



LAKEWOOD CITY COUNCIL RETREAT AGENDA

Saturday, March 7, 2020

8:30 A.M.

City of Lakewood

City Council Chambers

6000 Main Street SW

Lakewood, WA 98499

Page No.

Objectives:

1. Identify City Council priorities for the 2021-2022 biennium: major policy topics and projects

Agenda:

1. Welcome – John Caulfield **(15 minutes)**
 - a. Purpose
 - b. Strategic Plan Progress: Review of accomplishments between 2018 and present
 - c. Introduce facilitator – Shannon Kelley-Fong
2. Ground Rules **(10 minutes)**
 - a. Ground Rule list
 - b. Meaningful and Pleasant
3. Ice Breaker Activities **(15 minutes)**
 - a. Back to Back Drawing
 - b. Why I serve...
2. Reflection on past two years **(30 minutes)**
 - a. What are 2-3 accomplishments that you are most proud of?
 - b. What lessons were learned during this period of time?
 - c. Was there something you expected to make more progress on than we did?
 - d. Any surprises / Other thoughts?

The Council Chambers is accessible to persons with disabilities. Equipment is available for the hearing impaired. Persons requesting special accommodations or language interpreters should contact the City Clerk, 253-983-7705, as soon as possible in advance of the Council meeting so that an attempt to provide the special accommodations can be made.

3. Challenges **(30 minutes)**

- a. What are the most critical issues or trends facing the City?
- b. How can the City respond to these challenges in the next few years? 20 years?
- c. In the next two years what would success look like for the identified challenges?
- d. In the next ten years what would success look like for the identified challenges?

BREAK (10 minutes)

4. Priorities Setting Activity **(1 hour and 30 minutes)**

- a. Review of previous goals / priorities
- b. Identify new goals / priorities

BREAK (5 minutes)

- c. Priority exercise - Ranking
- d. In the next two years what would success look like for the identified priorities?
- e. In the next ten years what would success look like for the identified priorities?

5. Last Remarks **(10 minutes)**

- a. Retreat – thoughts, ideas, improvements, concerns, etc.
- b. Other thoughts?

6. Next Steps **(5 minutes)** Consolidate information and return to City Council with draft Strategic Plan 2021-2022

7. Adjourn

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To: Mayor, Deputy Mayor and City Councilmembers

From: John J. Caulfield, City Manager

Date: March 7, 2020

Subject: City Council Retreat

A handwritten signature in black ink, reading "John J. Caulfield".

Every biennium, the City Council holds a one-day retreat to review current City Council goals and to develop goals for the upcoming biennium, which is 2021-2022. The retreat date is scheduled for Saturday, March 7, 2020.

The City Council goals, once established, serve as the policy direction for the City as well as the policy guide for developing and implementing the City's 2021-2022 biennial budget. The new goals and objectives will be incorporated into an updated strategic plan. The budget will be developed in 2020 resulting in a proposed budget that will be presented to the City Council on October 5, 2020.

Between January 21, 2020 and March 3, 2020, I met with the Mayor, Deputy Mayor and City Councilmembers to lay the ground work for the retreat. To help facilitate this pre-retreat work, the following general questions were used to assist in the process and to gather feedback on the City Council's priorities:

1. What do you want to see accomplished as a key outcome or outcomes from this retreat?
2. What do you wish to accomplish over the next 3 years (and even beyond) and what should be our key priorities over the next 2-3 years?
3. What do you see as the most critical issues or trends facing the City?

The responses to these questions will help serve as background from which to begin the retreat on March 7, 2020.

1. What do you want to see accomplished as a key outcome or outcomes from this retreat?

- Communicate our successes
- Want to hear what others have to say, curious.
- Whatever the City Council decides, must be clearly stated and focused
- Reaffirm and/or determine if minor (not major) changes or updates are needed to adopted VISION given 2021 will be five years from 30 year anniversary of 2026
- VISION should drive our goals and objectives for next biennium just as they did for current biennium
- Current adopted strategic plan has served us well; should be updated with new goals and objectives for next biennium (2021-2022)
- How will City Council rank priorities; prefer an option other than "dots"
- Visibly remind ourselves what is being done is what needs to be done
- Be strong and clear on goals and objectives
- Do not establish a goal that is not achievable; bite off in chunks; connection and context
- Prioritize major goals that in turn will be used to develop 2021-2022 biennial budget

- Prioritize the “what”
 - Check pulse with current Strategic Plan versus where we are headed with VISION 2026
 - Where have we mis-stepped
 - What tools or systems are missing to achieve City Council goals
- 2. What do you wish to accomplish over the next 3 years (and even beyond) and what should be our key priorities over the next 2-3 years?**

City Council Goal: Economic Development

- Implement downtown subarea plan with a focus to design the green street loop in the next three to four years to include linear park type features, public art, and coordination with private property owners with a particular focus on what the City can control
- Downtown Sub Area plan, entertainment related activities, plan for park and green street loop
- Continue to work with Library District to bring new libraries (Downtown & Tillicum) and senior/community center to Lakewood
- Build out at Woodbrook Business Park coupled with continued momentum at Lakewood Landing
- Review economic development incentives to see what is working and what is not working such as MFTE program and 18A housing incentives
- Incentivize middle market housing
- What pieces are missing
- Economic development, be more intentional
- Continue focus on jobs/housing balance
- How to identify ourselves for economic development with a focus to attract high wage jobs and higher median income levels
- Higher end jobs
- Potential focus areas, medical and healthcare, technology, military sector
- Strategic approach to economic development
- Transition to Permit PALS Plus
- Strong economic growth
- City Council role, activists for economic development
- Climate and environmental policies such as lighting (dark skies), plastic bag ban
- Transit oriented development (TOD), transit connections
- Tillicum neighborhood frontage along I-5
- Western State Hospital, what does the Lakewood community want to see happen on this campus
- Class A office space adjacent to I-5

City Council Goal: Dependable Infrastructure

- Completion of I-5/JBLM Corridor Improvement Project to include connector road between Gravelly Lake Drive and North Thorne Lane
- Sidewalk connectivity between downtown areas and neighborhoods
- Transportation funding alternatives given impact of I-976
- Continue transportation improvements to include curbs, gutters, sidewalks and street lights
- Evaluate and consider transportation financing options to include options for voter consideration
- Continue with park improvements, the jewel of our community, with a focus on improvements geared toward young people and active seniors
- Revisit and update Fort Steilacoom Park Master Plan to include ballfield lighting and H-Barn renovations
- Infrastructure improvements, residents are getting their value through leveraging of grants and being shovel ready
- Continue gateway improvements
- Doing well in parks
- Continue transportation and park improvements to include curbs, gutters, sidewalks, street lights, expansion of park footprints (e.g., Springbrook Park) and opportunities for additional lake access at Camp Murray (long-run)

- Rack and stack projects without projects costs, then prioritize

City Council Goal: Public Safety

- Doing well in public safety

City Council Goal: Fiscal Responsibility

- Increase in General Fund revenues
- Resist utility tax increases (gas and electricity) given these taxes impact low and lower income residents more adversely than others
- Transportation funding alternatives given impact of I-976

City Council Goal: Transparency

- Lakewood Multi-Cultural Coalition (LMCC) becomes significant partner with City and community
- Lakewood is viewed as a leader
- Reflect positively on all that has been accomplished
- Change City Council meeting times to 6:00 PM
- Connecting with the community
- Conduct community satisfaction survey
- Continue ramping up various city events such as Night Farmers Market
- Continue to recognize importance of JBLM as our neighbor and continue to be diligent about mutual cooperation and do not become complacent or take it for granted
- Voice our position and assert it, yet be respectful and constructive
- Don't be bashful to represent and stick up for issues that are important to Lakewood citizens

3. What do you see as the most critical issues or trends facing the City?

City Council Goal: Economic Development

- Economic development, understand what we as a local government control and what we don't control
- Given the City's limited financial resources, how do we move to the next level particularly in the area of connecting neighborhoods to the downtown and implementation of the downtown subarea plan to include a downtown park and green street loop
- Our key commercial areas, such as the downtown, need to be economic centers to be able to generate the revenue to provide key municipal services
- Implementation of downtown subarea plan to include a focus on how to bring forward the 2 to 4 acre downtown park
- In reality, the Towne Center area has experienced and become more valuable for a number of new businesses (i.e., ULTA, restaurants, entertainment, etc.), much more activity in the last couple of years than in the past
- Complete Lakewood Station Sub Area Plan
- Continue moving forward with Lakewood Landing
- Continue moving forward with Woodbrook Business Park
- Continue with North Clear Zone (NCZ)
- Continue working with Library Services District to bring new libraries to downtown and the Tillicum neighborhood coupled with a City senior/community center, understanding it is up to the Library Board to decide
- While most cities are focused on building more affordable housing, Lakewood is very unique in that it is one of the few cities where there is more affordable and low/lower income housing than most thus our focus needs to be to continue to preserve what we have to include how do we message this fact and speak with one voice
- Housing, critical issue that needs a regional approach, what is Lakewood's role?
- Mental health issues and homelessness
- How to attract housing for those who wish to downsize such as cottage housing and senior housing
- Housing stock creates demographic issues
- Rental housing safety program and CSRT, what more can or should we do regarding preservation of existing housing stock

- Live, work and play not based on economics since it is cheaper to live elsewhere

City Council Goal: Dependable Infrastructure

- Continue with infrastructure improvements, transportation, parks, sewer, and storm water projects
- Major transportation projects, continue with Washington Blvd (JBLM North Access Project) and Steilacoom Blvd coupled with evaluating improvements along Steilacoom Blvd from Ardmore to Gravelly Lake Drive, Custer, 112th, and 100th, Lakeview to South Tacoma Way
- Point Defiance Bypass Rail safety

City Council Goal: Public Safety

- Strengthen relationship between police officers and youth
- Continue to address urban blight such as abandoned and dilapidated structures

City Council Goal: Fiscal Responsibility

- Loss and/or diminished City funding (e.g., impact of I-976, economic slowdown)
- How to address impacts of I-976
- Aggressive economic development and growth resulting in increased tax revenue to be able to maintain and sustain existing municipal services or even increase certain municipal services

City Council Goal: Transparency

- Still struggling with our reputation “how to leave the past in the past”
- Lakewood is not what people believe it to be
- Continue with new imaging campaign, Build Your Better Here
- Improve reputation of Clover Park School District
- Opportunity with new CPSD Superintendent

City Manager Feedback and Comments

- Stay focused on City Council goals and objectives, yet leave flexibility to be able to adjust to emerging issues that will arise
- Recognize that change is the one certainty
- Financial sustainability given general fund operating revenues continue to lag behind operating expenditures growing
- Continue to focus on these programs; economic development, infrastructure investments, abatements, CSRT, RHSP, human services, MyLakewood311, and pro-active public safety programs such as BHCT, retail theft emphasis, and traffic enforcement emphasis, state and federal legislative agendas, since they are having a positive impact on the Lakewood community and creating opportunities for success
- Update Fort Steilacoom Park Master Plan (e.g., include ballfield lights or not include ballfield lights, H-barn renovation)
- Economic Development: address brownfields/hazardous properties in partnership with State DOE and TPCHD
- Conduct a Transportation Financing Retreat in summer/early fall 2020 given loss of transportation funding from I-976 coupled with prioritization of future road and sidewalk projects
- Make a decision on street ends recommendation on Lake Steilacoom given monies could be used to help finance public access improvements at Edgewater Park
- Federal transportation funding opportunity, BUILD UP (Towne Center Subarea green street loop)
- Keep advocating for tax-increment-financing (TIF)
- Continue to focus on improving Lakewood’s image with a focus on today’s reality versus perceptions from the past
- Continue to focus on next generation recruitment given increased retirement of current city employees
- Continue information technology initiatives with a continued and even increased focus on cyber security coupled with systems that will achieve increased efficiency and effectiveness such as Permit PALS Plus and a document management system

- Take a leadership role in working with our State Legislators, neighborhoods, Town of Steilacoom and DSHS specific to new facilities that are expected to come to Western State Hospital campus
- Continue to work with Association of Washington Cities, neighboring cities and the County to maintain local control
- Evaluate a mental health court/community court if funding becomes available if the Pierce County Council were to adopt the Mental Health & Chemical Dependency Sales Tax
- Evaluate animal shelter options
- Evaluate feasibility of regional police services

City of Lakewood

City Council Goal Setting / Retreat Ground Rules

Ground rules are statements of values and guidelines that a group (e.g., City Council) establishes to help individual members to participate and provide notice about what is expected of them. To be effective, ground rules must be clear, consistent, agreed-to, and followed. Where articulated ground rules are missing, natural behavior patterns often emerge spontaneously. Ground rules help place the focus and emphasis on substantive issues and help keep the process on track.

