



## LAKEWOOD CITY COUNCIL RETREAT AGENDA

Saturday, March 27, 2021

8:30 A.M. - 1:00 P.M.

City of Lakewood

City Council Chambers

6000 Main Street SW

Lakewood, WA 98499

Residents can virtually attend City Council meetings by watching them live on the city's YouTube channel:

<https://www.youtube.com/user/cityoflakewoodwa>

Those who do not have access to YouTube can call in to listen by telephone via Zoom: Dial +1(253) 215- 8782 and enter meeting ID: 868 7263 2373.

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## City Council Retreat 2021

### Objectives:

1. Identify and set City Council goals and priorities for 2021-2022 (2023), including:
  - American Rescue Plan Act (ARPA) fund use
  - Vision for a post-pandemic Lakewood
  - Diversity, equity, and inclusion efforts
  - Other items as identified by the City Council

### Agenda:

1. Welcome – John Caulfield **(5 minutes)**
  - a. Purpose
  - b. Introduce facilitator – Shannon Kelley-Fong
2. Ice Breaker Activities **(20 minutes)**
  - a. Socially distanced obstacle course
3. Ground Rules **(5 minutes)**

*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.*

<http://www.cityoflakewood.us>

4. Reflection on past year **(30 minutes)**

- a. Personally – One thing you learned during the past year?
- b. On the City Council – One thing you learned during the past year?
- c. Review of City's 2020 Accomplishments
- d. Review of March 2020 Retreat / July 2020 Memo

**BREAK (10 minutes)**

1. Priority Setting 2021-2022 (2023)

a. COVID-19 Recovery **(40 minutes)**

- i. American Rescue Plan Act (ARPA) overview
  - a. Options & strategies for allocating ARPA funding
  - b. Prioritization exercise

b. Post-COVID Visioning **(40 minutes)**

- ii. Threats / Weaknesses / Strengths / Opportunities for 2021 and beyond
- iii. Identifying key projects / focus areas

c. Diversity, Equity, and Inclusion Efforts **(40 minutes)**

- i. Review what the City has done to date
- ii. What's next? City Council DEI goals / priorities
- iii. Condemning racism and violence against the Asian Pacific community

d. Other items identified by the City Council for discussion **(30 minutes)**

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**BREAK (10 minutes)**

2. Priority Setting 2021-2022 (2023) continued **(45 minutes)**
  - a. Goals / Priorities Setting – What’s missing? Needs to be updated?
3. Closing Remarks & Next Steps **(10 minutes)**
  - a. Consolidate information and return to City Council with updated draft City Council goals for 2021-2022 (2023) for consideration.
4. Adjourn

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## **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."





# Strategic Plan Progress Report: 2018 to 2020



**NOTE:** The following provides a selection of the work accomplished by the City from 2018 to 2020 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"> <li>✓ Created a draft economic development strategy plan.</li> <li>✓ Performed extensive business outreach and engagement.</li> <li>✓ Completed 101 business retention and expansion visits in 2019 with follow up assistance. Ninety visits conducted as of July 31, 2020.</li> <li>✓ Conducted three government contracting forums, and two targeted business workshops on tax law, and workforce retention and attraction. One business forum conducted in 2020 on business finance. In total, 350 attended these forums.</li> <li>✓ Produced 10 Business Showcase stories annually.</li> </ul>			
B. Direct growth through sound planning. Update land use codes and streamline internal processes.	CED		
<ul style="list-style-type: none"> <li>✓ Adopted the Downtown Plan.</li> <li>✓ Completed major revision of Title 18A to improve permitting process.</li> <li>✓ Updated other land use codes: Sign Code, Shoreline Management, and Small Wireless.</li> <li>✓ Performed cost analysis on development services.</li> <li>✓ Reviewed online permitting platforms – elected to transition to PALS+ by Pierce County in 2020.</li> <li>✓ Continued to fine tune updated codes and internal processes.</li> <li>✓ Engaged with state legislature on potential land use legislation.</li> <li>✓ Adoption of site specific rezone regulations; new procedures for quasi-judicial hearings; and revised regulations for the PPD overlay.</li> <li>✓ Received two Washington State Department grants: one for development of the Lakewood Station District Subarea Plan, Development Code and Planned Action, and one to develop a new Energy and Climate Change chapter for the City's Comprehensive Plan. Both projects will be completed in 2021.</li> <li>✓ Engaged with Pierce County regarding 2022 Buildable Lands Report.</li> <li>✓ Partnered with federal government and community stakeholders in support of Census 2020.</li> </ul>			

1.2 Pursue infrastructure improvements vital to economic development and to bolster the City's competitiveness.	LEAD DEPT.	2018	2019-2020
<p>A. Implement and invest in catalyst projects that promote private investment, i.e., a Downtown Plan, Lakewood Colonial Plaza, Woodbrook Business Park &amp; I-5 commercial corridor ("Lakewood Landing").</p>	CED		
<ul style="list-style-type: none"> <li>✓ Adopted the Downtown Plan.</li> <li>✓ Completed major revision of Title 18A to improve permitting process.</li> <li>✓ Built Colonial Plaza.</li> <li>✓ Continued development of Woodbrook Business Park.</li> <li>✓ Continued progress on Lakewood Landing. Working at state level to develop financing tools. Working with WSDOT to relocate their facility.</li> <li>✓ Continued to provide wrap around business services and business development forums.</li> <li>✓ Initiated development of a Lakewood Station District subarea plan.</li> <li>✓ Continued to push for TIF and/or LRF as a state legislative priority.</li> <li>✓ 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.</li> <li>✓ Performed extensive business outreach and engagement.</li> <li>✓ Engaged directly with 15 major regional mixed use developers for Downtown District development.</li> <li>✓ Lakewood Landing: <ul style="list-style-type: none"> <li>Hired consultants to assist City in the development of Lakewood Landing;</li> <li>Met with property owners about project vision;</li> <li>Obtained property developer input;</li> <li>Published Request for Proposals;</li> <li>Aligned proposal with the pending Lakewood Station District Subarea Plan; and</li> <li>Prepared draft Master Plan.</li> </ul> </li> </ul>			
<p>B. Improve underutilized commercial land by achieving the military land swap, WSDOT facility relocation, revision of zoning regulations where appropriate, and minimize nonconforming uses.</p>	CED		
<ul style="list-style-type: none"> <li>✓ Determined that land swap was impractical given geography and environmental challenges of area.</li> <li>✓ Continued work with WSDOT on facility relocation for Lakewood Landing.</li> <li>✓ Adopted the Downtown Plan.</li> <li>✓ Completed major revision of Title 18A to improve permitting process.</li> <li>✓ Updated other land use codes: Sign Code, Shoreline Management, Small Wireless codes.</li> <li>✓ Made significant strides in NCZ: Lakewood &amp; 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.</li> <li>✓ Continued to make Comprehensive Plan updates.</li> <li>✓ Continued to push for TIF and/or LRF as a state legislative priority.</li> </ul>			

<p>C. Expand utilities and community assets, such as sewers, libraries, etc.</p>	<p>PW CED PRCS</p> <p>+</p> 
<ul style="list-style-type: none"> <li>✓ Continued to work with Pierce County Library on Downtown and Tillicum libraries, including purchasing property for a Tillicum branch.</li> <li>✓ Sewer extensions: Fort Steilacoom Park construction, N. Thorne Lane Sewer construction to Harry Todd Park, and Maple Street design.</li> <li>✓ Water line expansion at Fort Steilacoom Park</li> <li>✓ Expanded storm water management system by completing five drainage system projects.</li> <li>✓ Improved City servers, boilers and HVAC systems, created lightbulb replacement program and started LED conversation projects at city buildings to extend life and use of public facilities.</li> </ul>	
<p>D. Enhance commercial corridors, off-ramps, and City entry points through improvements and wayfaring signage.</p>	<p>PW CED PRCS</p> <p>+</p> 
<ul style="list-style-type: none"> <li>✓ Constructed Gateway signs: 74<sup>th</sup> and Custer, Military Rd and 112<sup>th</sup>, Steilacoom Blvd and Farwest Drive.</li> <li>✓ Expanded banner program to include main arterials and business and international districts.</li> <li>✓ Created the First Impressions Matter campaign</li> <li>✓ Initiated the “Save Your Change” campaign.</li> </ul>	

