening curb & gutter, sidewalks, street lighting and etc. Most of the local grant match included street improvements completed by Wal-Mart.
- Secured \$3 million in federal Enhancement grant funding for the improvement of Pacific Highway from Bridgeport Way to Gravelly Lake Dr for comprehensive road improvements.
- Selected a consultant and awarded a contract (approx. \$650,000) for reviewing, surveying, and designing the Pacific Highway improvement project from Bridgeport Way to Gravelly Lake Drive.
- Completed electrical conversion of existing yellow flashing lights and installed yellow beacons and signage at school zones.
- Studied, surveyed, and conducted public meetings to address neighborhood traffic control issues on Angle Lane and 104th Street.
- Installed a flashing speed limit sign on 108th Street to warn motorists they were approaching a school zone (Cabirini).
- Secured a \$50,000 CTED grant for treatment (algae bloom) of Waughop Lake with calcium hydroxide. Won a \$50,000 DOE grant for a similar water quality treatment of Lake Steilacoom.
- Secured a franchise with Lakeview Power and Light regarding their use of City rights of way.
- Completed the extensive environmental process required for the implementation of American Lake Gardens and Tillicum areas sanitary sewer project.
- Completed construction of the Pacific Highway Phase II Improvements (\$2.7 million) which included Sounder/Lakewood Ford frontages and signals as well as the Bridgeport Way intersection/gateway improvements.
- Issued over 330 right-of-way permits

# Public Works



exceeding last year by 10%.

- Completed construction of the vehicle detection loops associated with the City's traffic signal systems on various road corridors.
- Prepared bidding documents for the 2007 Overlay program and awarded a \$750,000 construction contract. Affected roadway includes the Interlaaken bridge, the Custer and Bridgeport Way intersection, and Lakewood Drive.
- Prepared bidding documents for the 2007 road patching program and awarded a \$200,000 construction contract in the approx. amount of \$200,000/yr for same.
- Chip sealed over 16 miles of City streets.
- Met four-week turnaround goal on initial review of development projects.
- Continued with the development of the City's Non-Motorized Transportation Plan and hired a consultant to assist.
- Completed evaluation City's top 20 high accident locations (i.e. highest ratio of number of accidents versus number of vehicles). Modified the Six-Year TIP accordingly.
- Developed construction documents for comprehensive street improvements on the So. Tacoma Way/Pacific Highway corridor (SR 512 to 108th).
- Developed construction documents for traffic signal installation at the intersection of Motor Ave and Whitman Ave,
- Updated the City's Six Year Comprehensive Transportation program in cooperation with the Citizen's Transportation Committee.
- Regarding the City's National Pollutant Discharge Elimination System (NPDES) stormwater permit continued to make progress

in outfall identification, system mapping, and public education. Goal will be ongoing for several years to come.

- Implemented the update of the software associated City Hall's security and alarm system.
- Constructed the Tacoma Way/Steilacoom Blvd storm drainage flood control project which rerouted storms waters away from the intersection area to a defined outlet.
- Awarded contract for the Seattle Street stormwater pumping station.
- Published construction documents for the new police facility building (estimate: \$9-10 million). Constructed a bypass driveway adjacent to this facility to maximize useable space on this 2.74 acre parcel.
- Tore down and fixed the boilers associated with city hall heating system as they were leaking.

## Major Projects and Challenges in 2008:

- Manage \$20 million of new construction — department will be very busy.
- Comply with Department of Ecology permit requirements identified in the stormwater management manual.
- Maintain city streets and find new revenue sources to sustain maintenance needs.



New Lakewood Drive overlay

# Finance & Information Systems



## FINANCE & BUDGET

### Significant Accomplishments in 2007:

- Significantly restructured the Finance Department.
- Implemented the third party vendor contract for animal control licensing.
- Trained city-wide staff on use of Eden System Budget Module.
- Prepared the 2008 Preliminary Budget with Eden System modules not previously utilized.
- Working with the Public Works Department and the City's bond underwriters, developed the final financing for a Local Improvement District.

### Major Projects and Challenges 2008:

- Timely submission of the Annual Financial Report to the State Auditor.
- Update and distribute monthly budget status reports for departments and the City Manager.
- Increase the number of reconciliations of financial activities and transactions.
- Assist in the Development of a 5-year financial plan for the city.
- Redevelop financial reports to the council and the citizens for better clarity and information
- Develop better customer service by cross-training division employees.
- Improve the use of technology to track information and communicate finance issues with the City.