A team (e.g., City Council) should create and adopt written ground rules during the first part of their session. The ground rules should be consulted and enforced through reminders and team process checks. They should be added to and revised as needed.

1. Arrive prepared and on time.
2. The facilitator is responsible for facilitating discussion and will endeavor to keep the discussion productive, professional and on task.
3. All are equal participants and shall have equal responsibility to share opinions, knowledge, and ideas and assume equal responsibility for the success of this process.
4. One person talks at a time; do not interrupt others when they have the floor; there are no side discussions; respect others and their contributions, even in the face of disagreement; listen and have an open mind; respect the group's time and the meeting timetables; there are no hidden agendas.
5. It is OK to disagree with each because it leads to creative decisions; focus on the issues, not on personalities; name-calling, accusations, verbal attacks, sarcasm, and other negative exchanges are counterproductive; value constructive feedback; avoid being defensive and give feedback in a constructive manner; the purpose of dialogue is to reach higher levels of understanding by examining different viewpoints and opinions.
6. Ask for and build on others' ideas; maintain positive group dynamics; stay focused on meeting purpose and outcomes; support the team concept and process; check for understanding and agreement.
7. Develop personal relationships to enhance trust and open communication.
8. Strive to recognize and celebrate individual and team accomplishments.
9. The goal is to reach decision by consensus, not by voting or some other method that produces winners or losers.
10. If you cannot live with the consensus of the group, you must offer an alternative that you believe everyone else can support.
11. Once a decision is reached, everyone will fully support the decision. It is important to have agreement within the City Council on how decisions will be made. This can avoid disputes later about whether or not important decisions were made properly.

A group is considered here to have reached consensus when it finally agrees on a choice and each group member can say:

- "I believe that others understand my point of view"
- "I believe I understand others' points of view"
- "Whether or not I prefer this decision, I support it (and will not undermine it) because it was arrived at openly and fairly and is the best solution for this City Council and community at this time."

Ground Rules (10 minutes):

Review Past Ground Rules

Meaningful and Pleasant:

<u>Meaningful:</u>	<u>Pleasant:</u>

Ice Breaker Activities (15 minutes):

Back to Back Drawing

Why I serve...

Reflection on past two years (30 minutes):

What are 2-3 accomplishments that you are most proud of?

What lessons were learned during this period of time?

Was there something you expected to make more progress on than we did?

Any surprises / Other thoughts?

Challenges (30 minutes):

What are the most critical issues or trends facing the City?

How can the City respond to these challenges in the next few years? 20 years?

In the next two years what would success look like for the identified challenges?

In the next ten years what would success look like for the identified challenges?

Critical issues facing the City?	City Response	Success - short term	Success – long term

Priorities Setting Activity (90 minutes):

Economic Development	Dependable Infrastructure	Public Safety

Fiscal Responsibility	Transparency	Other goal area?

Priority Ranking:

<https://www.surveymonkey.com/r/CityCouncilRetreat2020>

Discussion on ranking.

Last Remarks (10 minutes):

Retreat – thoughts, ideas, improvements, concerns, etc.





Other thoughts?









Strategic Plan Progress Report: 2018 to Present

NOTE: The following provides a selection of the work accomplished by the City from 2018 to present organized by City Council goal area and strategy. The items included in this selection are not intended to be exhaustive of the work performed by the City during this time. Rather, the entries highlight significant accomplishments and demonstrate the City's continued advancement within each strategy.

ECONOMIC DEVELOPMENT:

GOAL: The City of Lakewood promotes and supports a dynamic and robust local economy.

1.1 Align economic goals and resources across departments.	LEAD DEPT.	2018	2019-2020
A. Develop and implement a comprehensive economic development strategy that aligns with the strategic plan.	CED		
<ul style="list-style-type: none"> ✓ Created a draft economic development strategy plan. ✓ Performed extensive business outreach and engagement. 			
B. Direct growth through sound planning. Update land use codes and streamline internal processes.	CED		
<ul style="list-style-type: none"> ✓ Adopted the Downtown Plan. ✓ Completed major revision of Title 18A to improve permitting process. ✓ Updated other land use codes: Sign Code, Shoreline Management, Small Wireless. ✓ Performed cost analysis on development services. ✓ Reviewed online permitting platforms – elected to transition to PALs by Pierce County in 2020. ✓ Continued to fine tune updated codes and internal processes. ✓ Engaged with state legislature on potential land use legislation. 			

1.2 Pursue infrastructure improvements vital to economic development and to bolster the City's competitiveness.	LEAD DEPT.	2018	2019-2020
A. Implement and invest in catalyst projects that promote private investment, i.e., a Downtown Plan, Lakewood Colonial Plaza, Woodbrook Business Park & I-5 commercial corridor ("Lakewood Landing").	CED		
<ul style="list-style-type: none"> ✓ Adopted the Downtown Plan. ✓ Completed major revision of Title 18A to improve permitting process. ✓ Built Colonial Plaza. ✓ Continued development of Woodbrook Business Park. ✓ Continued progress on Lakewood Landing. Working at state level to develop financing tools. Working with WSDOT to relocate their facility. ✓ Continued to provide wrap around business services and business development forums. ✓ Initiated development of a Lakewood Station District subarea plan. ✓ Continued to push for TIF and/or LRF as a state legislative priority. ✓ Pursuing Better Utilizing Investments to Leverage Development (BUILD) grant program for implementation of Downtown Plan road infrastructure improvements ("Green Loop"). Current proposal being reviewed would allow cities with populations of 20,000 to 75,000 to be eligible for 30% of total BUILD funding; Lakewood was instrumental in creating this proposal. ✓ Performed extensive business outreach and engagement. 			
B. Improve underutilized commercial land by achieving the military land swap, WSDOT facility relocation, revision of zoning regulations where appropriate, and minimize nonconforming uses.	CED		
<ul style="list-style-type: none"> ✓ Determined that land swap was impractical given geography and environmental challenges of area. ✓ Continued work with WSDOT on facility relocation for Lakewood Landing. ✓ Adopted the Downtown Plan. ✓ Completed major revision of Title 18A to improve permitting process. ✓ Updated other land use codes: Sign Code, Shoreline Management, Small Wireless codes. ✓ Made significant strides in NCZ: Lakewood & Department of Defense (DoD) signed an agreement to resolve the NCZ encroachment issues. DoD committed up to \$80 million, including: \$50 million over the next 10 years; and an additional \$30 million until 2069. ✓ Continued to make Comprehensive Plan updates. ✓ Continued to push for TIF and/or LRF as a state legislative priority. 			
C. Expand utilities and community assets, such as sewers, libraries, etc.	PW CED		
<ul style="list-style-type: none"> ✓ Continued to work with Pierce County Library on Downtown and Tillicum libraries, including purchasing property for a Tillicum branch. ✓ Sewer extensions: Fort Steilacoom Park construction, N. Thorne Lane Sewer construction to Harry Todd Park, and Maple Street design. ✓ Water expansion at Fort Steilacoom Park 			
D. Enhance commercial corridors, off-ramps, and City entry points through improvements and wayfaring signage.	PW CED PRCS		
<ul style="list-style-type: none"> ✓ Constructed Gateway signs: 74th and Custer, Military Rd and 112th, Steilacoom Blvd and Farwest Drive. 			

- ✓ Banner program.
- ✓ Initiated the “Save Your Change” campaign.

1.3 Enhance and diversify housing stock and improve multi-generational community assets.	LEAD DEPT.	2018	2019-2020
A. Improve programs and policies to increase homeownership and diversify housing stock.	CED	+	∞
<ul style="list-style-type: none"> ✓ Completed major revision of Title 18A to improve permitting process. ✓ Adopted Downtown Plan. ✓ Continued MFTE incentive. ✓ Continued use of CDBG and HOME funds to support affordable housing. ✓ Actively supported bills to reform condo liability – SB 5334 was passed in 2019. ✓ Initiated development of a Lakewood Station District subarea plan. 			
B. Minimize nonconforming uses.	CED	+	∞
<ul style="list-style-type: none"> ✓ Completed major revision of Title 18A to improve permitting process and ensure code is logical, understandable, and easy to read. ✓ Made significant strides in NCZ: Lakewood & Department of Defense (DoD) signed an agreement to resolve the NCZ encroachment issues. DoD committed up to \$80 million, including: \$50 million over the next 10 years; and an additional \$30 million until 2069. ✓ Continued to make Comprehensive Plan updates. 			
C. Actively advance condominium regulation reform to expand homeownership opportunities.	CC CM	▶	∞
✓ Actively supported bills to reform condo liability – SB 5334 was passed.			
D. Continue to support youth and senior programming and expand community events.	PRCS	∞	∞
<ul style="list-style-type: none"> ✓ Continued to provide a multitude of recreation programming and signature events, including SummerFest, Truck n’ Tractor Day, Summer Concert series, Farmers Market, Christmas Tree Lighting and Parade, etc. ✓ Continued to support youth programming - including Youth Council and youth sports. ✓ Continued to support senior programming – including Senior Activity Center programming and technology updates (new computers in 2020). 			
E. Support and preserve historical buildings and other local places of significance.	CED	∞	∞
<ul style="list-style-type: none"> ✓ Continued LHAB work; historic street signage (in-progress). ✓ Built Colonial Plaza. ✓ Coordinated historic tours at Fort Steilacoom Park. ✓ On-going restoration of Western State Hospital Patient Cemetery at Fort Steilacoom Park. 			

1.4 Foster collaborative and advantageous partnerships with businesses, community members, and regional partners.		LEAD DEPT.	2018	2019-2020
A. Be a leader in local economic development.		CED	+	∞
<ul style="list-style-type: none"> ✓ Continued leadership position in local economic development. Enhanced relationships with Lakewood Chamber of Commerce, EDB, AWC, etc. ✓ Continued to push for TIF and/or LRF as a state legislative priority. ✓ Performed extensive business outreach and engagement. ✓ Pursuing Better Utilizing Investments to Leverage Development (BUILD) grant program for implementation of Downtown Plan road infrastructure improvements ("Green Loop"). Current proposal being reviewed would allow cities with populations of 20,000 to 75,000 to be eligible for 30% of total BUILD funding; Lakewood was instrumental in creating this proposal. 				
B. Analyze and influence regional transportation and planning policies.		CM CED	+	∞
<ul style="list-style-type: none"> ✓ Continued active participation on regional transportation bodies, e.g., PRCS, PCRC. ✓ Continued to prioritize transportation programs/tools at state and federal level, including a multimodal study, the Defense Community Infrastructure Program, etc. 				
C. Continue partnership with JBLM and Camp Murray to improve connectivity, land use development, and transportation near bases.		CM SSMCP CED	∞	∞
<ul style="list-style-type: none"> ✓ Continued partnerships with JBLM, Camp Murray, SSMCP. ✓ Completed major revision of Title 18A to improve permitting process. ✓ Currently evaluating annexation of Camp Murray, to include opportunities to make improvements to the boat launch area. 				
D. Expand partnership with the Chamber of Commerce, neighborhood associations, and other civic groups.		CED	+	∞
<ul style="list-style-type: none"> ✓ Continued partnership with Lakewood Chamber of Commerce and neighborhood groups and associations (e.g., Lemonade Days). 				