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"> <li>✓ Completed major revision of Title 18A to improve permitting process.</li> <li>✓ Adopted Downtown Plan.</li> <li>✓ In 2019, 36 new single-family permits were issued. Average new home price, \$326,000.</li> <li>✓ In 2020, it is estimated that 54 new single-family permits issued. Average new home price is \$342,952, 5.2 percent above 2019 levels.</li> <li>✓ Conducted one developer forum in 2019.</li> <li>✓ Continued MFTE incentive.</li> <li>Under the City's MFTE program, for 2019 and 2020, 238 multifamily units were constructed.</li> <li>✓ In 2019, there were 43 plats in process with a total of 142 lots.</li> <li>✓ In 2020, there were 24 plats in process with a total of 116 lots.</li> <li>✓ Continued use of CDBG and HOME funds to support affordable housing.</li> <li>✓ Facilitated the completion and closeout of the Five Year (FY 2015–2019) Consolidated Plan and associated Annual Action Plan.</li> <li>✓ Developed and implemented the FY2020-2024 Five Year Consolidated Plan and 2020 Annual Action Plan.</li> <li>✓ Developed and implemented Lakewood's 2020 Analysis of Impediments to Fair Housing.</li> <li>✓ Created and submitted Lakewood's Consolidated Annual Performance Evaluation Report for 2018 and 2019.</li> <li>✓ Managed/monitored the City's HOME multifamily &amp; homeownership opportunities housing affordability fund (Habitat for Humanity and the Homeownership Center of Tacoma).</li> <li>✓ Managing the City's Section 108 program (Curbside Loan and the Tacoma Housing Authority). Paid off 108th Street SW Street Improvements project in 2020.</li> <li>✓ Managed the City's Major Home Repair/ Sewer Loan program and HOME Housing Rehab programs. Completed 5 owner rehabilitation projects in 2019.</li> <li>✓ Assisted Pierce County Human Services with review of county-wide human services programs; provided recommendations on Section 2060 and 2163 projects.</li> <li>✓ Actively supported bills to reform condo liability – SB 5334 was passed in 2019.</li> <li>✓ Initiated development of a Lakewood Station District subarea plan.</li> <li>✓ For 2019, 11,328 rental units were registered (85 percent of total rental units), and 459 initial property inspections were performed by city and private inspectors per the City's RHSP.</li> <li>✓ For 2020, 11,968 rental units were registered (90 percent of total rental units), and 485 initial property inspections were performed by city and private inspectors per the City's RHSP.</li> <li>✓ Initiated CDBG-CV Emergency Services Assistance Programs. Total allocation as of the end of 2020, \$807,370. Anticipating new grants in 2021.</li> </ul>			

B. Minimize nonconforming uses.	CED	+	∞
<ul style="list-style-type: none"> <li>✓ Completed major revision of Title 18A to improve permitting process and ensure code is logical, understandable, and easy to read.</li> <li>✓ Made significant strides in NCZ: Lakewood &amp; 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 \$80 million until 2069.</li> <li>✓ Continued to make Comprehensive Plan updates.</li> </ul>			
C. Actively advance condominium regulation reform to expand homeownership opportunities.	CC CM	▶	∞
<ul style="list-style-type: none"> <li>✓ Actively supported bills to reform condo liability – SB 5334 was passed.</li> </ul>			
D. Continue to support youth and senior programming and expand community events.	PRCS	∞	∞
<ul style="list-style-type: none"> <li>✓ Continued to provide a multitude of recreation programming for all ages and abilities and coordinated signature events, including SummerFest, Truck n' Tractor Day, Summer Concert series, Farmers Market, Christmas Tree Lighting and Parade, etc.</li> <li>✓ Continued to support youth programming - including Youth Council, summer camps and sports.</li> <li>✓ Continued to support senior programming – including Senior Activity Center programming and technology updates (new computers in 2020).</li> </ul>			
E. Support and preserve historical buildings and other local places of significance.	CED	∞	∞
<ul style="list-style-type: none"> <li>✓ Continued LHAB work; historic street signage (in-progress).</li> <li>✓ Built Colonial Plaza.</li> <li>✓ Coordinated historic tours at Fort Steilacoom Park.</li> <li>✓ On-going restoration of Western State Hospital Patient Cemetery at Fort Steilacoom Park.</li> </ul>			

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"> <li>✓ Continued leadership position in local economic development. Enhanced relationships with Lakewood Chamber of Commerce, EDB, AWC, etc.</li> <li>✓ Continued to push for TIF and/or LRF as a state legislative priority.</li> <li>✓ Performed extensive business outreach and engagement.</li> <li>✓ 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.</li> </ul>			
B. Analyze and influence regional transportation and planning policies.	CM CED	+	∞
<ul style="list-style-type: none"> <li>✓ Continued active participation on regional transportation bodies, e.g., PSRC, PCRC.</li> <li>✓ Continued to prioritize transportation programs/tools at state and federal level, including a multimodal study, the Defense Community Infrastructure Program, etc.</li> </ul>			
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"> <li>✓ Continued partnerships with JBLM, Camp Murray, and SSMCP.</li> <li>✓ Completed major revision of Title 18A to improve permitting process.</li> <li>✓ Currently evaluating annexation of Camp Murray, to include opportunities to make improvements to the boat launch area.</li> <li>✓ Initiated work to update the JBLM 2010 Growth Coordination Plan.</li> <li>✓ Managed an OEA grant to implement three strategies from 2015 JBLM Joint Land Use Study (Military Influence Area Ordinance, Lighting Study, and JBLM Land Exchange Plan.)</li> <li>✓ Completed work on a second OEA grant (Local transportations needs in and around JBLM, habitat preservation and conservation, and affordable housing strategies for service members.)</li> <li>✓ Implemented program to secure funding to resolve McChord Airfield North Clear Zone (NCZ) Encroachment.</li> <li>✓ In collaboration with WSDOT, identified strategies for traffic congestion management to include options for the I-5 Tumwater to Mounts Road Corridor, which include ecosystem and environmental improvements.</li> <li>✓ Enhanced &amp; expanded regional SSMCP coordination &amp; participation.</li> <li>✓ Continued efforts to inform &amp; educate stakeholders on military impacts across the South Puget Sound.</li> <li>✓ Continued efforts to participate &amp; advocate in state level legislative advocacy activities.</li> <li>✓ Continued to conduct periodic JBLM needs &amp; preferences survey and regional economic impact analyses.</li> </ul>			
D. Expand partnership with the Chamber of Commerce, neighborhood associations, and other civic groups.	CED	+	∞
<ul style="list-style-type: none"> <li>✓ Continued partnership with Lakewood Chamber of Commerce and neighborhood groups and associations (e.g., Lemonade Days).</li> </ul>			





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 Development Advisory Groups with Pierce College (PC) & CPTC
  - 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, CPTC and CPSD to allow outreach during event SummerFEST
  - 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"> <li>✓ Continued wrap-around businesses services, businesses retention interviews, economic development forum.</li> <li>✓ Developed a draft economic development strategy plan.</li> <li>✓ Performed extensive business outreach and engagement efforts.</li> <li>✓ Business Retention and Expansion               <ul style="list-style-type: none"> <li>- Completed 101 business retention and expansion visits in 2019 with follow up assistance. Ninety visits conducted as of July 31, 2020.</li> <li>- Conducted three government contracting forums, and two targeted business workshops on tax law, and workforce retention and attraction. One business forum conducted in 2020 on business finance. In total, 350 attended these forums.</li> <li>- Produced 10 Business Showcase stories annually.</li> </ul> </li> <li>✓ Business Recruitment &amp; Attraction               <ul style="list-style-type: none"> <li>- In 2019, there were 550 new business licenses issued in Lakewood. It is expected that the city will experience an increase in 2020. As of the end of second quarter, 2020, there were 472 new business licenses issued.</li> <li>- On average, the economic development division assists more than 300 businesses in site selection and/or permit assistance through to certificate of occupancy, including several national tenants.</li> </ul> </li> </ul>				
B. Encourage a balance of manufacturing, commercial, and retail businesses and promote an entrepreneurial environment.		CED	+	∞
<ul style="list-style-type: none"> <li>✓ Completed major revision of Title 18A to improve permitting process.</li> <li>✓ Updated Comprehensive Plan.</li> <li>✓ Adopted Downtown Plan.</li> <li>✓ Initiated development of a Lakewood Station District subarea plan.</li> <li>✓ Significant development of Woodbrook Business Park</li> <li>✓ Added 319,842 sq. ft. of commercial industrial in 2018 and 2019.</li> <li>✓ Added 363 housing units in 2018 and 2019.</li> <li>✓ Added approximately 968 new businesses in 2018 and 2019.</li> </ul>				
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"> <li>✓ Crafted and implemented “build your better here” campaign.</li> <li>✓ Continued to offer signature special events that leverage parks and cultural amenities.</li> <li>✓ Constructed Colonial Plaza – will host events and engagement opportunities.</li> <li>✓ Continued to offer and expand signature events like SummerFest and Farmers Market. Moved Farmers Market to Fort Steilacoom Park and extended season and expanded hours in 2020 and 2021.</li> <li>✓ Hosted National Cyclocross Competition</li> <li>✓ Continued Adopt-a-street program.</li> <li>✓ Completed master plans for American Lake and Wards Lake Parks.</li> <li>✓ Applied for local, state and federal grants to support park and access improvements</li> <li>✓ Improving access to and connections along the Chambers Creek Canyon trail</li> </ul>				

<ul style="list-style-type: none"> <li>✓ Began installing a service club sign to honor the work of our community volunteer organizations</li> <li>✓ Implemented a Lake Management District for American Lake</li> <li>✓ Treated for aquatic weeds in American Lake</li> <li>✓ Treated Waughop Lake twice in 2020 to prevent algae blooms</li> </ul>			
D. Develop and implement an imaging campaign that confidently promotes recent accomplishments and community assets.		COMM	 
<ul style="list-style-type: none"> <li>✓ Crafted and implemented “Build your better here” campaign.</li> <li>✓ Created more video content for online platforms to celebrate City’s events and successes.</li> <li>✓ Celebrated City successes at City Council meeting and other events.</li> </ul>			
E. Promote and deploy prudent business incentives to enhance economic development strategies.		CED	 
<ul style="list-style-type: none"> <li>✓ Completed major revision of Title 18A to improve permitting process.</li> <li>✓ Adopted Downtown Plan.</li> <li>✓ Continued MFTEs incentives.</li> <li>✓ Continued use of CDBG and HOME funds to support affordable housing.</li> <li>✓ Crafted and implemented “build your better here” campaign.</li> <li>✓ Continued wrap-around businesses services, businesses retention interviews, and economic development forum.</li> <li>✓ Developed a draft economic development strategy plan.</li> <li>✓ Initiated work on a Lakewood Station District subarea plan.</li> <li>✓ Continued to push for TIF and/or LRF as a state legislative priority.</li> <li>✓ Reviewed online permitting platforms – began process to transition to PALs by Pierce County in 2021.</li> </ul>			