- Develop a system by which encumbrances are actively tracked in budget status reports.

## INFORMATION SYSTEMS

### Significant Accomplishments in 2007:

- Approached compliance on the computer inventory replacement schedule. In the first quarter of 2008, we expect to attain compliance with a four-year life span for PCs, servers, and printers and City laptops. Police Patrol laptops will be on a three-year life cycle.
- Established remote access in a secured environment for all City staff with an identified need.
- Replaced or repaired cabling in several areas and documented cabling for future reference.
- Launched a new Lakewood Police Department website.
- Developed and implemented the Lakewood On-line Citizen Comment/Response System (LOCCRS).
- Improved Spam filtering.
- Made more and better use of the City of Lakewood Intranet including improved access to contracts and Human Resource materials.
- Created a legal database that centralized and streamlined data input and access.
- Created a city wide address point data set to assist in updating the Census Bureau's Master Address File for the City of Lakewood.
- Completed current land use data collection and analysis for the Travel Demand Model.
- Completed current land use data collection, analysis and draft mapping for the Non-Motorized Plan.

# Finance & Information Systems



- Drafted a Community Resources map for publication.
- Ensured customer service ticket requests were handled in a timely manner.
- Ensured maps and reports were provided to customers in a timely manner.
- Provided numerous maps for different departments and program functions for both the internal and external customers.
- Balanced the high value placed on Police Department needs with that of other users so that all are served fairly.
- Complete mapping for the Travel Demand Model and for the Non-Motorized Plan.
- Distribute the Community Resources map to Lakewood residents.
- Prepare a Strategic Development Plan for the GIS component of the IS Division.
- Ensure customer service ticket requests are handled in a timely manner.
- Ensure maps and reports are provided to customers in a timely manner.
- Replace outdated servers and network devices as needed.
- Improve in-house employee training in general applications and use of network

## Major Projects and Challenges 2008:

- Maintain and expand the City's network infrastructure.
- Successfully complete the Local Update of Census Addresses (LUCA) for the 2010 census.
- Explore ways to correct Lakewood addressing that is a potential public safety hazard.
- Effectively plan and implement the network assets to be included in the new Police Station.
- Prepare for the migration of police equipment to the new Police Station.
- Establish online payments by credit card for those seeking City services.
- Establish a certificate authority and implement 802.1X security for local network access.
- Establish a network at the Lakewood Police Department's Fleet/Traffic Safety Building.
- Complete re-cabling and labeling in the server room.
- Launch an updated and improved City of Lakewood website.



Management Team intrigue and action during the Annual Employee Appreciation Breakfast



# General Services



## Significant Accomplishments in 2007:

### City Clerk's Division:

- Began implementation of scanning contracts and agreements, creating a searchable and retrievable system on the City's intranet.
- Microfilmed 2006 permanent legislative records of ordinances, resolutions, Council minutes, Council agendas, Motions, and 2007 Budget.

	Ordinances	Resolutions	Motions	Proclamations	Contracts
2006	33	35	59	47	338
2007	28	24	58	35	321

	Public Records Requests	Police Public Records Requests Only	Hours to Process Records Requests	Inactive Records Retrievals	Inactive Records Indexed and Stored in Records Center
2005	514	584	not tracked	273	2,470
2006	380	541	1,102	215	3,913
2007	429	582	1,668	237	4,237

### CDBG Division:

- Obtained HUD approval on FY 2006 Performance Evaluation Report on CDBG and HOME projects for compliance with federal regulations.
- Obtained HUD approval on FY 2007 Consolidated Plan for CDBG and HOME programs and proposed use of funds.
- Administered and monitored the implementation of Fiscal Year 2007 CDBG and HOME projects totaling approximately \$1.2 million.
- Issued grants and loans to 100+ low-income homeowners with Emergency Minor Home Repair, Major Home Repair, Housing Rehab and Down Payment Assistance. Conducted home inspections, and issued and administered construction contracts.
- Began implementation of a Lead Hazard Control Grant to make 12 lead based paint low-income housing units occupied with children under 6 lead safe.
- Completed HUD Inspector General audit on Tacoma/Lakewood HOME Consortium Housing Rehab Programs.
- Received satisfactory 1<sup>st</sup> quarter on-site monitoring review by CTED on the Lead Hazard Control Grant program.
- Represented Lakewood on the SHB 2060 Steering Committee for awarding 2060 and 2163 funds totaling \$1 million annually for affordable housing projects and ending chronic homelessness projects in Pierce County.