E. Develop an educated workforce through collaboration with local educational institutions to leverage collective resources and to enhance K-12 and higher education opportunities.

CC
CM



- ✓ Continued strong partnership with Clover Park School District including collaborative engagements and formal partnerships:
 - Beecher's Foundation
 - Bus Rentals / Transportation
 - City Events and Festivals
 - Communities in Schools
 - Engagement in civic education and career days
 - Lakewood Farmers Market
 - Martin Luther King Jr Celebration Event
 - Math Relay
 - Stormwater Pollution Prevention Calendar
 - Summer Day Camp Program
 - Youth Sports
 - Youth Council
 - CPSD Capital Facilities Advisory Committee
 - Community Engagement and Leadership Team
 - Cooperative Use Agreement
 - Lakewood Promise Advisory Board
 - South Sound Military & Communities Partnership Active Shooter Training
 - Emergency Management
 - Partnering with CPSD
 - Police Chief Commendation Award
 - Safe Routes to School
 - School Resource Officers
 - School Zone Flashing Lights
 - School Zone Speed Enforcement Program
 - Lakewood Connections Magazine and CPSD Inside Schools Newsletter
 - What's UP Newsletter
 - Marketing/Community Relations
 - Economic Development
 - Fuel Contract
 - Lake Louise Elementary School Park Site
 - Meeting and Gathering Spaces
- ✓ City of Lakewood partnered with higher education in the following ways:
 - Serving on a Workforce Advisory Group with Pierce College (PC)
 - Serving on a Continuing Education Advisory Committee with Clover Park Technical College (CPTC)
 - Coordinated a site visit with a German Aerospace company and CPTC President Dr. Joyce Loveday for a visit at the new Aerospace Training Facility (this was the highlight of their visit to Washington State)
 - Solicited input from both colleges for the Build Your Better Here campaign
 - Sharing news, events, and information on our social media platforms from the colleges
 - Both colleges participated on planning committees for events such as the Martin Luther King Jr. event
 - Worked/work with PC on coordinating for SummerFEST (They allow us to use some of their parking areas)
 - Used the CPTC McGavick Conference Center for events that bring in people from outside of the area, statewide (Pierce County Purchasing Forum, and Developer's Forum)
 - Encouraged Travel Tacoma, the Pierce County Destination Marketing Organization, to promote the CPTC McGavick Conference Center for conferences that come to the area
 - Worked with the Lakewood Chamber on a yearly scholarship event that awards scholarships to PC and CPTC students

1.5 Promote and facilitate sustainable economic development.		LEAD DEPT.	2018	2019-2020
A. Focus resources on business creation, retention, and expansion.		CED	+	∞
<ul style="list-style-type: none"> ✓ Continued wrap-around businesses services, businesses retention interviews, economic development forum. ✓ Developed a draft economic development strategy plan. ✓ Performed extensive business outreach and engagement efforts. 				
B. Encourage a balance of manufacturing, commercial, and retail businesses and promote an entrepreneurial environment.		CED	+	∞
<ul style="list-style-type: none"> ✓ Completed major revision of Title 18A to improve permitting process. ✓ Updated Comprehensive Plan. ✓ Adopted Downtown Plan. ✓ Initiated development of a Lakewood Station District subarea plan. ✓ Significant development of Woodbrook Business Park ✓ Added 319,842 sq. ft. of commercial industrial in 2018 and 2019. ✓ Added 363 housing units in 2018 and 2019. ✓ Added approximately 968 new businesses in 2018 and 2019. 				
C. Continue to leverage existing assets such as location, access, lakes, parks, civic engagement opportunities, transit options, and cultural amenities.		ALL	∞	∞
<ul style="list-style-type: none"> ✓ Crafted and implemented “build your better here” campaign. ✓ Continued to offer signature special events that leverage parks and cultural amenities. ✓ Constructed Colonial Plaza – will host events and engagement opportunities. ✓ Continued to offer and expand signature events like SummerFest and Farmers Market. Expanding Farmers Market to evenings in Spring of 2020. ✓ Hosted National Cyclocross Competition ✓ Continued Adopt-a-street program. 				
D. Develop and implement an imaging campaign that confidently promotes recent accomplishments and community assets.		COMM	▶	∞
<ul style="list-style-type: none"> ✓ Crafted and implemented “Build your better here” campaign. ✓ Created more video content for online platforms to celebrate City’s events and successes. ✓ Celebrated City successes at City Council meeting and other events. 				
E. Promote and deploy prudent business incentives to enhance economic development strategies.		CED	∞	∞
<ul style="list-style-type: none"> ✓ Completed major revision of Title 18A to improve permitting process. ✓ Adopted Downtown Plan. ✓ Continued MFTEs incentives. ✓ Continued use of CDBG and HOME funds to support affordable housing. ✓ Crafted and implemented “build your better here” campaign. ✓ Continued wrap-around businesses services, businesses retention interviews, and economic development forum. ✓ Developed a draft economic development strategy plan. ✓ Initiated work on a Lakewood Station District subarea plan. ✓ Continued to push for TIF and/or LRF as a state legislative priority. 				

✓ Reviewed online permitting platforms – elected to transition to PALs by Pierce County in 2020.

DEPENDABLE INFRASTRUCTURE

GOAL: The City of Lakewood provides safe, clean, well-maintained, and dependable infrastructure.

2.1 Implement capital infrastructure projects to improve transportation, park, and utility systems.	LEAD DEPT.	2018	2019-2020
A. Identify future transportation upgrades from the travel demand model (TDM) and update the comprehensive plan and six-year TIP when necessary.	PW AD	∞	∞
<ul style="list-style-type: none"> ✓ Completed annual TIP updates. ✓ Developed Downtown Plan. ✓ Started development of Lakewood Station District Plan. ✓ Updated Comprehensive Plan. ✓ Non-motorized transportation plan update (forthcoming in 2020) 			
B. Expand neighborhood infrastructure improvements increasing access to roadways, parks, and public buildings.	PW	+	∞
<p>Parks:</p> <ul style="list-style-type: none"> ✓ Constructed Gateway signs: 74th and Custer, Military Rd and 112th, Steilacoom Blvd and Farwest. ✓ Completed transfer of Fort Steilacoom Park to the City. ✓ Fort Steilacoom Park / Angle Ln Parking roadway improvements. ✓ Fort Steilacoom Park Turf infields. ✓ Playground replacement: Kiwanis, Oakbrook, American Lake. ✓ Springbrook Park expansion. ✓ Fort Steilacoom Park – Roadway improvements and Utility upgrades. ✓ Fort Steilacoom Park – Pavilion in the Park construction and enhancement. ✓ Harry Todd Park – Waterfront improvements, Phases I-II. ✓ Edgewater Park Master Plan. ✓ Wards Lake Park Master Plan. ✓ Chambers Creek development partnership: Trails/ Trail heads. ✓ Continued development of the Gravelly Lake non-motorized trail. ✓ Colonial Center Revitalization Project/Motor Avenue Complete Streets. ✓ Park equipment replacement and playground resurfacing. ✓ Began Legacy Plan update (in-progress). ✓ Implemented banners program. <p>Public Works and Engineering:</p> <ul style="list-style-type: none"> ✓ Steilacoom Blvd: Puyallup to Farwest (Town of Steilacoom). ✓ Street: Steilacoom Blvd/88th (Weller to Custer Road). ✓ Street: 123rd Street SW to Bridgeport to 47th. ✓ Sidewalks: Veterans Drive - Gravelly Lake Drive to American Lake Park. ✓ Sidewalks: Onyx Drive SW - 89th to 97th and Garnet to Phillips. ✓ Sidewalks: Veterans Drive - Gravelly Lake Drive to American Lake Park. ✓ 100th to Bridgeport Way Project Construction. ✓ Overlay: Custer Road - Steilacoom Blvd to John Dower Road. ✓ Overlay: So Tacoma Way: SR 512 to 96th St Project Close-out. ✓ Overlay: Lakewood Drive Flett Creek to North City Limits. ✓ Dekoven Roundabout Project Construction. ✓ Colonial Center Revitalization Project/Motor Avenue Complete Streets. 			

- ✓ Continued development of the Gravelly Lake non-motorized trail.
- ✓ Military & 112th Intersection Project Construction.
- ✓ Safe Routes to School: John Dower Rd.
- ✓ Safe Routes to School: Phillips Rd.
- ✓ Minor capital projects.
- ✓ Lake Louise Drive NTCP Project -- 3rd Speed Radar Sign Installation.
- ✓ Installed new LED street lights.
- ✓ Neighborhood Traffic Safety/Traffic Calming.
- ✓ Chip Seal Program: Local Access Roads.
- ✓ Sewer: N. Thorne Ln. Sewer Extension.
- ✓ Sewer: Maple Street Sewer Extension (design).
- ✓ SWM: Outfall feasibility project.
- ✓ SWM: 58th Ave Ct Bioretention Swale.
- ✓ SWM: Oakbrook Outfall Retro fit.

Property Management:

- ✓ Police station parking lot improvements.
- ✓ O&M facility improvements.
- ✓ Front Street facility improvements.
- ✓ City Hall parking lot improvements.
- ✓ Light bulb and battery replacement and recycling program.

Information Technology:

- ✓ Primary and Secondary Data center.
- ✓ City Council Chambers technology upgrade.
- ✓ Document Management systems.
- ✓ Server/hardware upgrades.
- ✓ Computer upgrades.
- ✓ PALs assessment.
- ✓ SAN implementation.
- ✓ M&O facility fiber installation.
- ✓ Upgrades to address cyber security threats.

C. Implement and update the Park's legacy plan and make strategic property additions to improve parks.	PRCS	∞	∞
<ul style="list-style-type: none"> ✓ Began Legacy Plan update. ✓ Acquired property to expand Springbrook Park. ✓ Sold street end property to make improvements on American Lake. ✓ Accomplished park projects: Pavilion in the Park, utility upgrades, etc. ✓ Continued to offer and expand signature events like SummerFest and Farmers Market. Expanding Farmers Market to evenings in Spring of 2020. 			
D. Implement technology solutions to enhance accessibility, operations, and services.	PW PRCS	∞	∞
<ul style="list-style-type: none"> ✓ Reviewed and made changes to stormwater utility fees. ✓ Updated Engineering Standards. ✓ Implemented Pavement Degradation Fee. ✓ Entered into Interlocal agreement for Joint Purchasing with City of Bellevue. 			
E. Partner with stakeholders to identify and implement infrastructure solutions.	PW	∞	∞
<ul style="list-style-type: none"> ✓ Performed public outreach as part of design phase of many transportation and park projects. ✓ Performed public outreach and engagement for Downtown Plan and Legacy Plan. ✓ Kiwanis club donated playground equipment at Kiwanis Park. ✓ Pierce County supported Oakbrook Park playground replacement. 			

2.2 Invest in preventative maintenance of facilities, parks, and streets to protect City assets.		LEAD DEPT.	2018	2019-2020
A. Implement best management practices to reduce long-term costs, protect citizens, and environmental hazards.		PW PRCS	∞	∞
<ul style="list-style-type: none"> ✓ Continued community clean ups. ✓ Continued bridge inspection program. ✓ Engineering Standards update. ✓ Replaced playgrounds at Kiwanis, American Lake, Oakbrook. ✓ Sign inventory and replacements. ✓ Established of American Lake Vegetation Management Plan and Lake Management District. ✓ Completed annual pavement patching projects. ✓ Performed minor capital projects. ✓ Progress on Waughop Lake water quality project. ✓ Initiated "Save your change" program. ✓ Service Club sign project (in-progress). 				
B. Sustain infrastructure to ensure it is reliable, safe, aesthetically pleasing, cost effective, and improves municipal services.		PW PRCS	∞	∞
✓ Continued preventative maintenance and use of best practices.				