## 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"> <li>✓ Completed annual TIP updates.</li> <li>✓ Developed Downtown Plan.</li> <li>✓ Started development of Lakewood Station District Plan.</li> <li>✓ Updated Comprehensive Plan.</li> <li>✓ Non-motorized transportation plan update (forthcoming in 2022)</li> </ul>			
B. Expand neighborhood infrastructure improvements increasing access to roadways, parks, and public buildings.	PW	+	∞
<p><b>Parks:</b></p> <ul style="list-style-type: none"> <li>✓ Constructed Gateway signs: 74<sup>th</sup> and Custer, Military Rd and 112<sup>th</sup>, Steilacoom Blvd and Farwest.</li> <li>✓ Completed transfer of Fort Steilacoom Park to the City.</li> <li>✓ Fort Steilacoom Park / Angle Ln Parking and roadway improvements.</li> <li>✓ Partnered with Pierce College on Fort Steilacoom Park Turf infields.</li> <li>✓ Playground replacement: Kiwanis, Oakbrook, American Lake.</li> <li>✓ Springbrook Park master plan expansion, property purchase and building removal. Added exercise equipment near playground.</li> <li>✓ Fort Steilacoom Park – Roadway improvements and Utility upgrades,</li> <li>✓ Fort Steilacoom Park - built a new restroom near Dog Park and Waughop lake parking lot.</li> <li>✓ Fort Steilacoom Park – Pavilion in the Park construction and enhancement.</li> <li>✓ Harry Todd Park – Waterfront improvements, Phases I-II.</li> <li>✓ Edgewater Park Master Plan.</li> <li>✓ Wards Lake Park Master Plan.</li> <li>✓ Seeley Lake Habitat Area Master Plan and phase one improvement program</li> <li>✓ Chambers Creek development partnership with UP and Pierce County to build access to trail and trailheads. Continued development of the Gravelly Lake non-motorized trail.</li> <li>✓ Colonial Center Revitalization Project/Motor Avenue Complete Streets.</li> <li>✓ Park equipment replacement and playground resurfacing.</li> <li>✓ Completed Legacy Plan and six year parks capital improvement plan Implemented banners program.</li> </ul> <p><b>Public Works and Engineering:</b></p> <ul style="list-style-type: none"> <li>✓ Steilacoom Blvd: Puyallup to Farwest (Town of Steilacoom).</li> <li>✓ Street: Steilacoom Blvd/88th (Weller to Custer Road).</li> <li>✓ Street: 123rd Street SW to Bridgeport to 47<sup>th</sup>.</li> <li>✓ Sidewalks: Veterans Drive - Gravelly Lake Drive to VA Hospital entrance.</li> <li>✓ Sidewalks: Onyx Drive SW - 89th to 97th and Garnet to Phillips.</li> <li>✓ Overlay: Custer Road - Steilacoom Blvd to John Dower Road.</li> <li>✓ Overlay: So Tacoma Way: SR 512 to 96th St Project</li> <li>✓ Overlay: Lakewood Drive Flett Creek to North City Limits.</li> <li>✓ Dekoven Roundabout Project Construction.</li> </ul>			

- ✓ 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.
- ✓ Lakewood Drive, Steilacoom Blvd – Flett Creek crossing
- ✓ JBLM North Access Project, Phase I
- ✓ 111/112<sup>th</sup> Street: Bridgeport to Kendrick
- ✓ 100<sup>th</sup> and Lakewood Drive Signal Improvement
- ✓ 108<sup>th</sup> Street Overlay: Lakeview Drive to Pacific Highway
- ✓ Steilacoom Blvd: Weller to Custer, Sidewalks.
- ✓ Minor capital projects.
- ✓ Lake Louise Drive NTCF 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 (Construction 2021)).
- ✓ SWM: Installed nine water quality units across City
- ✓ SWM: Outfall feasibility project.
- ✓ SWM: 58<sup>th</sup> 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 & implementation.
- ✓ SAN implementation.
- ✓ M&O facility fiber installation.
- ✓ Upgrades to address cyber security threats.
- ✓ Amazon Web Services (AWS) Cloud Integration
- ✓ Enhanced Network Infrastructure Auditing Capabilities
- ✓ Systems Management, On-Demand Remote Technology Support Solutions
- ✓ Expanded Enterprise Wireless Leserves
- ✓ Two-Factor Authentication
- ✓ Continuous Data Protection & Recovery
- ✓ Disaster Recovery, Operational Recovery, and Testing Environments, Microsegmentation, Threat Prevention, Malware Prevention, Anomaly Detection Systems

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

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"> <li>✓ Continued community clean ups.</li> <li>✓ Continued bridge inspection program.</li> <li>✓ Engineering Standards update.</li> <li>✓ Replaced playgrounds at Kiwanis, American Lake, and Oakbrook.</li> <li>✓ Sign inventory and replacements.</li> <li>✓ Established of American Lake Vegetation Management Plan and Lake Management District.</li> <li>✓ Completed annual pavement patching projects.</li> <li>✓ Performed minor capital projects.</li> <li>✓ Progress on Waughop Lake water quality project (two treatments in 2020)</li> <li>✓ Initiated "Save your change" program.</li> <li>✓ Service Club sign project (in-progress).</li> </ul>				
B. Sustain infrastructure to ensure it is reliable, safe, aesthetically pleasing, cost effective, and improves municipal services.		PW PRCS	∞	∞
<ul style="list-style-type: none"> <li>✓ Continued preventative maintenance and use of best practices.</li> <li>✓ Created analysis of existing street lights to predict future replacement needs.</li> <li>✓ Developed a Park Assessment tool to determine quantity and quality of park facilities</li> </ul>				

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"> <li>✓ Constructed Gateway signs: 74<sup>th</sup> and Custer, Military Rd and 112<sup>th</sup>, Steilacoom Blvd and Farwest.</li> <li>✓ Implemented Banner program.</li> <li>✓ Constructed Colonial Plaza.</li> <li>✓ Updated Engineering Standards.</li> <li>✓ Completed numerous road and park projects (see above).</li> </ul>				
B. Showcase art, culture, and history to enhance Lakewood's sense of place.		PRCS	+	∞
<ul style="list-style-type: none"> <li>✓ Completed Lotus Blossom art piece.</li> <li>✓ In-progress: Colonial Plaza public art.</li> <li>✓ In-progress: Public Art Standards and Plan.</li> <li>✓ Continued work by the Art Commission.</li> <li>✓ Continued to offer and expand signature events like SummerFest and Farmers Market.</li> <li>✓ Expanding Farmers Market to evenings in spring of 2020.</li> <li>✓ Supported Historic Tours at Fort Steilacoom Park.</li> <li>✓ Created a Dr Martin Luther King, Jr video, showcasing our diversity which aligned with our theme of keeping the Unity in CommUNITY or 25<sup>th</sup> anniversary.</li> </ul>				

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"> <li>✓ Continued development of the Gravelly Lake non-motorized trail.</li> <li>✓ Various road projects: curbs, gutter, sidewalk.</li> <li>✓ Infrastructure improvements at Fort Steilacoom Park.</li> <li>✓ Springbrook Park expansion.</li> <li>✓ Expanded use of 311 system with various departments.</li> </ul>			
B. Invest in smart growth solutions to maximize efficiency and enhance sense of place.	PW PRCS	∞	∞
<ul style="list-style-type: none"> <li>✓ Adopted the Downtown Plan.</li> <li>✓ Constructed Colonial Plaza.</li> <li>✓ Initiated development of a Lakewood Station District subarea plan.</li> <li>✓ Continued work on to create Lakewood Landing.</li> <li>✓ Updated Comprehensive Plan.</li> <li>✓ Completed major revision of Title 18A to improve permitting process.</li> </ul>			
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"> <li>✓ Constructed Colonial Plaza.</li> <li>✓ Continued development of Gravelly Lake non-motorized trail.</li> <li>✓ Various road projects: curbs, gutter, sidewalk.</li> <li>✓ Non-motorized transportation plan update (forthcoming in 2022)</li> <li>✓ Designed and constructed new street: 123<sup>rd</sup> Street SW between Bridgeport and 47<sup>th</sup></li> </ul>			

## 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"> <li>✓ Updated and revised Police Manual of Standards. Initiated in 2020 will be completed Summer of 2021</li> <li>✓ Evaluated PredPol system. Completed-not worth the financial investment for a City our size</li> <li>✓ Continued the Phlebotomy program.</li> <li>✓ Continued the Behavioral Health Contact Team.</li> <li>✓ Created the Unmanned Aerial program.</li> <li>✓ Re-established Bike Patrol Program.</li> <li>✓ Performed analysis on Animal Control services.</li> <li>✓ Performed analysis on SWAT services resulting in creation of SRT.</li> <li>✓ Completed full implementation of in-car camera system.</li> <li>✓ Exceeded, not just meet, state mandated training requirements</li> </ul>			
B. Promote crime prevention through environmental design (CPTED) in facility development.	PW	∞	∞
<ul style="list-style-type: none"> <li>✓ CPTED features used to curb illegal dumping.</li> <li>✓ CPTED features used in park and facility planning.</li> <li>✓ CPTED features in street design.</li> <li>✓ Implemented video system to provide enhanced security throughout city locations.</li> </ul>			
C. Develop, practice, and implement emergency management plans.	ALL	+	∞
<ul style="list-style-type: none"> <li>✓ Developed, practiced, and implemented emergency management plans with West Pierce Fire and Rescue.</li> <li>✓ 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.</li> <li>✓ COVID-19 Pandemic Response               <ul style="list-style-type: none"> <li>○ Emergency Proclamation.</li> <li>○ Continuity of government operations.</li> <li>○ Continued delivery of municipal services (e.g., tele/remote-work)</li> <li>○ Continued all infrastructure improvements.</li> <li>○ Creation of COVID-19 resources webpage.</li> <li>○ Ongoing evaluation of economic impacts to the City's finances.</li> <li>○ Hiring pause with exceptions based on funding sources, legal mandates, etc.</li> <li>○ Pause on all discretionary spending (travel, training, overtime).</li> <li>○ Equipment replacement only includes essential items.</li> </ul> </li> </ul>			