# General Services



## Human Services Division:

- Successfully relocated tenants with housing and case management services due to the closure of the Rose Garden Motel and health and safety violations.
- Administered and monitored 35 human services programs and emergency basic support contracts totaling \$ 368,390.
- Partnered with Tacoma and Pierce County in conducting a Human Services Summit on the delivery and performance of human services programs in Pierce County.
- Served on Outcomes Based Implementation Committee with Pierce County Human Services Funders in conducting joint reviews and ratings of human services performance outcome measurements.
- Represented Lakewood on the Human Services Funders Group with other representatives from the City of Tacoma, Pierce County, United Way, Greater Pierce County Network, and the Tacoma-Pierce County Health Department.
- Served on the technical committee of the Road Home to End Chronic Homelessness; Human Services Coalition, and Continuum of Care Committee.
- Awarded 2007 100 Best Communities Serving Young People from America's Promise.



- Participated in Lakewood's Community Summit and Bill Cosby's event.

## Major Projects and Challenges for 2008:

- Develop an E-mail Handbook and system for retaining and disposing of e-mail and electronic records.
- Pursue 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 a side-sewer connection loan program in Tillicum with Public Works Trust Fund loans.
- Conduct a city-wide human services needs assessment.
- Pursue policy direction on funding of Lakewood's Promise operations and staff's role relative to Lakewood's Promise and associated Lakewood's Promise Committees and Boards.



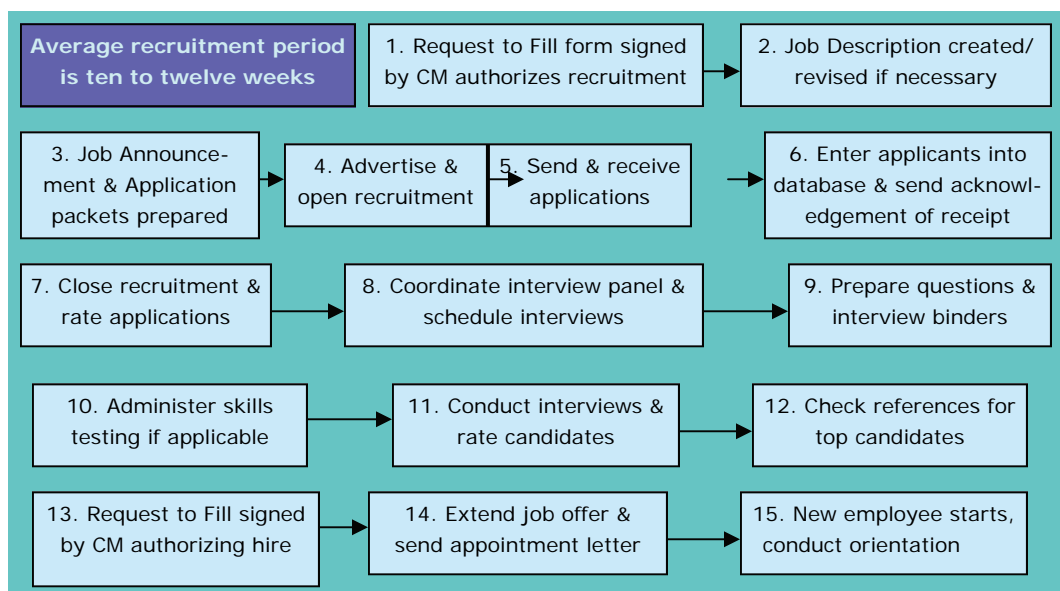
Outgoing Deputy Mayor and Mrs. John Arbeeney at the last Council meeting of 2007