2.3 Advance infrastructure projects that enhance the City's identity and diversity.		LEAD DEPT.	2018	2019-2020
A. Enhance and upgrade street amenities, public right-of-way, and City wayfaring signage.		PW PRCS	+	∞
<ul style="list-style-type: none"> ✓ Constructed Gateway signs: 74th and Custer, Military Rd and 112th, Steilacoom Blvd and Farwest. ✓ Implemented Banner program. ✓ Constructed Colonial Plaza. ✓ Updated Engineering Standards. ✓ Completed numerous road and park projects (see above). 				
B. Showcase art, culture, and history to enhance Lakewood's sense of place.		PRCS	+	∞
<ul style="list-style-type: none"> ✓ Completed Lotus Blossom art piece. ✓ In-progress: Colonial Plaza art. ✓ In-progress: Public Art Standards and Plan. ✓ Continued work by the Art Commission. ✓ Continued to offer and expand signature events like SummerFest and Farmers Market. Expanding Farmers Market to evenings in Spring of 2020. ✓ Supported Historic Tours at Fort Steilacoom Park. 				

2.4 Increase connectivity and accessibility.	LEAD DEPT.	2018	2019- 2020
A. Leverage technology and multi-use infrastructure to improve accessibility in the City and neighboring communities.	PW	∞	∞
<ul style="list-style-type: none"> ✓ Continued development of the Gravelly Lake non-motorized trail. ✓ Various road projects: curbs, gutter, sidewalk. ✓ Infrastructure improvements at Fort Steilacoom Park. ✓ Springbrook Park expansion. ✓ Expanded use of 311 system with various departments. 			
B. Invest in smart growth solutions to maximize efficiency and enhance sense of place.	PW PRCS	∞	∞
<ul style="list-style-type: none"> ✓ Adopted the Downtown Plan. ✓ Constructed Colonial Plaza. ✓ Initiated development of a Lakewood Station District subarea plan. ✓ Continued work on to create Lakewood Landing. ✓ Updated Comprehensive Plan. ✓ Completed major revision of Title 18A to improve permitting process. 			
C. Implement “complete streets” and non-motorized transportation projects that enable safe access for all users, and increases connectivity between neighborhoods, parks, and commercial areas.	PW PRCS	+	∞
<ul style="list-style-type: none"> ✓ Constructed Colonial Plaza. ✓ Continued development of Gravelly Lake non-motorized trail. ✓ Various road projects: curbs, gutter, sidewalk. ✓ Non-motorized transportation plan update (forthcoming in 2020) ✓ Street: 123rd Street SW to Bridgeport to 47th 			

PUBLIC SAFETY

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

3.1 Improve community safety and reduce crime through data driven processes.	LEAD DEPT.	2018	2019-2020
A. Enhance law enforcement services through on-going training and new technologies.	PD	∞	∞
<ul style="list-style-type: none">✓ Updated and revised Police Manual of Standards.✓ Evaluated PredPol system.✓ Continued the Phlebotomy program.✓ Continued the Behavioral Health Contact Team.✓ Created the Unmanned Aerial program.✓ Performed analysis on Animal Control services.✓ Performed analysis on SWAT services resulting in creation of SRT.			
B. Promote crime prevention through environmental design (CPTED) in facility development.	PW	∞	∞
<ul style="list-style-type: none">✓ CPTED features used to curb illegal dumping.✓ CPTED features used in park and facility planning.✓ CPTED features in street design.✓ Implemented video system to provide enhanced security throughout city locations.			
C. Develop, practice, and implement emergency management plans.	ALL	+	∞
<ul style="list-style-type: none">✓ Developed, practiced, and implemented emergency management plans with West Pierce Fire and Rescue.✓ In partnership with WPFR, expanded emergency management services to include University Place, creating a more regional service that improve efficiencies and reduces costs. Currently in discussion with town of Steilacoom to join regional service.			

3.2 Match perception of public safety with reality.	LEAD DEPT.	2018	2019-2020
A. Promote advancements and achievements in public safety that includes publicizing the safety of the community.	PD COMM	+	∞
✓ Continued to celebrate achievements on social media platforms.			
B. Create a community dashboard to display public safety data.	CM	▶	∞
✓ Created Lakewood Community Dashboard which displays public safety data. ✓ Continued to provide quarterly and annual reports on public safety.			
C. Provide streamlined and innovative resources for citizens.	ALL	∞	∞
✓ Improved City website making it easier for the public to access information and resources. ✓ Implemented kiosks to provide self-service citizen tools, City Hall & Police station. ✓ Continued to expand online solutions for citizen access such as online self-service portals through robust software solutions. ✓ Implemented video system to provide enhanced security throughout city locations.			

3.3 Provide resources to support the health, welfare, and safety of the community.	LEAD DEPT.	2018	2019-2020
A. Increase proactive abatement, code enforcement, and housing safety programs.	CED PD	+	∞
<ul style="list-style-type: none"> ✓ Implemented and expanded the Rental Housing Safety Program. ✓ Expanded code enforcement. ✓ Expanded abatement program. ✓ Implemented video system to provide enhanced security throughout city locations. 			
B. Encourage neighborhood association initiatives.	ALL	+	∞
<ul style="list-style-type: none"> ✓ Continued to support neighborhood associations. 			
C. Support creative criminal justice and alternative diversion programs.	CC MC	+	∞
<ul style="list-style-type: none"> ✓ Continued work crew program, electronic home monitoring, community service, and work release. ✓ Expanded Veteran's Court; Veteran's Court was awarded a four year federal grant (2019-2022) to expand services. 			
D. Take a proactive role in legislative advocacy in matters which negatively impact public safety.	CC CM	▶	∞
<ul style="list-style-type: none"> ✓ Continued proactive role in state and federal legislative matters impacting public safety. ✓ Police Chief serves as co-chair of Washington Association of Sheriffs and Police Chiefs (WASPC) legislative committee. 			

3.4 Expand community outreach and educational programs.	LEAD DEPT.	2018	2019-2020
A. Cultivate and sustain collaborative partnerships with law enforcement and citizens to develop effective solutions, increase trust, and encourage mutual accountability.	PD	∞	∞
<ul style="list-style-type: none"> ✓ Launched Citizen Police Academy. ✓ Partnered with LMCC. ✓ Continued participation at National Night Out. ✓ Offered Cocoa and Coffee with a Cop. ✓ Continued work by the Public Safety Committee. ✓ Participated in annual Cops v. Teachers Basketball game. ✓ LPD participated in “Real Talk” at Lochburn and Hudtloff middle schools. ✓ Awarded Police Chief Commendation award. ✓ LPD used as School Resource Officers. 			
B. Continue to improve communication efforts with multicultural communities to bridge gaps and increase trust.	ALL	+	∞
<ul style="list-style-type: none"> ✓ Launched Citizen Police Academy. ✓ Partnered with LMCC. ✓ Continued participation at National Night Out. ✓ Offered Cocoa and Coffee with a Cop. ✓ Continued to expand online communication. ✓ Participated in annual Cops v. Teachers Basketball game. ✓ LPD participated in “Real Talk” at Lochburn and Hudtloff middle schools. ✓ Police Chief Commendation award. ✓ LPD used as School Resource Officers. ✓ Created a more comprehensive social media platform presence. ✓ Performed public outreach as part of design phase of many transportation and park projects. ✓ Performed engagement for Downtown Plan, Sign Code, business engagement. ✓ Performed engagement for Legacy Plan update, master park plan updates. ✓ Presented the State of the City to a variety and number of stakeholder groups. ✓ Provided various City presentations at neighborhood groups. 			
C. Emphasize crime prevention through public education.	PD	+	∞
<ul style="list-style-type: none"> ✓ Launched Citizen Police Academy. ✓ Continued to provide information on social media platforms. ✓ LPD participated in “Real Talk” at Lochburn and Hudtloff middle schools. ✓ Offered Cocoa and Coffee with a Cop. ✓ Initiated “Save your change” program. 			
D. Continue innovative approaches to address mental health and reduce homelessness.	PD CED	∞	∞
<ul style="list-style-type: none"> ✓ Continued Behavioral Health Contact Team. ✓ Awarded Office of Public Defender grant used to embed social worker on public defender team to act as resource. ✓ Initiated “Save your change” program. ✓ CDBG & HOME funding ✓ The City continued to designate 1% of its general fund to support human services in the Lakewood community. The City partners with and funds community-based organizations 			

to provide basic health, housing, food, mental health services, and programs to support children and teens. Partnership include:

- | | |
|---------------------------|----------------------------------|
| ✓ Habitat for Humanity | ✓ Rescue Mission |
| ✓ YWCA | ✓ St Clare Hospital |
| ✓ Boys and Girls Club | ✓ Cohen Veteran's Network |
| ✓ YCMA | ✓ Community Health Care |
| ✓ Emergency Food Network | ✓ REBUIDLING HOPE |
| ✓ Nourish PC | ✓ PC Project Access |
| ✓ St. Leo Food | ✓ Living Access Support Alliance |
| ✓ Centerforce | Catholic Community Services |
| ✓ Tacoma Methadone Clinic | ✓ REBUILDING TOGETHER |
| ✓ PC AIDS Foundation | ✓ Greater Lakes |
| ✓ Lindquist Dental | ✓ Tacoma Community House |
| | ✓ REBUILDING HOPE |

FISCAL RESPONSIBILITY

The City of Lakewood maintains a strong fiscal position.

4.1 Provide efficient and effective municipal services.	LEAD DEPT.	2018	2019-2020
A. Invest resources in core functions based on priorities and data driven metrics.	ALL	∞	∞
<ul style="list-style-type: none"> ✓ Created Lakewood Community Dashboard. ✓ Continued to track and monitor performance using performance measures. 			
B. Continually analyze risk assumed by the City, adjust policies and programming if necessary.	AD CM	▶	∞
<ul style="list-style-type: none"> ✓ Continued analysis on risk assumed by the City. ✓ Continued Evaluation of Data Center(s) & Disaster Recovery processes. ✓ Analysis on SWAT services resulting in creation of SRT. 			
C. Develop an annual performance report card and community dashboards using relevant performance metrics.	CM	▶	🏁
<ul style="list-style-type: none"> ✓ Created Lakewood Community Dashboard. ✓ Continued to track and monitor performance using performance measures. 			





4.2 Evaluate revenues and expenditures and respond to changing service needs.	LEAD DEPT.	2018	2019-2020
C. Maintain reserves to support the City in case of economic fluctuations, emergency needs, and to take advantage of emerging opportunities.	AD	∞	∞
✓ Maintained reserves in alignment with financial policies.			
D. Develop balanced biennial budgets consistent with adopted financial policies. a. Ensure all revenues, and expenditures match allocated resources. b. Review and update financial policies, six-year financial forecasts and other six-year financial plans (capital improvement, information technology, property management), and revenue and expenditure manual.	AD	∞	∞
<ul style="list-style-type: none"> ✓ Developed balanced 2019/2020 biennial budget align with financial policies. ✓ Reviewed and updated six-year forecasts. ✓ Reviewed and updated six-year capital improvement plans. ✓ Achieved clean Audit: 2017 & 2018. ✓ Increased Bond Rating from AA- to AA (S&P). ✓ Completed GFOA CAFR: 2017. 2018 is pending GFOA review. ✓ Completed GFOA Biennium Budget: 2019. ✓ Distinguished Budget Presentation Award. ✓ PAFR (Popular Annual Financial Report) – Received award for 2017. 2018 is pending GFOA review and we should receive results any time. ✓ Continued evaluation of technology expenditures and services to ensure fiscal responsibility and enhancement of citizen online services. 			
E. Diversify revenue base and explore innovative funding sources.	ALL	∞	∞
<ul style="list-style-type: none"> ✓ Continued to pursue grants and innovative financing strategies, such as sponsorships and partnerships. ✓ Continued to push for TIF and/or LRF as a state legislative priority. ✓ Pursuing Better Utilizing Investments to Leverage Development (BUILD) grant program for implementation of Downtown Plan road infrastructure improvements (“Green Loop”). Current proposal being reviewed would allow cities with populations of 20,000 to 75,000 to be eligible for 30% of total BUILD funding; Lakewood was instrumental in creating this proposal. 			