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"> <li>✓ Implemented and expanded the Rental Housing Safety Program.</li> <li>✓ Expanded code enforcement.</li> <li>✓ Expanded abatement program.</li> <li>✓ Implemented video system to provide enhanced security throughout city locations.</li> <li>✓ In 2019, completed 13 dangerous building abatements and one nuisance abatement.</li> <li>✓ Also in 2019, initiated dangerous building abatement on the QFC property.</li> <li>✓ In 2020, completed nine dangerous building abatements and two nuisance abatements, with another 11 pending dangerous building abatement orders. Abatement activity slowed in 2020 because of COVID.</li> <li>✓ Also in 2020, instituted an electronic tracking system for public nuisances, dangerous building abatements, unsafe/unfit buildings, fire-damaged structures, and major land use violations.</li> </ul>			
B. Encourage neighborhood association initiatives.	ALL	+	∞
<ul style="list-style-type: none"> <li>✓ Continued to support neighborhood associations.</li> </ul>			
C. Support creative criminal justice and alternative diversion programs.	CC MC	+	∞
<ul style="list-style-type: none"> <li>✓ Continued work crew program, electronic home monitoring, community service, and work release.</li> <li>✓ Expanded Veteran's Court; Veteran's Court was awarded a four year federal grant (2019-2022) to expand services.</li> </ul>			
D. Take a proactive role in legislative advocacy in matters which negatively impact public safety.	CC CM	▶	∞
<ul style="list-style-type: none"> <li>✓ Continued proactive role in state and federal legislative matters impacting public safety.</li> <li>✓ Police Chief serves as co-chair of Washington Association of Sheriffs and Police Chiefs (WASPC) legislative committee.</li> <li>✓ Continued to advocate for equitable distribution of adult family homes across the street.</li> <li>✓ Continued to advocate for rail safety issues on the Point Defiance Bypass route.</li> </ul>			

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"> <li>✓ Launched Citizen Police Academy.</li> <li>✓ Partnered with Lakewood Multi-Cultural Coalition (LMCC).</li> <li>✓ Continued participation at National Night Out.</li> <li>✓ Offered Cocoa and Coffee with a Cop.</li> <li>✓ Continued work by the Public Safety Committee.</li> <li>✓ Participated in annual Cops v. Teachers Basketball game.</li> <li>✓ LPD participated in “Real Talk” at Lochburn and Hudtloff middle schools.</li> <li>✓ Awarded Police Chief Commendation award.</li> <li>✓ LPD used as School Resource Officers.</li> <li>✓ Re-established partnership with Lakewood African American Police Advisory Committee (LAAPAC).</li> </ul>			
B. Continue to improve communication efforts with multicultural communities to bridge gaps and increase trust.	ALL	+	∞
<ul style="list-style-type: none"> <li>✓ Launched Citizen Police Academy.</li> <li>✓ Partnered with LMCC.</li> <li>✓ Continued participation at National Night Out.</li> <li>✓ Offered Cocoa and Coffee with a Cop.</li> <li>✓ Continued to expand online communication.</li> <li>✓ Participated in annual Cops v. Teachers Basketball game.</li> <li>✓ LPD participated in “Real Talk” at Lochburn and Hudtloff middle schools.</li> <li>✓ Police Chief Commendation award.</li> <li>✓ LPD used as School Resource Officers.</li> <li>✓ Created a more comprehensive social media platform presence.</li> <li>✓ Performed public outreach as part of design phase of many transportation and park projects.</li> <li>✓ Performed engagement for Downtown Plan, Sign Code, and business engagement.</li> <li>✓ Performed engagement for Legacy Plan update, master park plan updates.</li> <li>✓ Presented the State of the City to a variety and number of stakeholder groups.</li> <li>✓ Provided various City presentations at neighborhood groups.</li> <li>✓ Partnered with federal government and community stakeholders in support of Census 2020.</li> </ul>			
C. Emphasize crime prevention through public education.	PD	+	∞
<ul style="list-style-type: none"> <li>✓ Launched Citizen Police Academy.</li> <li>✓ Continued to provide information on social media platforms.</li> <li>✓ LPD participated in “Real Talk” at Lochburn and Hudtloff middle schools.</li> <li>✓ Offered Cocoa and Coffee with a Cop.</li> <li>✓ Initiated “Save your change” program.</li> </ul>			




D. Continue innovative approaches to address mental health and reduce homelessness.	PD CED	∞	∞
<ul style="list-style-type: none"> <li>✓ Continued Behavioral Health Contact Team.</li> <li>✓ Awarded Office of Public Defender grant used to embed social worker on public defender team to act as resource.</li> <li>✓ Initiated “Save your change” program.</li> <li>✓ CDBG &amp; HOME funding</li> <li>✓ 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:               <ul style="list-style-type: none"> <li>✓ Habitat for Humanity</li> <li>✓ YWCA</li> <li>✓ Boys and Girls Club</li> <li>✓ YCMA</li> <li>✓ Emergency Food Network</li> <li>✓ Nourish PC</li> <li>✓ St. Leo Food</li> <li>✓ Centerforce</li> <li>✓ Tacoma Methadone Clinic</li> <li>✓ PC AIDS Foundation</li> <li>✓ Lindquist Dental</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>✓ Rescue Mission</li> <li>✓ St Clare Hospital</li> <li>✓ Cohen Veteran’s Network</li> <li>✓ Community Health Care</li> <li>✓ REBUIDLING HOPE</li> <li>✓ PC Project Access</li> <li>✓ Living Access Support Alliance</li> <li>✓ Catholic Community Services</li> <li>✓ REBUILDING TOGETHER</li> <li>✓ Greater Lakes</li> <li>✓ Tacoma Community House</li> <li>✓ REBUILDING HOPE</li> </ul>		

## 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"> <li>✓ Created Lakewood Community Dashboard and built a CARES Act Dashboard.</li> <li>✓ Continued to track and monitor performance using performance measures.</li> </ul>			
B. Continually analyze risk assumed by the City, adjust policies and programming if necessary.	AD CM	▶	∞
<ul style="list-style-type: none"> <li>✓ Continued analysis on risk assumed by the City.</li> <li>✓ Continued Evaluation of Data Center(s) &amp; Disaster Recovery processes.</li> <li>✓ Analysis on SWAT services resulting in creation of SRT.</li> </ul>			
C. Develop an annual performance report card and community dashboards using relevant performance metrics.	CM	▶	🏁
<ul style="list-style-type: none"> <li>✓ Created Lakewood Community Dashboard.</li> <li>✓ Continued to track and monitor performance using performance measures.</li> </ul>			





4.2 Evaluate revenues and expenditures and respond to changing service needs.	LEAD DEPT.	2018	2019-2020
<p>A. Maintain reserves to support the City in case of economic fluctuations, emergency needs, and to take advantage of emerging opportunities.</p>	AD	∞	∞
<p>✓ Maintained reserves in alignment with financial policies.</p>			
<p>B. Develop balanced biennial budgets consistent with adopted financial policies.</p> <p>a. Ensure all revenues, and expenditures match allocated resources.</p> <p>b. Review and update financial policies, six-year financial forecasts and other six-year financial plans (capital improvement, information technology, property management).</p>	AD	∞	∞
<p>✓ Developed balanced 2019/2020 and 2021/2022 biennial budgets aligned with financial policies.</p> <p>✓ Reviewed and updated detailed revenues and expenditure information.</p> <p>✓ Reviewed and updated six-year forecasts.</p> <p>✓ Reviewed and updated other six-year plan: capital improvement, information technology strategic plan &amp; property management plan</p> <p>✓ Achieved clean Audit: 2017, 2018 &amp; 2019.</p> <p>✓ Maintained Bond Rating AA (S&amp;P).</p> <p>✓ Achieved GFOA Award - Certificate of Excellence in Financial Reporting: 2017 &amp; 2018. 2019 is pending GFOA review.</p> <p>✓ Achieved GFOA Award - Distinguished Budget Presentation: 2019/2020 Biennial Budget. 2021/2022 Biennial Budget is pending GFOA review. Completed GFOA Biennium Budget: 2019.</p> <p>✓ Distinguished Budget Presentation Award.</p> <p>✓ Achieved GFOA Award - Popular Annual Financial Report: – 2017 &amp; 2018. 2019 is pending GFOA review.</p> <p>✓ Continued evaluation of technology expenditures and services to ensure fiscal responsibility and enhancement of citizen online services.</p>			
<p>C. Diversify revenue base and explore innovative funding sources.</p>	ALL	∞	∞
<p>✓ Continued to pursue grants and innovative financing strategies, such as sponsorships and partnerships to offset general fund operational costs and expand access to programs and events</p> <p>✓ Continued to push for TIF and/or LRF as a state legislative priority.</p> <p>✓ 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.</p>			