# Human Resources



## Significant Accomplishments in 2007:

- 41 Recruitment processes (internal & external, average 3-4 monthly)
- 26 Employees hired (regular full/part-time)
- 28 Employees hired (temporary/seasonal)
- 13 Personnel Policies created or revised
- 24 Training sessions provided
- Offered 34 Wellness events promoting physical activity, healthy lifestyle choices, and social interaction.
- Significantly increased Wellness Program funding through a variety of resources such as AWC grants, program incentives and health care reimbursements; resulting in opportunities to increase participation and provide additional health related education.
- Encouraged participation of employees in community events such as United Way Day of Caring and annual workplace campaign, and Communities in Schools mentoring project.
- Administered the collective bargaining agreement with Lakewood Police Independent Guild (LPIG).
- Created or revised various policies including call back, stand by, and emergency duty.
- Hired a Risk Manager to administer the Risk Management/Safety program for the City.
- Centralized property and liability insurance claims process which allows Departments to focus on Department specific duties.
- Assisted employees with workers' compensation claims process and property damage/loss claims process by communicating with insurance companies on behalf of the employees or the City.
- Provided safety information to Departments and assisted with safety questions.
- Created a master Chemical Material Safety Data Sheet (MSDS) database for all chemicals used by employees. Original MSDS's are now located in Human Resources and will be maintained in Human Resources. Individual binders were given to Departments.



# Human Resources

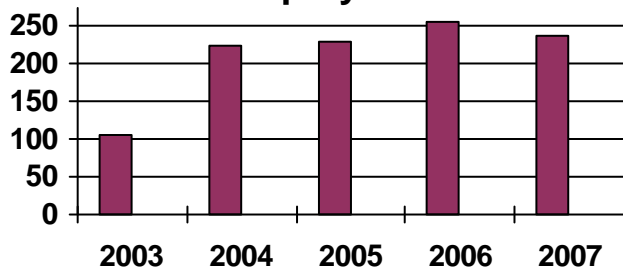


- Improved communication with employees. The following are a sample of items available on the intranet:

- ◇ Change of Address Packets
- ◇ Foreign Language Assistance
- ◇ Civil Service
- ◇ Current Job Opportunities
- ◇ On the Job Injuries Information
- ◇ Personnel Policies and Safety Policies
- ◇ 21 Commonly Requested Forms

- Administered comprehensive employee benefits with voluntary options.
- Developed new performance evaluation process to be more employee and department friendly.
- Continued to build our inter-governmental relationships. We co-sponsored field and support staff conferences this year.
- Our training partnerships allows us to bring in trainers at reduced rates and provide topics geared towards public sector agencies and employees.

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



## Major Projects and Challenges for 2008:

- Develop a more comprehensive Accident Prevention Program including Respiratory and Hearing Loss Prevention Programs.
- Expand internal training opportunities for all employees to increase safety awareness and reduce work-related injuries. We will provide required training and proactive training.
- Streamline and enhance HR processes to be more responsive and user-friendly during the entire hiring process.
- Develop and implement user-friendly performance evaluation tools to improve timeliness, facilitate open communication between supervisors and subordinates, and enhance professional development and job satisfaction.



Annual Employee Appreciation Breakfast

- Monitor salary trends in high demand fields (e.g. professional engineers) to ensure the City remains competitive in recruiting and retaining talented employees.
- To address the rising healthcare costs, reduce employee illnesses and injuries and employee absences.
- Develop a comprehensive Risk Management program to include claims analysis, safety training and information, and recoup losses from third party claims.



## Significant Accomplishments in 2007:

- Without an increase in staffing levels in 2007, the City of Lakewood Legal Department handled increased workloads in most areas of responsibility.
- Prepared/reviewed 78 pieces of legislation (Ordinances & Resolutions) in 2007.
- Prepared 25 Legal Opinions in 2007, a 32% increase over 2006.
- Reviewed 335 contracts in 2007, a 36% increase over 2006.
- Handled six Administrative Hearings in 2007.
- Handled 23 RALJ appeals in 2007, a 53% increase over 2006.
- Handled 69 Forfeiture cases in 2007, a 9% decrease from 2007.
- Forfeited approximately \$285,350.00 of US currency through the Forfeiture Hearing process in 2007. This is a 52% increase from the US currency forfeited in 2006.
- The City of Lakewood filed approximately 3500 criminal cases in 2007 with the Legal Department providing representation in Municipal Court in a majority of those cases, a 12% increase over 2006.
- In 2007 418 criminal cases proceeded to Readiness Hearings. Of those cases 32% resulted in defendants entering a guilty plea before going to trial and 5% of those cases proceeded to trial.
- The City of Lakewood Legal Department handled 687 infractions and 115 photo infractions in 2007.
- There were approximately 850 reports of Domestic Violence in the City of Lakewood in 2007 which represents a 4% decrease from

2006. Charges were filed in 722 of these cases and 664 of these cases proceeded to Readiness Hearings. 76% of these cases were resolved favorably.