4.3 Make smart investments in people, places, and resources.	LEAD DEPT.	2018	2019-2020
A. Continue to hire and cultivate top tier City personnel.	AD	∞	∞
<ul style="list-style-type: none"> ✓ Continued investment into trainings and professional development. ✓ Created Equity Team. ✓ Continued Health and Wellness events. ✓ Held quarterly Employee Recognition events. 			
B. Seek and promote diverse citizen advisory groups.	CC ALL	▶	∞
<ul style="list-style-type: none"> ✓ Continued to promote and seek diverse citizen advisory boards. ✓ Continued to support work done by the Park and Recreation Advisory Board, Landmarks and Heritage Advisory Board, Youth Council, Civil Service Commission, Planning Commission, American Lake Management District No. 1 Advisory Committee, Lakewood Arts Commission, Community Services Advisory Board, Lodging Tax Advisory Committee, Public Safety Advisory Committee, Salary Commission, Lakewood's Promise Advisory Board. 			
C. Support and promote private economic development.	CED	∞	∞
<ul style="list-style-type: none"> ✓ Created draft economic development strategy. ✓ Built Colonial Plaza. ✓ Continued work on "Lakewood Landing." ✓ Completed major revision of Title 18A to improve permitting process. ✓ Updated other codes: Sign Code, Shoreline Management, Small Wireless. ✓ Adopted the Downtown Plan. ✓ Continued development of Woodbrook Business Park. ✓ Continued MFTE incentive. ✓ Actively supported bills to reform condo liability – SB 5334 was passed. ✓ Continued partnership with Lakewood Chamber of Commerce. ✓ Continued wrap-around businesses services, businesses retention interviews, economic development forum. ✓ Crafted and implemented "build your better here" campaign. ✓ Continued to offer signature special events that leverage parks and cultural amenities. ✓ Continued to provide signature events like SummerFest and Farmers Market. Expanding Farmers Market to evenings in Spring of 2020. ✓ Continued to push for TIF and/or LRF as a state legislative priority. 			
D. Pursue catalyst and emerging economic development opportunities across the City.	CED	▶	∞
<ul style="list-style-type: none"> ✓ Adopted Downtown Plan. ✓ Built Colonial Plaza. ✓ Continued work on "Lakewood Landing." ✓ Initiated development of a Lakewood Station District subarea plan. ✓ Continued to push for TIF and/or LRF as a state legislative priority. 			



E. Continue to maintain our “Well City” status.	AD		
✓ Maintained “Well City” status.			
F. Be recognized as a regional civic leader.	CM		
✓ Continued to serve as a regional civic leader. ✓ Recognized for developing and implementing innovative programs including: Rental Housing Safety Program, Colonial Plaza, Farmers Market, etc.			

TRANSPARENCY

The City of Lakewood communicates its goals, successes, and challenges to the community.

5.1 Dynamically promote a positive image of Lakewood.		LEAD DEPT.	2018	2019- 2020
A. Expand meaningful, two-way communication opportunities with community stakeholders and regional partners.	COMM ALL			
<ul style="list-style-type: none">✓ Created a more comprehensive social media platform presence.✓ Performed public outreach as part of design phase of many transportation and park projects.✓ Performed public outreach and engagement for Downtown Plan and Legacy Plan.✓ Conducted business retention surveys.				
B. Enhance city's image through positive spotlights, planning tools, land use codes, code enforcement, and infrastructure improvements.	COMM CED PD PW			
<ul style="list-style-type: none">✓ Launched "Build your better here" campaign and other spotlights.✓ Continued to publish the Connections Magazine.✓ Completed major revision of Title 18A to improve permitting process.✓ Updated other land use codes: Sign Code, Shoreline Management, Small Wireless.✓ Adopted the Downtown Plan.✓ Updated Comprehensive plan.✓ Expanded code enforcement services.✓ Expanded abatement services.✓ Constructed Gateway signs: 74th and Custer, Military Rd and 112th, Steilacoom Blvd and Farwest.✓ Completed a multitude of street, sewer, stormwater, technology, and park improvements.✓ Fort Steliacoom Dog Park recognized as best dog park in the South Sound by King 5.✓ Springbrook Park recognized by TPCHD with a Platinum Healthy Communities award.				

5.2 Advocate for Lakewood at all levels of government.		LEAD DEPT.	2018	2019- 2020
A. Continue to serve in a leadership capacity in regional and local affairs.		CM SSMCP	∞	∞
✓ Continued to serve as a local and regional civic leader.				
B. Develop annual legislative agenda and proactively engage with the County Council, state legislature, and federal delegation.		CC CM SSMCP	🚩	🚩
<ul style="list-style-type: none"> ✓ Developed and updated biennial state, federal, and county legislative priorities and manuals. ✓ Accomplished state priorities, including: Community Policing Partnerships funding, Fort Steilacoom Park transfer and funding for turf infields, Colonial Plaza funding, Springbrook park expansion and Clover Park restoration funding. ✓ Accomplished federal priorities: Creation of Defense Community Infrastructure Program (DCIP) and authorization of funding. ✓ Pursuing Better Utilizing Investments to Leverage Development (BUILD) grant program for implementation of Downtown Plan road infrastructure improvements (“Green Loop”). Current proposal being reviewed would allow cities with populations of 20,000 to 75,000 to be eligible for 30% of total BUILD funding; Lakewood was instrumental in creating this proposal. 				
F. Improve awareness of JBLM's and Camp Murray's direct and indirect economic impacts on the city, region, county, and state.		SSMCP CM CED	∞	∞
<ul style="list-style-type: none"> ✓ With SSMCP supported the development of an economic benefit analysis performed by the University of Washington-Tacoma. ✓ Continued to advocate for importance of JBLM as a center with PSRC. ✓ Creation of Defense Community Infrastructure Program (DCIP) and authorization of funding. ✓ Supported SSMCP legislative priority to establish Defense Community Compatibility Account (DCCA) which was enacted in 2019 by the state legislature. 				
G. Advocate for increased transportation and parks infrastructure funding.		PW PSRC	▶	∞
<ul style="list-style-type: none"> ✓ Continued to advocate for increased transportation and park funding as a state legislative priority. ✓ Accomplished state priorities: Community Policing Partnerships, Fort Steilacoom Park transfer and funding for turf infields, Colonial Plaza funding, Springbrook park expansion and Clover Park restoration. ✓ Accomplished federal priorities: Creation of Defense Community Infrastructure Program (DCIP) and authorization of funding. ✓ Supported SSMCP legislative priority to establish Defense Community Compatibility Account (DCCA) which was enacted in 2019 by the state legislature. ✓ Pursuing Better Utilizing Investments to Leverage Development (BUILD) grant program for implementation of Downtown Plan road infrastructure improvements (“Green Loop”). Current proposal being reviewed would allow cities with populations of 20,000 to 75,000 to be eligible for 30% of total BUILD funding; Lakewood was instrumental in creating this proposal. ✓ Successful in receiving county, state, and federal funding for park improvements. 				

5.3 Develop measureable outcomes and compare these to national benchmarks.	LEAD DEPT.	2018	2019-2020
A. Provide quarterly updates that highlight specific advancements or projects within goal areas.	ALL		∞
✓ Continued to provide quarterly financial reports that include department performance measures.			
B. Implement more frequent surveys to gauge the community's assessment of neighborhood conditions, citizen satisfaction, community priorities, and specific projects.	ALL	+	∞
<ul style="list-style-type: none"> ✓ Included a survey as part of the Legacy Plan update engagement and outreach efforts ✓ Included a survey as part of the Downtown Plan update engagement and outreach efforts. ✓ Conducted business surveys. 			
C. Develop an annual performance report card and accessible "real time" community-dashboard.	CM		∞
<ul style="list-style-type: none"> ✓ Developed the Lakewood Community Dashboard. ✓ Continued to provide quarterly performance measurement data as part of the quarterly financial reports. 			

5.4 Strengthen connection with stakeholders, partners, and communities.	LEAD DEPT.	2018	2019-2020
A. Craft and maintain accessible City online services, website, and social media platforms.	COMM	∞	∞
<ul style="list-style-type: none"> ✓ Launched new City website – improved user ability. ✓ Continued to create a more comprehensive presence on social media platforms. ✓ Increased engagement and social media followers on all social media platforms. 			
B. Focus on inclusive engagement: Conduct concentrated outreach for hard-to-reach and vulnerable populations.	ALL	+	∞
<ul style="list-style-type: none"> ✓ Performed engagement for Downtown Plan, Sign Code, business engagement. ✓ Performed engagement for Legacy Plan update, master park plan updates. ✓ Performed engagement for transportation projects. ✓ Presented the State of the City to a variety and number of stakeholder groups. ✓ Various City presentations at neighborhood groups. 			
C. Support and collaboratively engage with neighborhood associations.	CC ALL	+	∞
<ul style="list-style-type: none"> ✓ Continued to support neighborhood associations. 			
D. Continue partnership with JBLM and Camp Murray to support access to information about workforce development, healthcare, and services on and off base.	SSMCP	∞	∞
<ul style="list-style-type: none"> ✓ Continued leadership role in supporting SSMCP. 			
E. Strengthen City's relationship with local school districts and colleges.	CC		∞
<ul style="list-style-type: none"> ✓ Continued partnership with CPSD – held quarterly and annual meetings. ✓ In progress: Joint use agreement with CPSD. ✓ Evaluated turf infield construction with Pierce College (in-progress). ✓ Partnered with the University of Washington's Evans School for a study on the Washington Voters Rights Act. 			

2018 City Council Priorities by Rank

TABLE A										
2018 Priority exercise results by weight with 2020 Status Update										
Rank	Task	Council Goal	Sub Category	Highest Priority (20 pts)	High Priority (15 pts)	Priority (10 pts)	Other (5 pts)	Low Priority (2 pts)	Total Score	Current Status
1	Rental Housing Safety Program / Code Abatement	Public Safety	Housing	2	3			1	87	Rental Housing Safety Program is up and running. Expanded Code Enforcement services. Expanded Abatement services.
2	Execution of transportation funding underway and fund what hasn't been funded	Dependable Infrastructure	Transportation	3		2		3	86	City continues to pursue transportation funding.
3	Lakewood Colonial Plaza	Economic Development	Catalyst site		3	1	3	1	72	Colonial Plaza was completed. Night Farmers Markets to start this Spring.
4	Neighborhood connectivity improvement	Dependable Infrastructure	Transportation		3	1	1	2	64	City continues to build sidewalk infrastructure and multimodal paths.
5	Land Swap	Economic Development	Catalyst site	2		1			50	Determined to be infeasible given environmental conditions.
6	New library up and running	Economic Development	Catalyst site		1	2		3	41	In-progress; City continues to partner with Pierce County Library system.
7	CBD	Economic Development	Catalyst site			3	2		40	Downtown Plan adopted.
8	SWAT service	Fiscal Responsibility	Service provision		1	1	1	1	32	City left Metro SWAT and established its own Special Response Team (SRT).
9	Substandard Housing to acceptable housing	Public Safety	Housing			3			30	Expanded Code Enforcement services. Expanded Abatement services. City continues to use CBDG & HOME funds for affordable housing.
10	WSDOT transfer	Economic Development	Catalyst site			2		3	26	In-progress; City continues to partner WSDOT, as well as establish financing mechanism (TIF/LRF) to help move WSDOT shop.
11	Camp Murray and Arrowhead Partridge Glen annexation resolution	Fiscal Responsibility	Other				5		25	In progress; updated report on Camp Murray expected in Spring 2020. Updated report on Arrowhead-Partridge Glen was performed in 2018.
12	Identify and incentivize Senior Housing	Economic Development	Housing				1	3	11	Working with developers on 140-unit project for senior housing. Monitoring SHAG housing project. Economic Development promotes senior housing with developers.
13	Judicious use of debt	Fiscal Responsibility	Reserves		1		1		20	City continues to follow debt management policies established in the City's financial policies. City's bond rating increased step from AA- to AA.
14	Risk profile review	Fiscal Responsibility	Service Provision				3	2	19	City continues to review risk profile.