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"> <li>✓ Continued investment into trainings and professional development.</li> <li>✓ Continued work with City Equity Team.</li> <li>✓ Continued Health and Wellness events.</li> <li>✓ Held quarterly Employee Recognition events.</li> </ul>			
B. Seek and promote diverse citizen advisory groups.	CC ALL		∞
<ul style="list-style-type: none"> <li>✓ Continued to promote and seek diverse citizen advisory boards.</li> <li>✓ 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.</li> </ul>			
C. Support and promote private economic development.	CED	∞	∞
<ul style="list-style-type: none"> <li>✓ Created draft economic development strategy.</li> <li>✓ Built Colonial Plaza.</li> <li>✓ Continued work on "Lakewood Landing."</li> <li>✓ Completed major revision of Title 18A to improve permitting process.</li> <li>✓ Updated other codes: Sign Code, Shoreline Management, and Small Wireless.</li> <li>✓ Adopted the Downtown Plan.</li> <li>✓ Continued development of Woodbrook Business Park.</li> <li>✓ Continued MFTE incentive.</li> <li>✓ Actively supported bills to reform condo liability – SB 5334 was passed.</li> <li>✓ Continued partnership with Lakewood Chamber of Commerce.</li> <li>✓ Continued wrap-around businesses services, businesses retention interviews, economic development forum.</li> <li>✓ Crafted and implemented "build your better here" campaign.</li> <li>✓ Continued to offer signature special events that leverage parks and cultural amenities.</li> <li>✓ Continued to provide signature events like SummerFest and Farmers Market. Expanded Farmers Market to evenings in spring of 2020.</li> <li>✓ Supported Partners for Parks public/private feasibility study in hope of renovating barn at FSP</li> <li>✓ Continued to push for TIF and/or LRF as a state legislative priority.</li> </ul>			
D. Pursue catalyst and emerging economic development opportunities across the City.	CED		∞
<ul style="list-style-type: none"> <li>✓ Adopted Downtown Plan.</li> <li>✓ Built Colonial Plaza.</li> <li>✓ Continued work on "Lakewood Landing."</li> <li>✓ Initiated development of a Lakewood Station District subarea plan.</li> <li>✓ Continued to push for TIF and/or LRF as a state legislative priority.</li> </ul>			
E. Continue to maintain our "Well City" status.	AD		∞
<ul style="list-style-type: none"> <li>✓ Maintained "Well City" status.</li> </ul>			



F. Be recognized as a regional civic leader.	CM	∞	∞
<ul style="list-style-type: none"><li>✓ Continued to serve and be recognized as a regional and national civic leader.</li><li>✓ Recognized for developing and implementing innovative programs including: Rental Housing Safety Program, Colonial Plaza, Farmers Market, etc.</li></ul>			

## 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"> <li>✓ Created a more comprehensive social media platform presence.</li> <li>✓ Performed public outreach as part of design phase of many transportation and park projects.</li> <li>✓ Performed public outreach and engagement for Downtown Plan and Legacy Plan.</li> <li>✓ Conducted business retention surveys.</li> <li>✓ Created transportation web pages for major projects for better communication with affected community members.</li> <li>✓ Partnered with federal government and community stakeholders in support of Census 2020.</li> </ul>				
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"> <li>✓ Launched "Build Your Better Here" imaging campaign and other spotlights.</li> <li>✓ Continued to publish the Connections Magazine.</li> <li>✓ Completed major revision of Title 18A to improve permitting process.</li> <li>✓ Updated other land use codes: Sign Code, Shoreline Management, and Small Wireless.</li> <li>✓ Adopted the Downtown Plan.</li> <li>✓ Updated Comprehensive plan.</li> <li>✓ Expanded code enforcement services.</li> <li>✓ Expanded abatement services.</li> <li>✓ Constructed Gateway signs: 74<sup>th</sup> and Custer, Military Rd and 112<sup>th</sup>, Steilacoom Blvd and Farwest.</li> <li>✓ Completed a multitude of street, sewer, stormwater, technology, and park improvements.</li> <li>✓ Fort Steilacoom Dog Park recognized as best dog park in the South Sound by King 5.</li> <li>✓ Springbrook Park recognized by TPCHD with a Platinum Healthy Communities award.</li> <li>✓ Highlight Police Department and Community recognition at Council meetings.</li> </ul>				

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	∞	∞
<ul style="list-style-type: none"> <li>✓ Continued to serve and be recognized as a local, regional, and national civic leader.</li> <li>✓ Partnered with federal government and community stakeholders in support of Census 2020.</li> </ul>				
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"> <li>✓ Developed and updated biennial state, federal, and county legislative priorities and manuals.</li> <li>✓ 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 Creek restoration funding.</li> <li>✓ Accomplished federal priorities: Creation of Defense Community Infrastructure Program (DCIP) and authorization of funding.</li> <li>✓ 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.</li> </ul>				
C. 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"> <li>✓ With SSMCP supported the development of an economic benefit analysis performed by the University of Washington-Tacoma.</li> <li>✓ Continued to advocate for importance of JBLM as a center with PSRC.</li> <li>✓ Creation of Defense Community Infrastructure Program (DCIP) and authorization of funding.</li> <li>✓ Supported SSMCP legislative priority to establish Defense Community Compatibility Account (DCCA) which was enacted in 2019 by the state legislature.</li> <li>✓ Partnered with Camp Murray leadership to evaluate incorporation options to the City of Lakewood.</li> </ul>				
D. Advocate for increased transportation and parks infrastructure funding.		PW PSRC	▶	∞
<ul style="list-style-type: none"> <li>✓ Continued to advocate for increased transportation and park funding as a state legislative priority.</li> <li>✓ 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.</li> <li>✓ Accomplished federal priorities: Creation of Defense Community Infrastructure Program (DCIP) and authorization of funding.</li> <li>✓ Supported SSMCP legislative priority to establish Defense Community Compatibility Account (DCCA) which was enacted in 2019 by the state legislature.</li> <li>✓ 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.</li> <li>✓ Successful in receiving county, state, and federal funding for park improvements.</li> </ul>				

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	+	∞
✓ 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		∞
✓ 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"> <li>✓ Launched new website.</li> <li>✓ Continued to create a more comprehensive presence on social media platforms.</li> <li>✓ Increased engagement and social media followers on all social media platforms.</li> <li>✓ Created project web pages for transportation projects</li> <li>✓ Added paperless features for accessing city parks, events, programs and services</li> </ul>			
B. Focus on inclusive engagement: Conduct concentrated outreach for hard-to-reach and vulnerable populations.	ALL	+	∞
<ul style="list-style-type: none"> <li>✓ Performed engagement for Downtown Plan, Sign Code, and business engagement.</li> <li>✓ Performed engagement for Legacy Plan update, master park plan updates.</li> <li>✓ Performed engagement for transportation projects.</li> <li>✓ Presented the State of the City to a variety and number of stakeholder groups.</li> <li>✓ Various City presentations at neighborhood groups.</li> <li>✓ Partnered with federal government and community stakeholders in support of Census 2020.</li> </ul>			
C. Support and collaboratively engage with neighborhood associations.	CC ALL	+	∞
✓ 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	∞	∞
✓ Continued leadership role in supporting SSMCP.			
E. Strengthen City's relationship with local school districts and colleges.	CC		∞
<ul style="list-style-type: none"> <li>✓ Continued partnership with CPSD – held quarterly and annual meetings.</li> <li>✓ In progress: Joint use agreement with CPSD.</li> <li>✓ Create ILA for turf infield construction with Pierce College</li> <li>✓ Partnered with the University of Washington's Evans School for a study on the Washington Voters Rights Act.</li> </ul>			



TO: Mayor and City Councilmembers

FROM: Shannon Kelley-Fong, Senior Policy Analyst

THROUGH: John J. Caulfield, City Manager

DATE: July 22, 2020

SUBJECT: City Council Retreat Follow-up & Draft City Council Goals 2021-2022

**PURPOSE:** This memorandum provides an overview of the City Council retreat held on March 7, 2020, including the results of the 2021-2022 City Council prioritization exercise.

Importantly, the retreat occurred prior to coronavirus (COVID-19) emergency declarations by the federal government and the city of Lakewood (City). The state of Washington declared a state of emergency on February 29, 2020. As a result of the continued COVID-19 pandemic, priorities and priority ranking may require further (re)consideration.

Even with the COVID-19 pandemic disrupting city programs, functions, and fiscal constitution, it is recommended that the City Council continue to form and determine goals and strategies for the next biennium. It remains imperative for a strong organization to establish direction and to provide mechanisms for evaluating progress toward these goals. That being said, the effects of the sustained pandemic are likely to significantly impact City operations for some period of time, particularly if external fiscal support is not provided by the federal government. To what degree City operation will be impacted remains unknown. It is important to keep this in mind when evaluating progress on City goals, strategies and performance measurements in the near future. Additionally, the City Council could amend City Council goals when the impacts from this pandemic become more definite.

Overall, similar to 2018, the City Council identified Economic Development as the most critical City Council Goal area for 2021-2022, followed by Public Safety, Dependable Infrastructure, Transparency, and Fiscal responsibility.

Using the information collected at this retreat, this memorandum provides a draft of the City Council Goals for 2021-2022, see **Attachment A**.