- Tracked approximately 1,400 Domestic Violence referrals; little change from 2006.

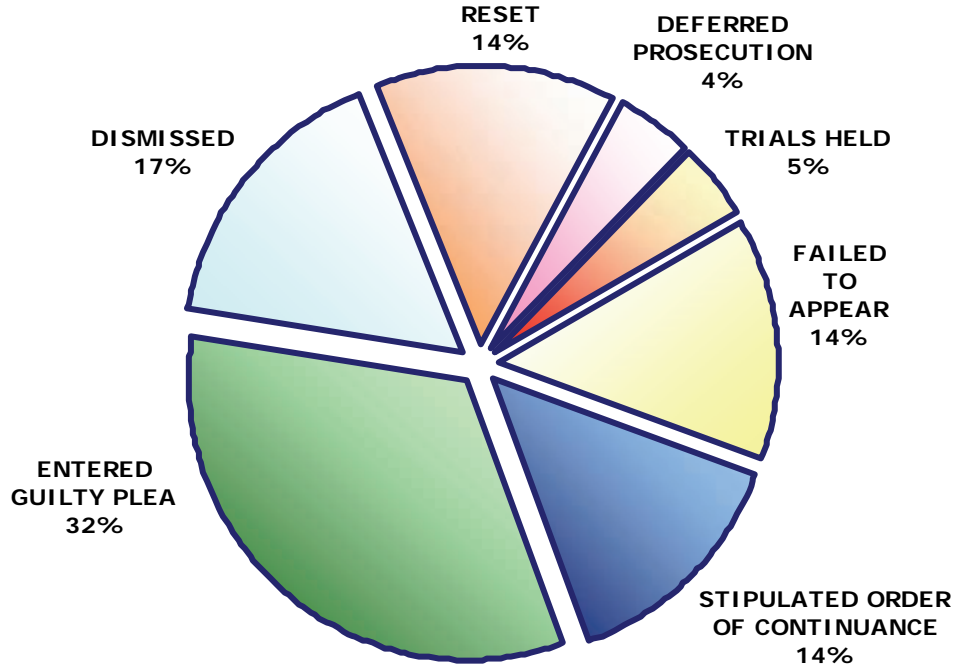


The Legal Department unites on Halloween and wins the prize for Best Dressed Team!

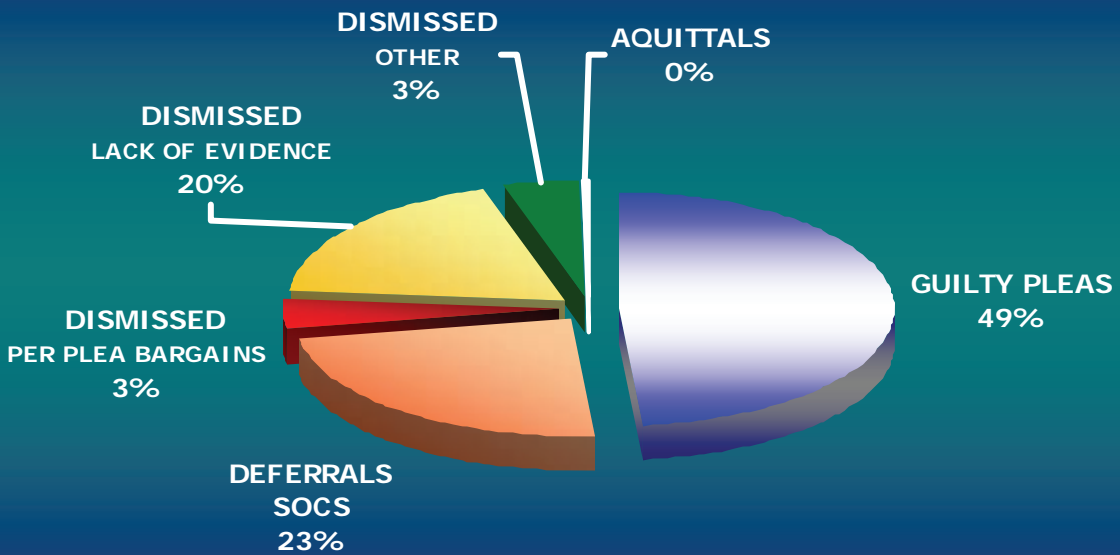
- All of the attorneys and several support staff in the Legal Department attended various training seminars throughout the year to keep current with the changes taking place in the law.
- The Legal Department provided over 650 hours of training to other departments, as well as outside agencies through the Paralegal Internship Program, the Rule 6 Law Clerk Program, monthly and quarterly newsletters and presentations.
- 76% of the Council work prepared by the Legal Department was submitted to the City Clerk's office in a timely fashion, this is a 10% increase from 2006.
- The average turnaround time for contracts to be processed through the Legal Department was three days reduced from an average nine day turnaround time in 2006.