15	Pavilion in the Park	Dependable Infrastructure	Catalyst site				3	1	17	Completed Pavilion in the Park. Phase II forthcoming.
16	Review resource allocation: efficient and effective	Fiscal Responsibility	Service Provision				3	1	17	City continues to review resource allocations.
17	Improve I-5 corridor	Economic Development	Catalyst site		1			1	17	City continues to work with WSDOT to complete I-5 corridor projects. City is requesting funds from the state legislature to perform a multimodal study of the I-5 corridor between Lakewood and DuPont.
18	Resolution of AFH businesses	Public Safety	Housing		1				15	City continues to work with state legislature on AFH issues.
19	Wayfaring on freeway ramps	Economic Development	Branding			1	1		15	City continues to develop gateway signs at City access points, including directly outside of freeway ramps. Gateways were constructed at 74 th and Custer, Military Rd and 112 th , Steilacoom Blvd and Farwest. 2018 2019 2020
20	Review all City fees	Fiscal Responsibility	Service Provision			1		2	14	Reviewed and made changes to stormwater utility fees. Reviewed and updated Development Service fees.
21	Springbrook neighborhood	Economic Development	Other				2	1	12	City continues to develop Springbrook Park – Expansion and Creek Restoration forthcoming. City continues to work with neighborhood groups, such as Springbrook Connections.
22	Move 33% of businesses in Clear Zone	Public Safety	Other			1			10	Lakewood & Department of Defense (DoD) signed an agreement to resolve the NCZ encroachment issues. DoD committed up to \$80 million, including: <ul style="list-style-type: none"> • \$50 million over the next 10 years; and • An additional \$30 million until 2069. Local partners committed to a 20% match. The Air Force committed \$3.6 million in support of moving Tactical Tailor.
23	Enhance emergency warnings	Public Safety	Other			1			10	In partnership with WPFR, expanded emergency services to include University Place, creating a more regional system. Currently in discussion with town of Steilacoom to join regional model.
24	Better branding of Lakewood - Promote the City	Economic Development	Catalyst site			1			10	Designed and starting to implement the “Build Your Better Here” campaign.
25	Fund catalyst cites to incentivize private development	Economic Development	Catalyst site					3	6	Downtown Plan adopted. Colonial Plaza built. The City is pushing for TIF and/or LRF as a state legislative priority. Comprehensive revision of land use codes: 18A. Initiated development of Lakewood Station District subarea plan. Significant progress on Lakewood Landing.
26	Military Benefit District legislation	Economic Development	Other					3	6	The City is pushing for TIF and/or LRF as a state legislative priority.
27	Consistent messaging on media platforms / Quality Control	Transparency	Branding					2	4	Comprehensive communication platform established by Communications Department.

28	Build Reserves	Fiscal Responsibility	Reserves					1	2	City reserves continue to meet fund balance level of 12% established in the City's financial policies adopted on Sept. 15, 2014.
29	Revitalize / Sustain neighborhood groups	Transparency	Other					1	2	City continues to work with neighborhood groups; City provides updates, such as the SOTC, to groups.
30	Ownership of Woodbrook Middle School	Economic Development	Catalyst site						0	Property is owned by commercial developers.
31	Complete more projects on non-motorized plan	Dependable Infrastructure	Transportation						0	City continues to build sidewalk infrastructure and multimodal paths, including Gravelly Lake shared-use path.
32	AMTRAK Train	Public Safety	Other						0	City continues to work with Amtrak, WSDOT, Sound Transit, FRA, BSFN, etc. to increase rail safety along the Amtrak Cascades corridor. The City is seeking funds from the state for a multimodal study in the I-5 corridor between Lakewood and DuPont.
33	Increase effectiveness of SSMCP / protect JBLM / BRAC	Economic Development	Other						0	City continues to partner with and support SSMCP and JBLM.

TABLE B										
2018 Priority exercise results – Completed / Significant advancements										
Rank	Task	Council Goal	Sub Category	Highest Priority (20 pts)	High Priority (15 pts)	Priority (10 pts)	Other (5 pts)	Low Priority (2 pts)	Total Score	Current Status
1	Rental Housing Safety Program / Code Abatement	Public Safety	Housing	2	3			1	87	Rental Housing Safety Program is up and running. Expanded Code Enforcement services. Expanded Abatement services.
3	Lakewood Colonial Plaza	Economic Development	Catalyst site		3	1	3	1	72	Colonial Plaza was completed. Night Farmers Markets to start this Spring.
7	CBD	Economic Development	Catalyst site			3	2		40	Downtown Plan adopted.
8	SWAT service	Fiscal Responsibility	Service provision		1	1	1	1	32	City left Metro SWAT and established its own Special Response Team (SRT).
15	Pavilion in the Park	Dependable Infrastructure	Catalyst site				3	1	17	Completed Pavilion in the Park. Phase II forthcoming.
22	Move 33% of businesses in Clear Zone	Public Safety	Other			1			10	Lakewood & Department of Defense (DoD) signed an agreement to resolve the NCZ encroachment issues. DoD committed up to \$80 million, including: <ul style="list-style-type: none"> • \$50 million over the next 10 years; and • An additional \$30 million until 2069. Local partners committed to a 20% match. The Air Force committed \$3.6 million in support of moving Tactical Tailor.
23	Enhance emergency warnings	Public Safety	Other			1			10	In partnership with WPFR, expanded emergency services to include University Place, creating a more regional system. Currently in discussion with town of Steilacoom to join regional model.
24	Better branding of Lakewood - Promote the City	Economic Development	Catalyst site			1			10	Designed and starting to implement the “Build Your Better Here” campaign.
25	Fund catalyst cites to incentivize private development	Economic Development	Catalyst site					3	6	Downtown Plan adopted. Colonial Plaza built. The City is pushing for TIF and/or LRF as a state legislative priority. Comprehensive revision of land use codes: 18A. Initiated development of Lakewood Station District subarea plan. Significant progress on Lakewood Landing.
27	Consistent messaging on media platforms / Quality Control	Transparency	Branding					2	4	Comprehensive communication platform established by Communications Department.
28	Build Reserves	Fiscal Responsibility	Reserves					1	2	City reserves continue to meet fund balance level of 12% established in the City’s financial policies adopted on Sept. 15, 2014.
30	Ownership of Woodbrook Middle School	Economic Development	Catalyst site						0	Property is owned by commercial developers.

TABLE C										
2018 Priority exercise results – Not Completed / Determined infeasible										
Rank	Task	Council Goal	Sub Category	Highest Priority (20 pts)	High Priority (15 pts)	Priority (10 pts)	Other (5 pts)	Low Priority (2 pts)	Total Score	2020 Status
5	Land Swap	Economic Development	Catalyst site	2		1			50	Determined to be infeasible given environmental conditions.

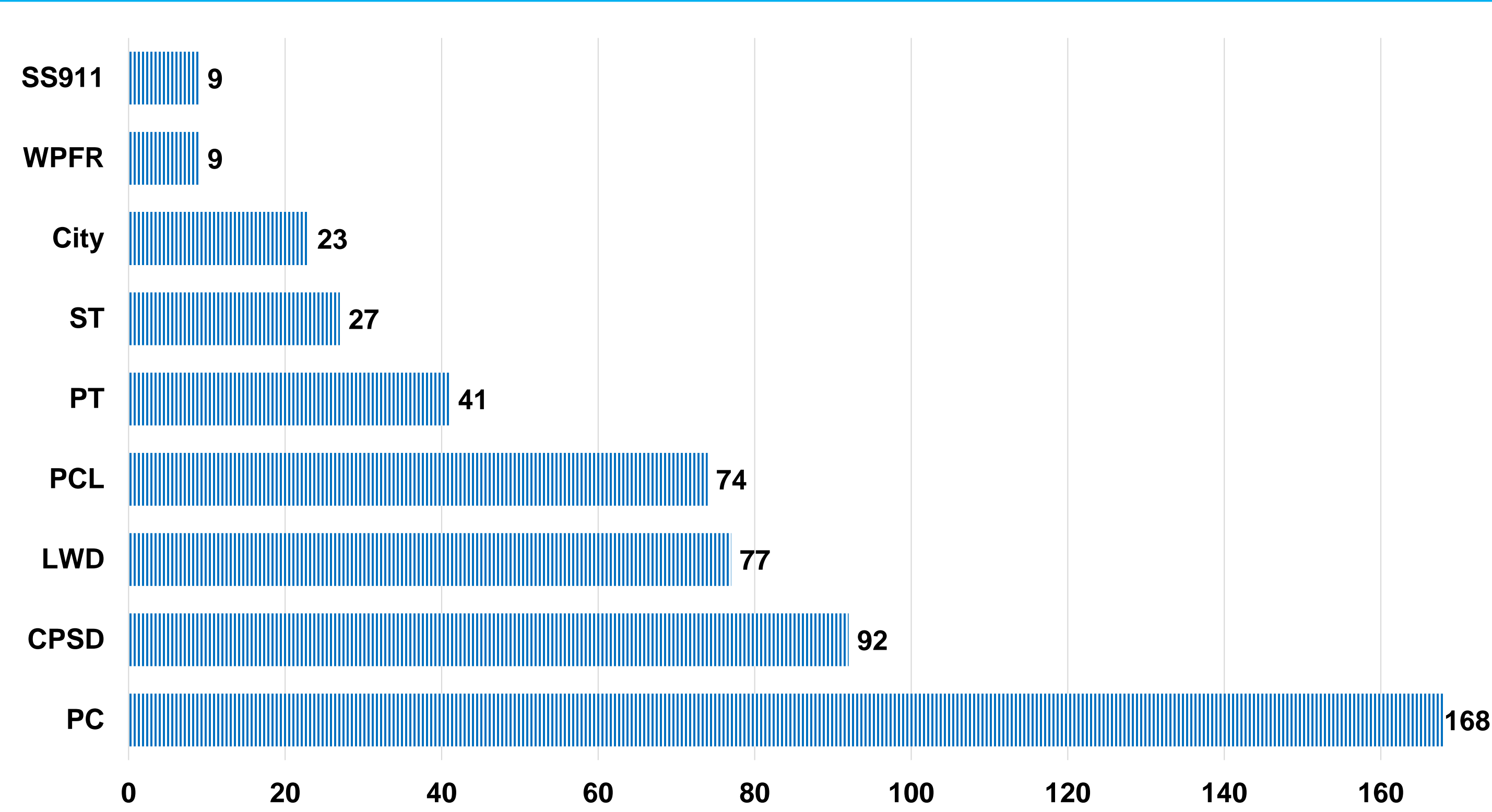
TABLE D										
2018 Priority exercise results – In-progress										
Rank	Task	Council Goal	Sub Category	Highest Priority (20 pts)	High Priority (15 pts)	Priority (10 pts)	Other (5 pts)	Low Priority (2 pts)	Total Score	Current Status
2	Execution of transportation funding underway and fund what hasn't been funded	Dependable Infrastructure	Transportation	3		2		3	86	City continues to pursue transportation funding.
4	Neighborhood connectivity improvement	Dependable Infrastructure	Transportation		3	1	1	2	64	City continues to build sidewalk infrastructure and multimodal paths.
6	New library up and running	Economic Development	Catalyst site		1	2		3	41	In-progress; City continues to partner with Pierce County Library system.
9	Substandard Housing to acceptable housing	Public Safety	Housing			3			30	Expanded Code Enforcement services. Expanded Abatement services. City continues to use CBDG & HOME funds for affordable housing.
10	WSDOT transfer	Economic Development	Catalyst site			2		3	26	In-progress; City continues to partner WSDOT, as well as establish financing mechanism (TIF/LRF) to help move WSDOT shop.
11	Camp Murray and Arrowhead Partridge Glen annexation resolution	Fiscal Responsibility	Other				5		25	In progress; updated report on Camp Murray expected in Spring 2020. Updated report on Arrowhead-Partridge Glen was performed in 2018.
12	Identify and incentivize Senior Housing	Economic Development	Housing				1	3	11	Working with developers on 140-unit project for senior housing. Monitoring SHAG housing project. Economic Development promotes senior housing with developers.
13	Judicious use of debt	Fiscal Responsibility	Reserves		1		1		20	City continues to follow debt management policies established in the City's financial policies. City's bond rating increased step from AA- to AA.
14	Risk profile review	Fiscal Responsibility	Service Provision				3	2	19	City continues to review risk profile.
16	Review resource allocation: efficient and effective	Fiscal Responsibility	Service Provision				3	1	17	City continues to review resource allocations.
17	Improve I-5 corridor	Economic Development	Catalyst site		1			1	17	City continues to work with WSDOT to complete I-5 corridor projects. City is requesting funds from the state legislature to perform a multimodal study of the I-5 corridor between Lakewood and DuPont.