**NOTE:** As part of the retreat, the City Council was asked to take a survey prioritizing critical issues facing the city. The survey was completely anonymous. In this memorandum, survey data is frequently presented as an average of survey scores as well as by individual responses. Notably, given that the survey was anonymous, for the individual responses Councilmembers are identified by number (CC1, CC2, etc.). This number is not reflective of a particular council position.

**OVERVIEW:** The City Council held a goal setting retreat for the 2021-2022 biennium on March 7, 2020. This retreat occurred after the state of Washington declared a state of emergency for COVID-19 on February 29, 2020 but before a national state of emergency was declared (March 13, 2020), as well as a City state of emergency (March 16, 2020). As such, the results of this retreat do not directly contemplate the impacts of COVID-19. The City Council may want to further contemplate priorities, goals, and strategies based on the significant fiscal impact this pandemic will have on the City.

Prior to the retreat, the City Council received a packet that included the following items:

- Retreat agenda
- A memorandum from the City Manager, John J. Caulfield that contained a compilation of City Council member input on the following items:
  - the desired outcomes of the retreat;
  - desired accomplishments in the next 2-3 years by City Council goal area;
  - critical issues or trends facing the City; and
  - City manager feedback and comments.
- A Strategic Plan Progress Report for 2018 to Present. This item provided a selection of the work accomplished by the City during this time organized by City Council goal area and strategy. The items included in this report were not intended to be exhaustive, rather the entries were intended to highlight significant accomplishments and demonstrate the City's continued advancement within each goal area.
- A list of 2018 City Council Priorities by Rank. This included a status update for each identified priority.

**Ground Rules:** Councilmembers agreed that in lieu of using the extensive ground rules established at previous City Council retreats that for this retreat respect and meaningful conversations were the essential elements necessary to ensure a successful retreat.

**Meaningful and Pleasant:** Councilmembers discussed that the following elements would make the retreat meaningful and pleasant.

TABLE A	
Meaningful and Pleasant	
<p><b><u>Meaningful:</u></b></p> <ul style="list-style-type: none"> <li>▪ Learn something</li> <li>▪ Share new ideas with promise</li> <li>▪ Concrete consensus on objectives</li> <li>▪ Robust debate</li> <li>▪ Ideas for path forward</li> <li>▪ Collaboration</li> <li>▪ Solutions that work</li> <li>▪ Dream, be aspirational</li> </ul>	<p><b><u>Pleasant:</u></b></p> <ul style="list-style-type: none"> <li>▪ Respect</li> <li>▪ Humor</li> </ul>

2018 - Present Accomplishments: For one exercise, Councilmembers listed 2-3 City accomplishments that they were most proud of in 2018, 2019 and the start of 2020. Councilmembers listed the following accomplishments:

- Colonial Plaza (3x);
- 18A revision;
- Downtown Plan (2x);
- Rental Housing Safety Program (2x);
- City Council & LPD handled the Thomas case;
- Adult Family Homes;
- Street improvements;
- Responsive city government;
- Gateways;
- Continued leadership role in SSMCP (2x);
- Leadership in general;
- Relationship with CPSD;
- City personnel;
- Federal presence and relationship; and
- Effort: City is punching above its weight.

Councilmembers were asked what lessons they learned during this same period. The following was discussed:

- Amount of time it takes to change perceptions.
- Amount of time it takes for developments to occur.

Councilmembers were asked to list the areas/project they expected to make more progress on. The following was discussed:

- Downtown development.
- Economic development to move forward.
- Rail safety issues with the Point Defiance Bypass.
- Resources limitations.

Councilmembers were asked if there had any surprises / other thoughts. The following was discussed:

- How well Colonial Plaza turned out (2x)

Overlapping of Goal areas: As part of the retreat, Councilmembers discussed the overlapping nature of City Council goal areas and strategies. For example, how the Rental Housing Safety Program, while categorized as a Public Safety strategy, also impacted Economic Development, Dependable Infrastructure, and Fiscal Responsibility, and therefore, cannot be categorized as solely being related to Public Safety.

Other Goal areas: Councilmembers discussed the possibility of adding an additional City Council goal area focused on people, community, and/or community services.

**PRIORITY SETTING EXERCISE 2021-2022:** A list of critical issues facing the City was distilled from the Councilmember comments provided to the City Manager during their one-on-one meetings. Using this list as a springboard, Councilmembers were asked to prioritize critical issues. To do this, Councilmembers used a completely anonymous online ranking tool. This tool ensured that Councilmember ranking decisions could not be influenced by the choices of other Councilmembers.

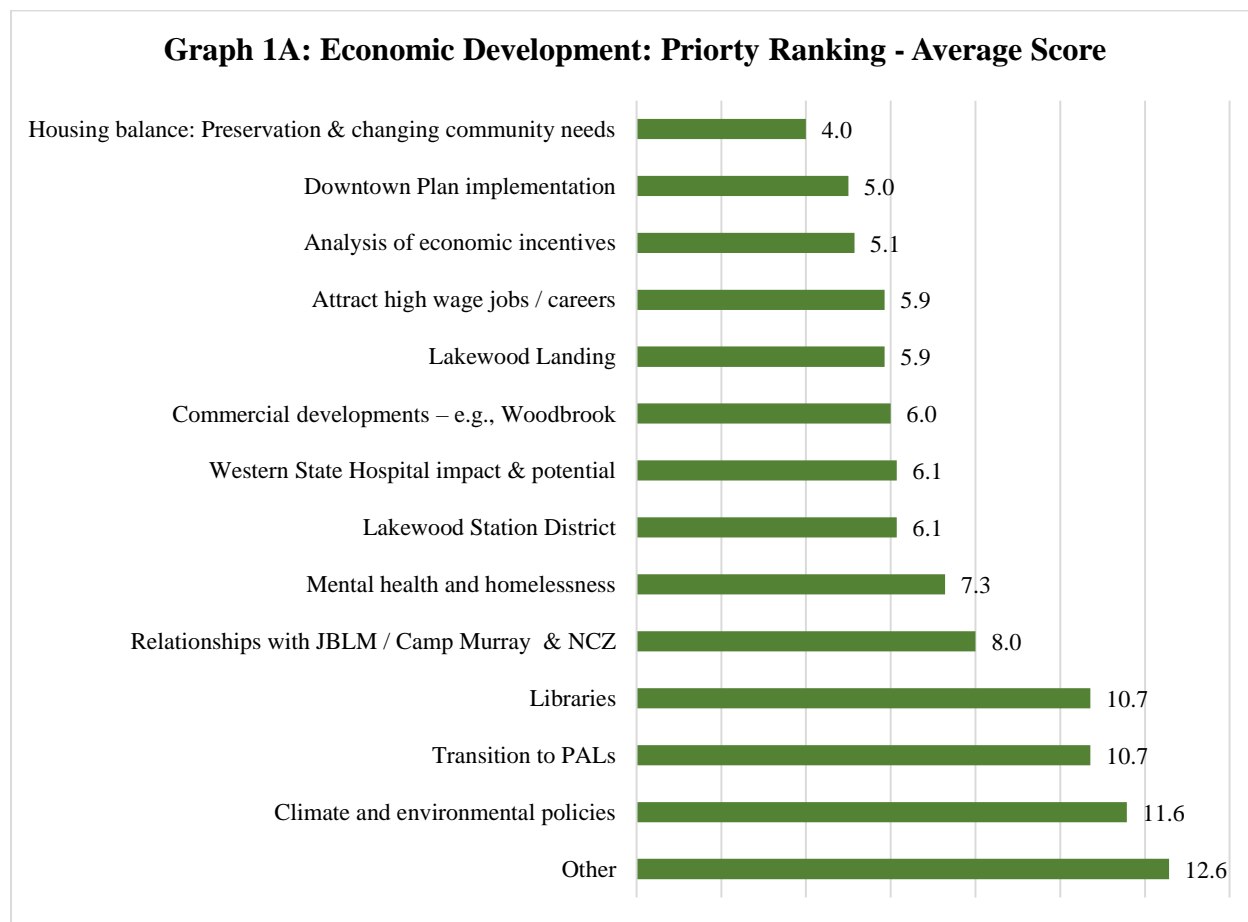
However, as a downside to this exercise, there was extremely limited conversation compared to the dot priority ranking exercises used at previous City Council retreats. Under each City Council goal area, Councilmembers were asked to rank a group of set priorities with “1” being the highest priority and with each subsequent item being of a lesser priority. Each group contained a “Other” classification. In all but one goal area “Other” was ranked last by all City Councilmembers.

Again, it is important to note that this exercise was done prior to the onset of COVID-19 as a national and city emergency. As a result of the continued COVID-19 pandemic, priorities and priority ranking may require further (re)consideration by the City Council.