**CITY OF LAKEWOOD  
LEGAL DEPARTMENT  
2007 READINESS STATISTICS**



**2007 DOMESTIC VIOLENCE CASE RESULTS  
664 TOTAL CASES**





## Significant Events in 2007:

- The Legal Department held an Open House in September, 2007. In preparation for the event the department established four different committees to oversee different aspects of the event pulling together to host a successful event. Representatives from the Coalition Against Domestic Violence, the YWCA Legal Department, the City of Auburn, the City of University Place, and McChord AFB Judge Advocate were in attendance as well as many City employees.



Dan Heid, City Attorney for the City of Auburn, Andrew Neiditz, City of Lakewood City Manager, and Mike McKenzie, Assistant City Attorney for the City of Lakewood, enjoy the Legal Department's open house in September.

## Major Projects & Challenges for 2008:

- Continue to improve coordination with and customer service to other departments with the goal of improving the overall efficiency of City processes.
- Continue to work on team development as a department.



# Police



## Significant Accomplishments of 2007:

- Crime rates were down 6% over 2006; this is the third consecutive year crime has declined in Lakewood. In 2007 the overall crime rate will be the lowest in the history of the city. The impact of these consistent reductions in crime is readily measured in positive community feedback and dramatic surges in economic redevelopment - particularly in the traditional high crime, high blight areas along the I-5 corridor.
- Delivered consistently courteous, respectful, competent and proactive police, crime prevention and animal control service to citizens – with significant positive (and very minimal negative) customer feedback.
- Sustained and refined community policing / crime prevention / community outreach programs that are broadly recognized as among the very best in the State.
- Joint special operations, community police and code enforcement operations resulted in the closing of four massage parlors and four motels, as well as imposing license restrictions or binding formal crime prevention agreements at two motels, five bars and one apartment complex. The dramatic reduction in prostitution activity in 2006 was followed by yet an additional 35% reduction in 2007. Additionally, counter-drug operations resulted in the seizure of nearly \$350,000 in drug related assets.



- The significant 16% reduction in traffic collisions in 2006 associated with implementing camera radar speed enforcement in school zones was sustained in 2007.
- Provided staff support instrumental in successfully launching the Council's new Public Safety Advisory Committee.
- The Lakewood National Night Out celebration grows bigger and better every year. This year we hosted 48 events with 4,000 celebrants. This represents over 70% of the NNO celebrations in the entire County. Preparing for the Pandemic Flu was the 2007 Lakewood NNO theme and we gave awareness presentations at each event and distributed almost 1,800 pandemic flu preparedness kits.
- The volunteer program produced 4,344 volunteer hours in 2007. Given that each volunteer hour likely represents a saving of an officer's time for more critical police work or an added police service, these hours represent about \$208,000 additional police service for the City.
- The community policing initiative at Western State Hospital to improve staff and local community safety was endorsed and fully funded by the State Legislature.
- The initiative to provide an affordable Sound Transit Station Security plan through partnering with Pierce Transit security was approved by the Pierce Transit Board, and is pending approval by the Sound Transit Board, with solid support from the Sound Transit security staff.
- Leader at State and County levels in successfully advocating legislation and implementing programs to improve supervision of and reduce recidivism by felony offenders returning from prison to the community.
- Obtained \$450,000 through state and federal grants in 2007 to expand law

# Police



enforcement programs in Lakewood; we are on track to receive about \$675,000 in 2008.