18	Resolution of AFH businesses	Public Safety	Housing		1				15	City continues to work with state legislature on AFH issues.
19	Wayfaring on freeway ramps	Economic Development	Branding			1	1		15	City continues to develop gateway signs at City access points, including directly outside of freeway ramps. Gateways were constructed at 74 th and Custer, Military Rd and 112 th , Steilacoom Blvd and Farwest. 2018 2019 2020
20	Review all City fees	Fiscal Responsibility	Service Provision			1		2	14	Reviewed and made changes to stormwater utility fees. Reviewed and updated Development Service fees.
21	Springbrook neighborhood	Economic Development	Other				2	1	12	City continues to develop Springbrook Park – Expansion and Creek Restoration forthcoming. City continues to work with neighborhood groups, such as Springbrook Connections.
26	Military Benefit District legislation	Economic Development	Other					3	6	The City is pushing for TIF and/or LRF as a state legislative priority.
29	Revitalize / Sustain neighborhood groups	Transparency	Other					1	2	City continues to work with neighborhood groups; City provides updates, such as the SOTC, to groups.
31	Complete more projects on non-motorized plan	Dependable Infrastructure	Transportation						0	City continues to build sidewalk infrastructure and multimodal paths, including Gravelly Lake shared-use path.
32	AMTRAK Train	Public Safety	Other						0	City continues to work with Amtrak, WSDOT, Sound Transit, FRA, BSN, etc. to increase rail safety along the Amtrak Cascades corridor. The City is seeking funds from the state for a multimodal study in the I-5 corridor between Lakewood and DuPont.
33	Increase effectiveness of SSMCP / protect JBLM / BRAC	Economic Development	Other						0	City continues to partner with and support SSMCP and JBLM.

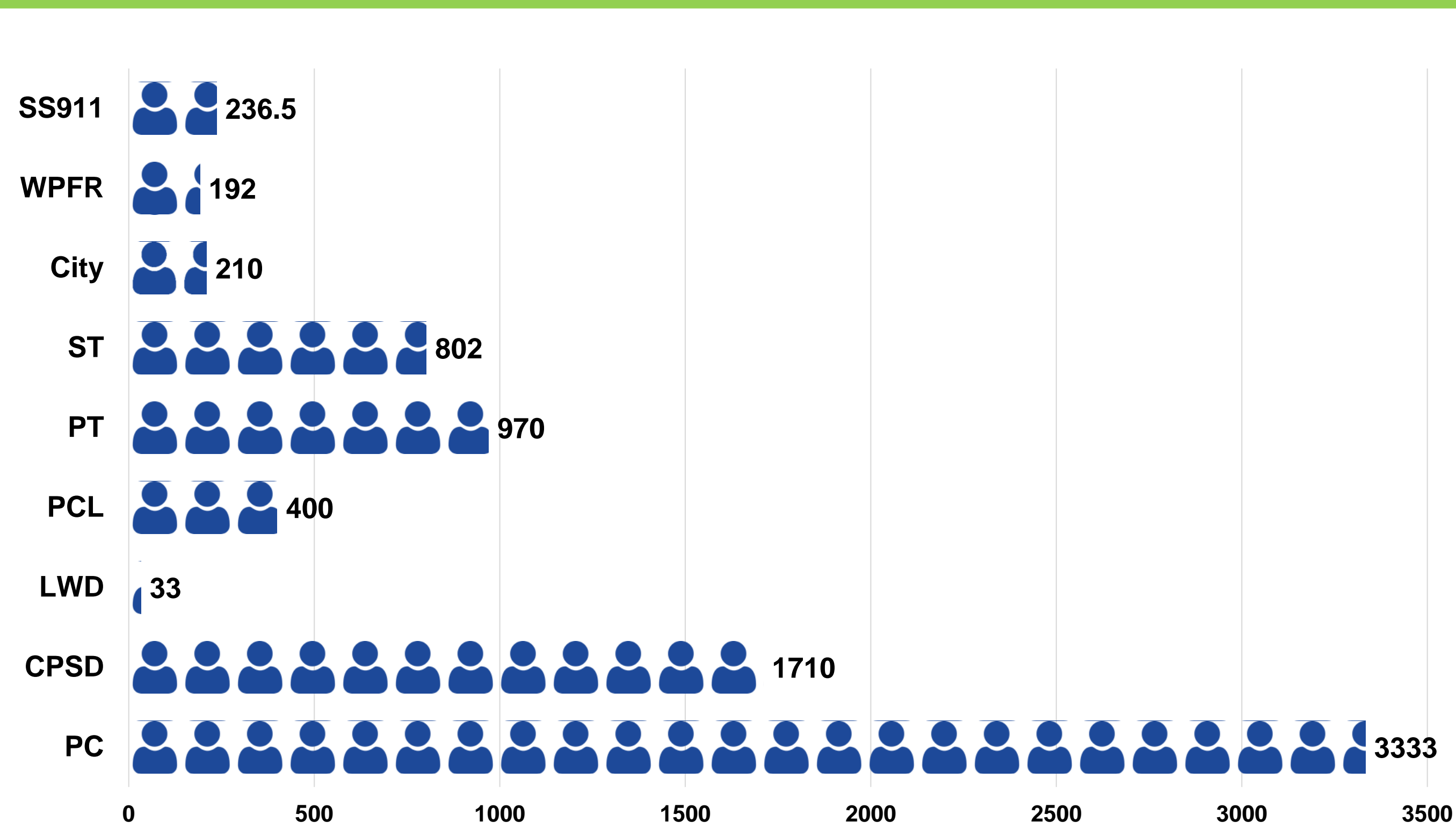
COMPARISON 2020

City of Lakewood City	Clover Parks School District CPSD	South Sound 911 SS 911	West Pierce Fire & Rescue WPFR	Sound Transit ST	Pierce Transit PT	Pierce County PC	Lakewood Water District LWD	Pierce County Library PCL
7 Elected Officials	5 Elected Officials	PDA Board	5 Elected Officials	18 Elected Officials - Proportionate to district	9 Elected Officials - PC & cities	5 Elected Officials	3 Elected Officials	5 Appointees - PC Council