**Economic Development:** Under the goal of Economic Development, 14 items were identified as priorities. Councilmembers ranked these priorities from “1” to “14” with “1” being the highest priority and “14” being the lowest priority. Councilmember rankings were then averaged. The top three highest ranked priorities were:

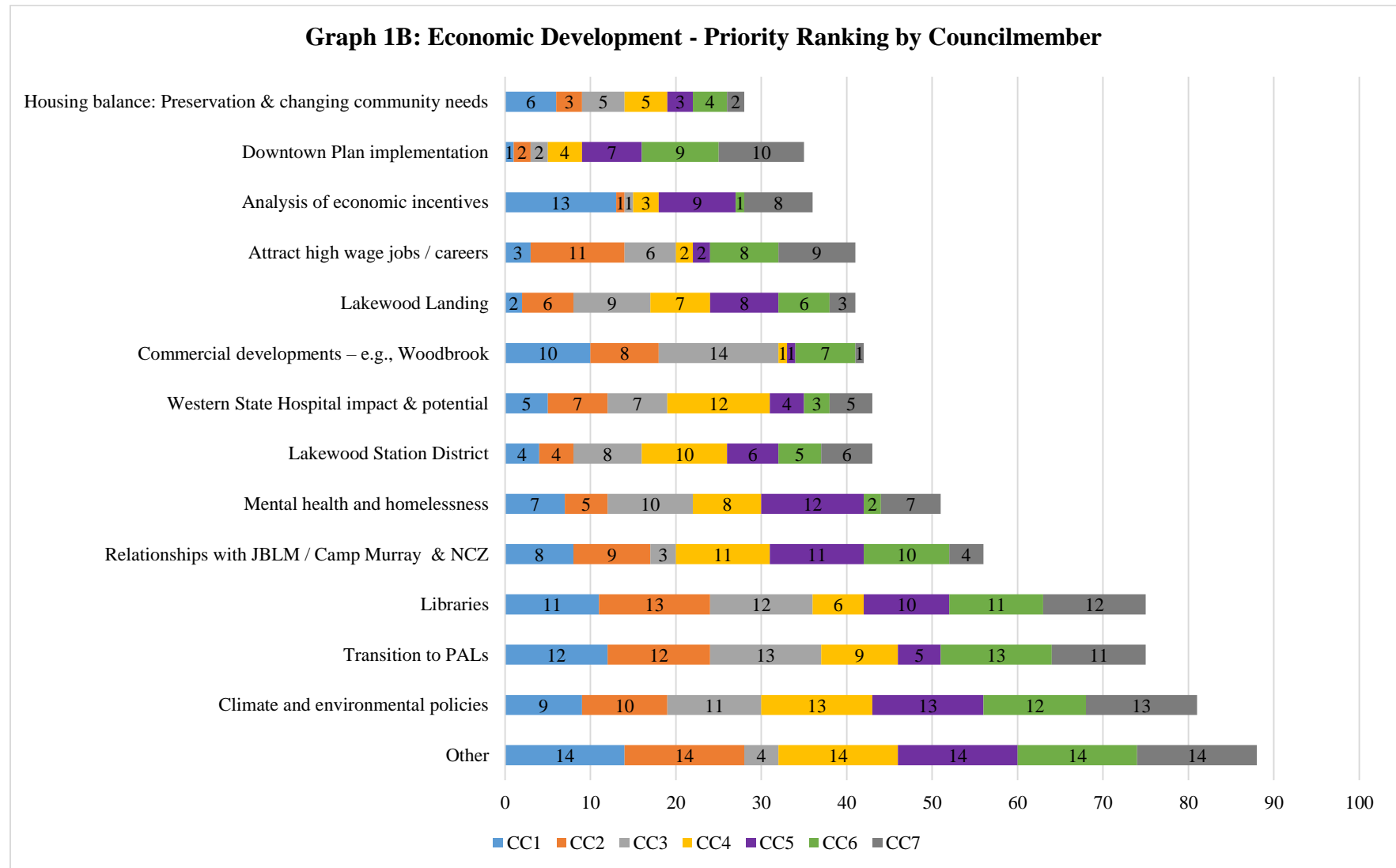
1. Housing balance;
2. Downtown Plan implementation; and
3. Analysis of economic incentives.

**Graph 1A** lists the average priority rankings for all Economic Development priorities. Note, for this exercise, the lower the score the higher the priority ranking.



One Councilmember ranked “Other” as their fourth (#4) priority. The “Other” was for “Relationships with neighborhood groups and community groups.”

**Graph 1B** provides a list of Economic Development priority ranking by individual Councilmembers. Councilmember numbering is random and does not reflect City Council positions.



Notably, while “Housing balance” had the highest average score, it was not a top priority for any one Councilmember. Downtown Plan implementation and analysis of economic incentives were both selected as the top priorities by one or more Councilmembers. Economic Development items that were identified as top Councilmember priorities (#1) were:

<b>TABLE B</b>	
<b>Economic Development: Top Priority per Councilmember</b>	
<b>Top Priority</b>	<b>Ranked #1</b>
Analysis of economic incentives	3
Commercial developments	3
Downtown Plan Implementation	1

**Attachment A**, Draft City Council Goals 2021-2022, was updated to reflect Economic Development priorities identified in this exercise. In particular, the following additions were added or revised to address the following top priorities:

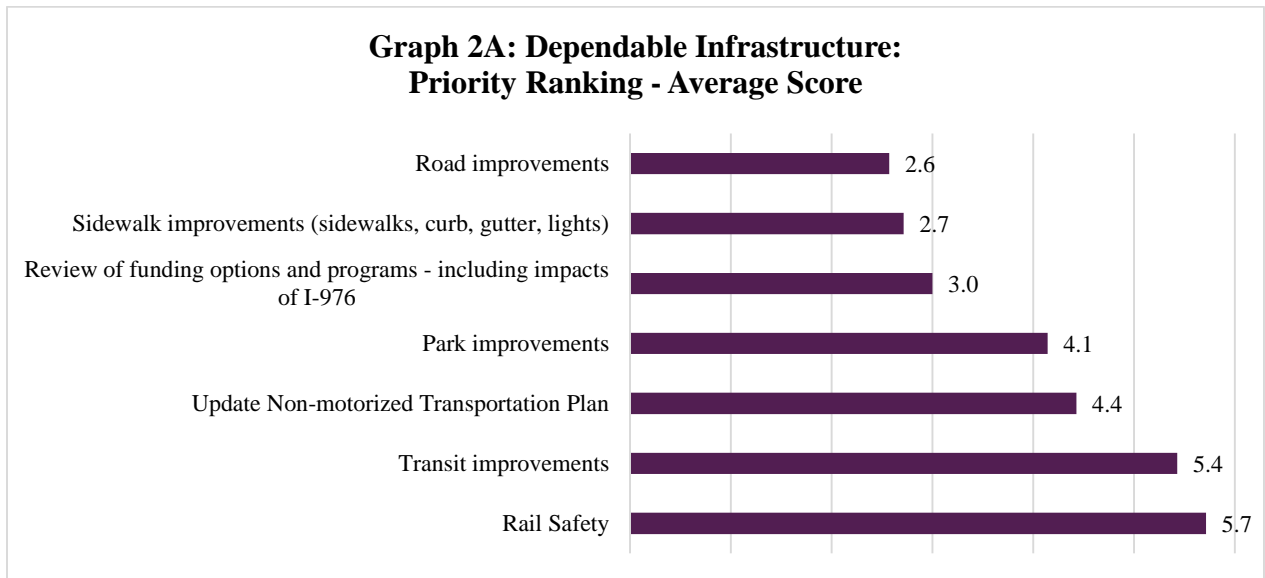
1. Housing balance - see 1.3.A.
2. Downtown Plan implementation – This was already included as part of 1.2.A.
3. Analysis of economic incentives – see 1.1.B.

Additional changes and revisions were made to increase readability and to reduce redundancies.

**Dependable Infrastructure:** Under the goal area of Dependable Infrastructure 8 items were identified as priorities. Councilmembers ranked these priorities from “1” to “8” with “1” being the highest priority and “8” being the lowest priority. Councilmember rankings were then averaged. The top three highest ranked priorities were:

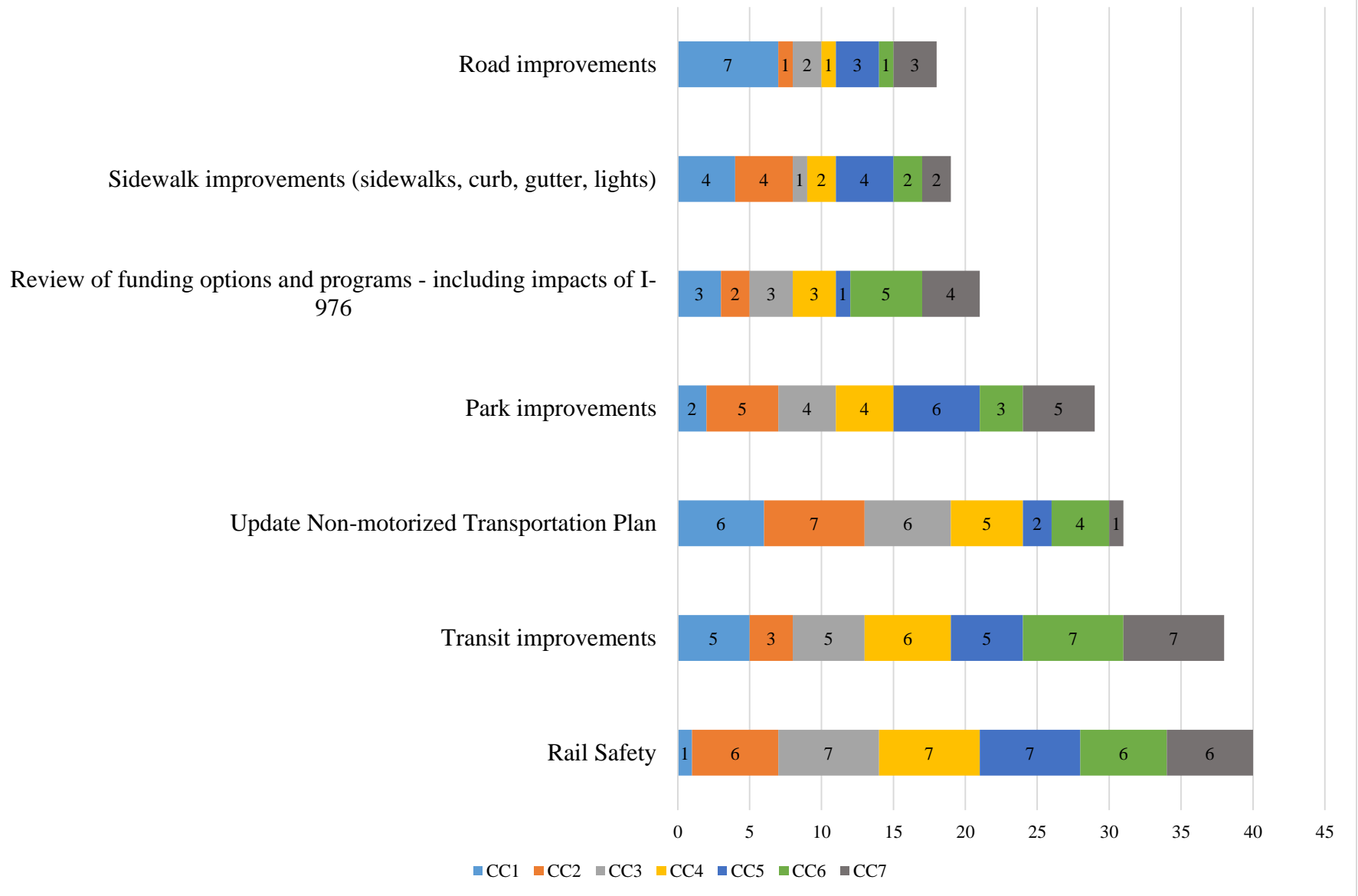
1. Road improvements
2. Sidewalk improvements
3. Review of funding options and programs