- Garnered one of three pilot projects in the County to develop intervention programs addressing gang members, chronic truants and other incorrigible youth. LPD will partner with the juvenile court, Clover Park School District and Boys and Girls Club and other County service providers in these programs. These pilot projects are the first in the State and have strong interest and support in the County Council. Governor's office and State Legislature.

- Staff completed base Emergency Response Plans; completed mandatory NIMS training and sustained City NIMS certification; initiated the City's first Emergency Management budget; developed a sophisticated, collaborative (LPD, LFD, DPW) City incident response management team; and developed an initial blue print for City EOC facility and staff.

- Implemented a comprehensive audit / inventory program for sensitive programs, funds and equipment that will assure transparency, positive accountability, and compliance with internal policy and governing law.

- Published a comprehensive manual of standards supporting the very best industry practices that will substantially contribute to training, morale and discipline within the police force.

- Sponsored a series of charitable events, including a Korean American Youth Camp, the annual region-wide Latino Festival, a Halloween Open House and Safety Fair, a Christmas Open House (with gifts for low income kids), a motor cycle safety rally, bike safety rodeo's at elementary schools, sponsorship of military families of deployed soldiers living in Lakewood, and fund-raising for the Special Olympics. In 2007 LPD raised \$15,000 for Special Olympics kids, the largest

amount yet, and for the third consecutive year was recognized in the Washington Association of Sheriffs and Police Chiefs Special Olympics fund-raising "Circle of Honor."



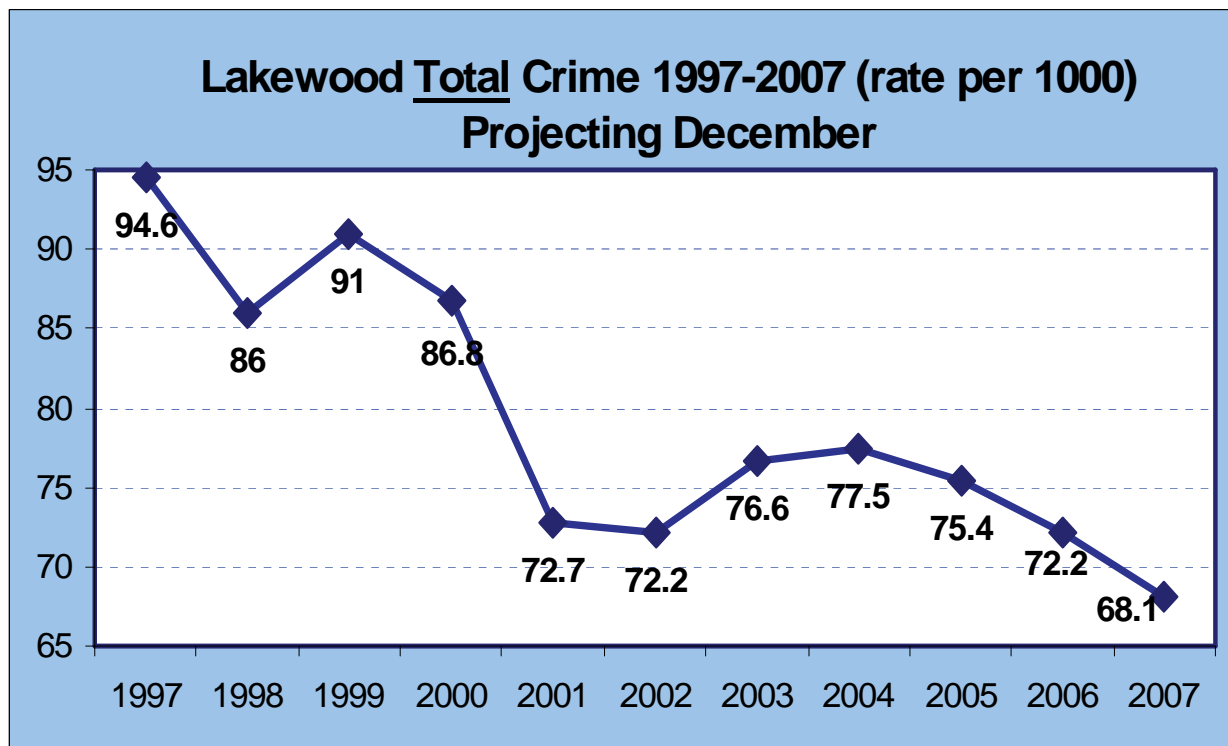
## Major Projects and Challenges for 2008:

- Implement the NE Weed and Seed Project to finish cleaning up the I-5 Corridor.
- Implement the community-based government project with particular attention to:
  - ◇ Improved means for addressing property crime, "nuisance," and civility.
  - ◇ Citizen/neighborhood disaster preparedness.
  - ◇ Establishing viable neighborhood associations in western Lakewood.
  - ◇ Developing comprehensive ways to measure neighborhood safety and quality of life, citizen connection to community and citizen satisfaction with police and local government service.
- Continue the expansion of photo red light program and lobby for legislation allowing speed radar cameras in neighborhoods.

- Review the current alarm fee and false alarm fine structure.
- Aggressively pursue CALEA accreditation.
- Review and refine crime “free” programs for motels and bars; embed in ordinance. Expand the current crime free housing program to address trailer parks. Implement the Police Community Housing Partnership project to structure crime prevention practices in rental housing that choose to rent to high risk tenants.
- Complete the successful transition of radio communications from VHF into 800 MHZ.
- Complete the development of the City Emergency Operations Center, stockpile essential emergency supplies; start a regular disaster response exercise program – prioritizing exercises with Clover Park School District, Western State Hospital and the two community colleges.
- Modify current Sound Transit MOU to accommodate the proposed security partnership with Pierce Transit.
- Manage new police facility construction to ensure it is on-time and on-budget.



City Manager, Andrew Neiditz swears-in two new officers



**2006-2007 -6%**

**1997-2007 -28%**

# Municipal Court



## Significant Accomplishments of 2007:

- Implemented direct on-line payment for photo infractions. Additionally, individuals may go on line to view photos and/or videos of their photo infraction violation in school zones and red light intersections.
- During 2008 Budget Process, obtained approval to bring Jail transport for court hearings in house starting 2008. Currently we pay Pierce County Jail \$130,000 per year for same. These costs will offset additional Court Compliance Officer Positions and increase Electronic Home Monitoring and Work Crew Capabilities.
- Continued enhancement of Court Security via video cameras and increased training of staff. 15,000 persons screened in 2007 when entering courtroom(s). 222 legal weapons held during hearings and 238 arrests made for court related matters.
- Sustained Work Crew operations (community service in lieu of jail time) The work crew provided an estimated \$145,000.00 savings to the taxpayers in court and jail costs. Furthermore, it saved the City about \$132,000.00 (13,000+ hours) in labor costs (cleaning public areas such as right of ways and storm ponds, as well as thousands of hours assisting the Parks Department).



- Sustained "Electronic Home Monitoring". This program, operated by the Lakewood Probation Division, has saved \$120,000 in jail

and booking fees. The City has collected \$24,000 from offenders to offset program operating costs.

- Screened incarcerated defendants and saved \$200,000 in jail costs by sending qualifying defendants to Wapato Jail in lieu of a more expensive Pierce County Jail. Total benefit to City by using Alternative Sentencing Programs - \$600,000.00.

NUMBER FILED	2006	2007
Traffic Infractions	8,639	6,341
Civil Infractions	223	334
Parking Infractions	610	535
Criminal Cases	3,112	3,493
Photo Infractions	11,482	17,322
NUMBER HELD		
Hearings-Regular Court	18,445	16,754
Photo Hearings	993	1,899
Jury Trials	39	19
REVENUES TO CITY		
Regular Court	\$858,914	\$852,040
Photo Infraction	\$654,285	\$1,146,010

## Major Projects and Challenges in 2007:

- Implement transport of all in -custody matters from Jail to Lakewood Municipal Court to insure "public hearing" requirement is met - staffing for same will also enhance use of Electronic Home Monitoring and Work Crew providing additional cost savings to the City.
- Investigate increased Domestic Violence focus by looking towards a possible Domestic Violence Court. Working in coordination with the Legal Department, Public Defenders and Victims Advocates. Goal is too better address the issues surrounding Domestic Violence and reduce recidivism.