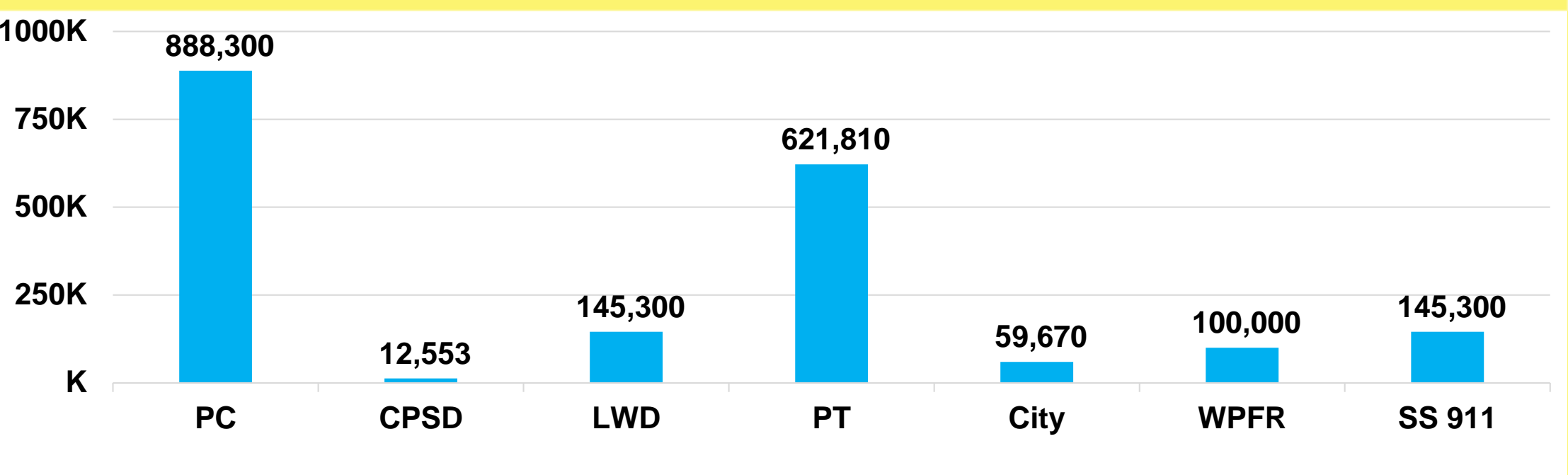
AGE



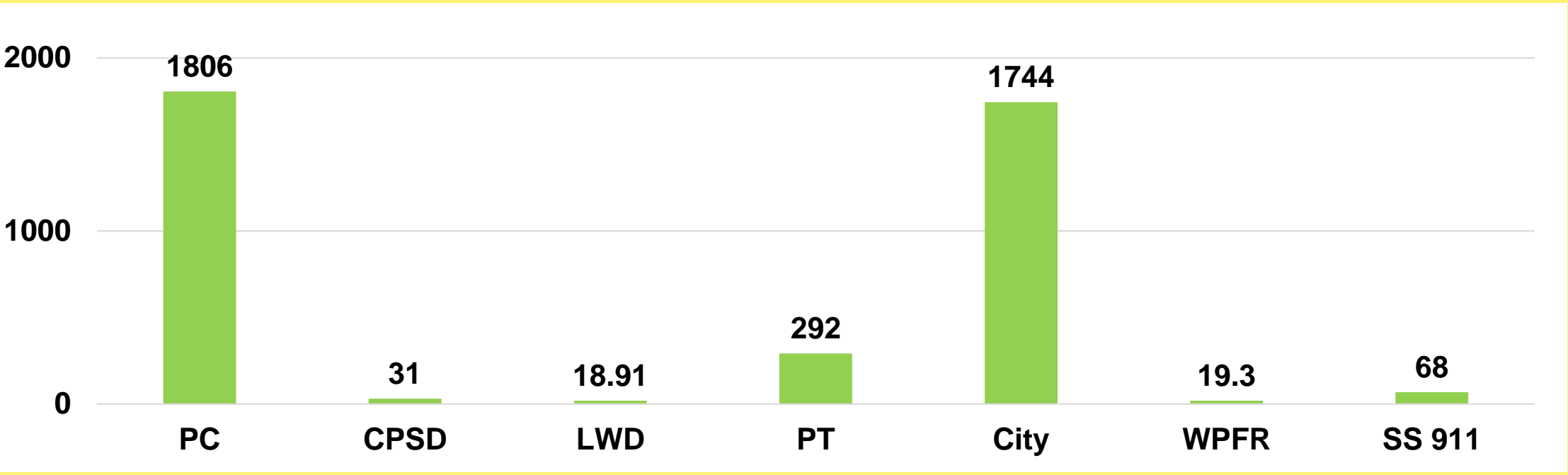
FULL TIME EMPLOYEES



POPULATION SERVED

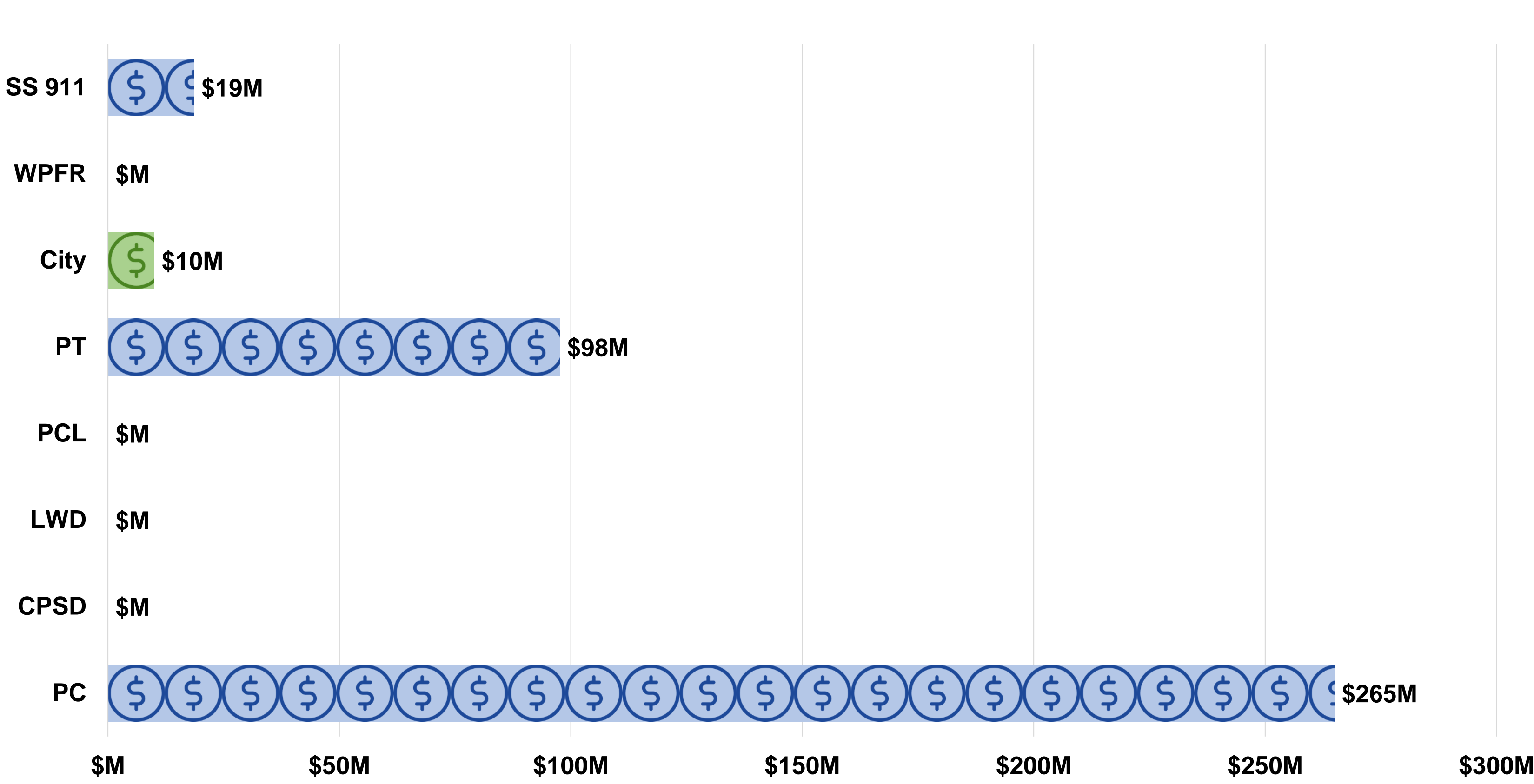


AREA SERVED (Sq. Miles)



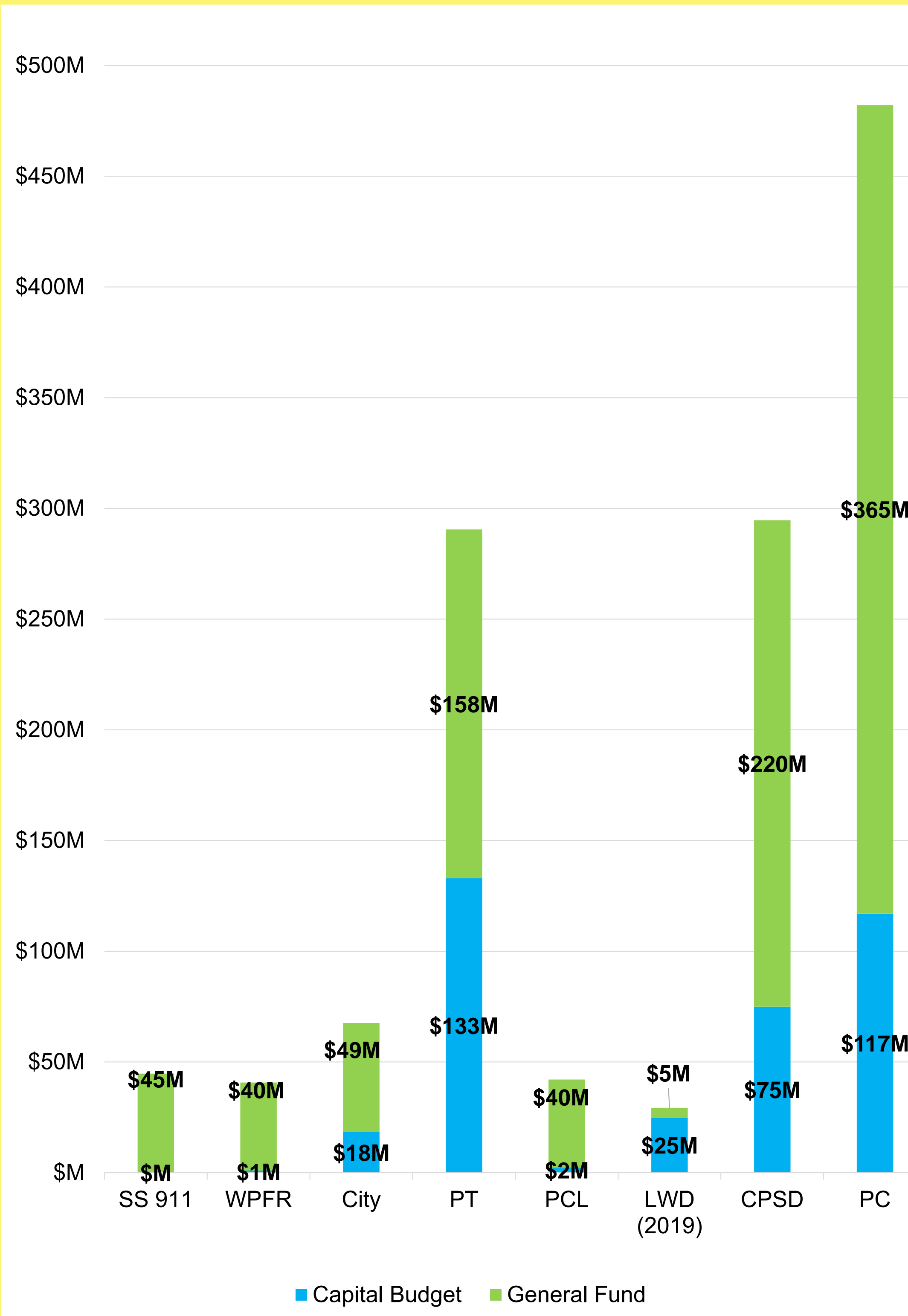
ST - Pop: \$4.1M / Area: \$6267 sq. miles

SALES AND USE TAX



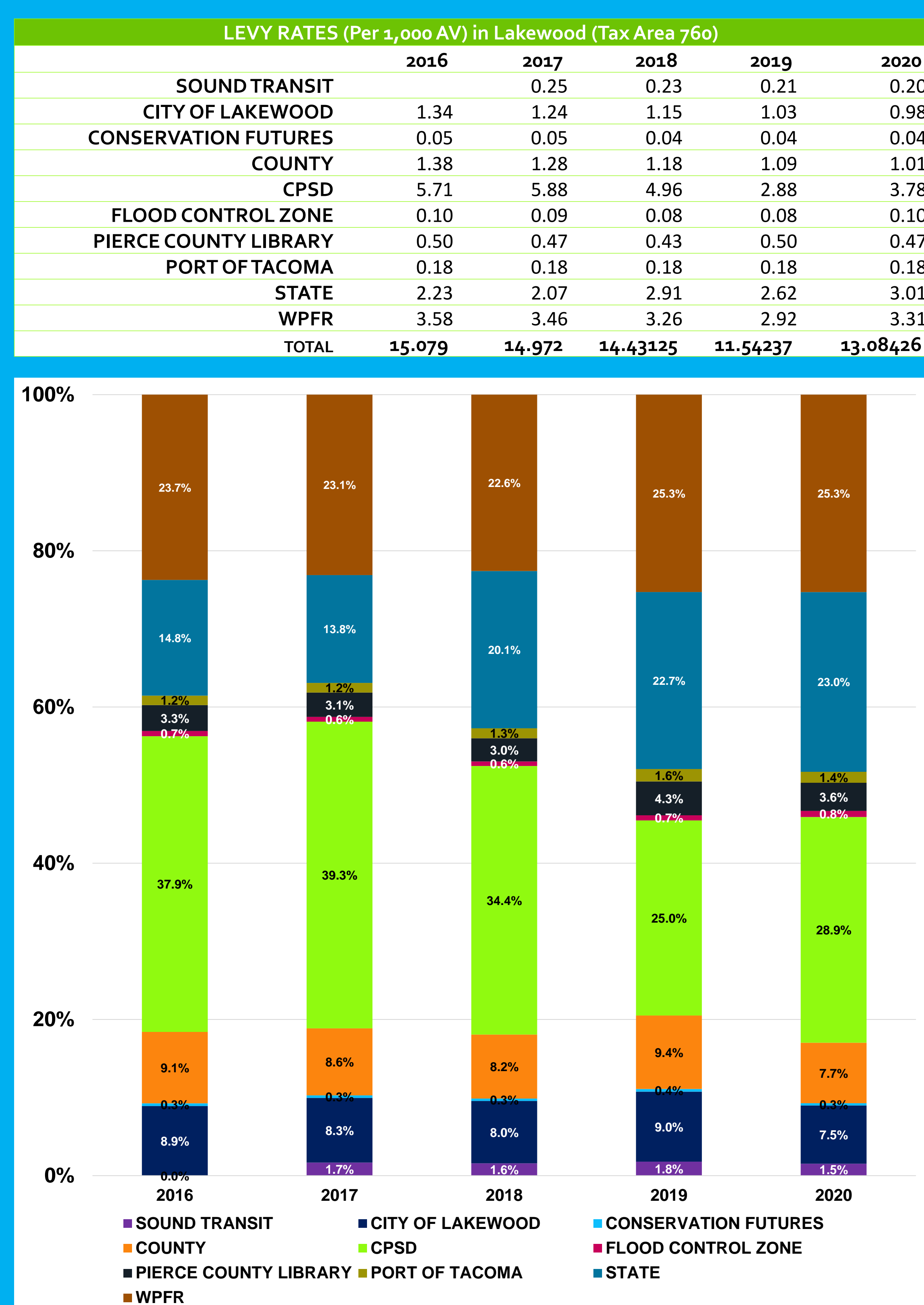
ST - \$1.3B, \$20M collected from Lakewood

Capital Budget & General Fund



ST - C: \$2.4B / G: \$508M

PERCENT OF LEVY RATE 2012-2020



Bond Rating					
ST	PC	City	CSPD	PT	PCL
Standard and Poor's	Standard and Poor's	Standard and Poor's	Moody's	No Rating - Debt free	No Rating - Debt free
AAA	AA+	AA	Aa2		