**Graph 2A** lists the average priority rankings for Dependable Infrastructure for all identified items.



**Graph 2B** provides a list of Dependable Infrastructure priority ranking by individual Councilmembers. Councilmember numbering is random and does not reflect City Council positions. All Councilmembers ranked ‘Other’ as the last priority; no Councilmembers provided information that the ‘Other’ ranking was representative of a particular item missing from the priority list.

**Graph 2B: Dependable Infrastructure - Priority Ranking by Councilmember**



Dependable Infrastructure items that were identified as top Councilmember priorities (#1) were:

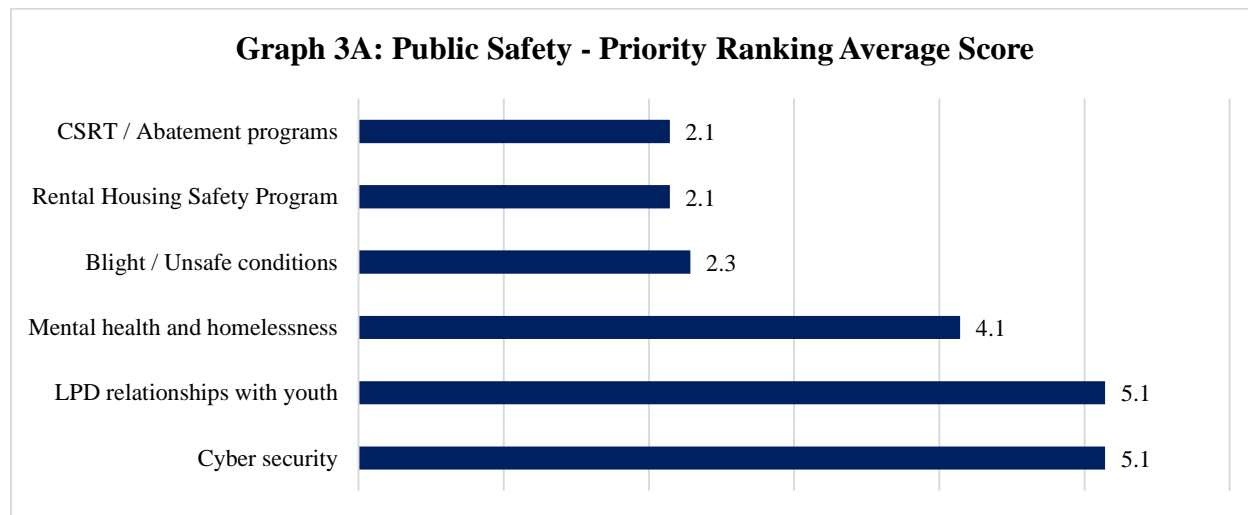
<b>TABLE C</b>	
<b>Dependable Infrastructure: Top Priority per Councilmember</b>	
<b>Top Priority</b>	<b>Ranked #1</b>
Road improvements	3
Sidewalk improvements	1
Review of funding options	1
Update Non-motorized Transportation Plan	1
Rail Safety	1

**Attachment A**, Draft City Council Goals 2021-2022 – Dependable Infrastructure objectives were updated/revised to reflect the above information. Additional changes and revisions were made to increase readability and to reduce redundancies.

**Public Safety:** Under the goal area of Public Safety seven (7) items were identified as priorities. Councilmembers ranked these priorities from “1” to “7” with “1” being the highest priority and “7” being the lowest priority. Councilmember rankings were then averaged. The top three highest ranked priorities were:

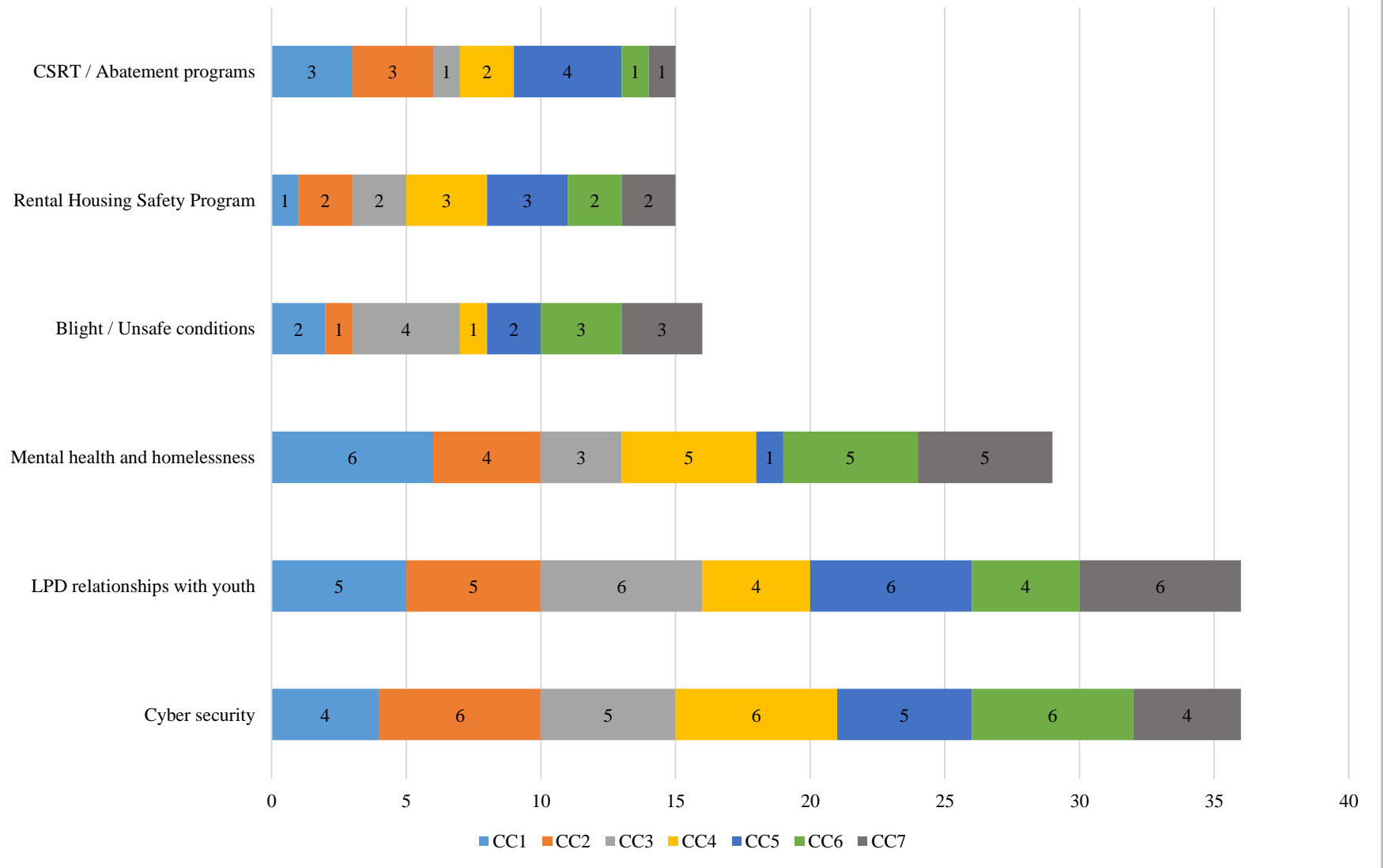
1. CSRT / Abatement programs
2. Rental Housing Safety Program
3. Blight / Unsafe conditions

**Graph 3A** lists the average priority rankings for Public Safety for all identified items.



**Graph 3B** provides a list of Public Safety priority ranking by individual Councilmembers. Councilmember numbering is random and does not reflect City Council position. All Councilmembers ranked ‘Other’ as the last priority; no Councilmembers provided information that the ‘Other’ ranking was representative of a particular item missing from the priority list.

**Graph 3B: Public Safety - Priority Ranking by Councilmember**



Public Safety items that were identified as top Councilmember priorities (#1) were:

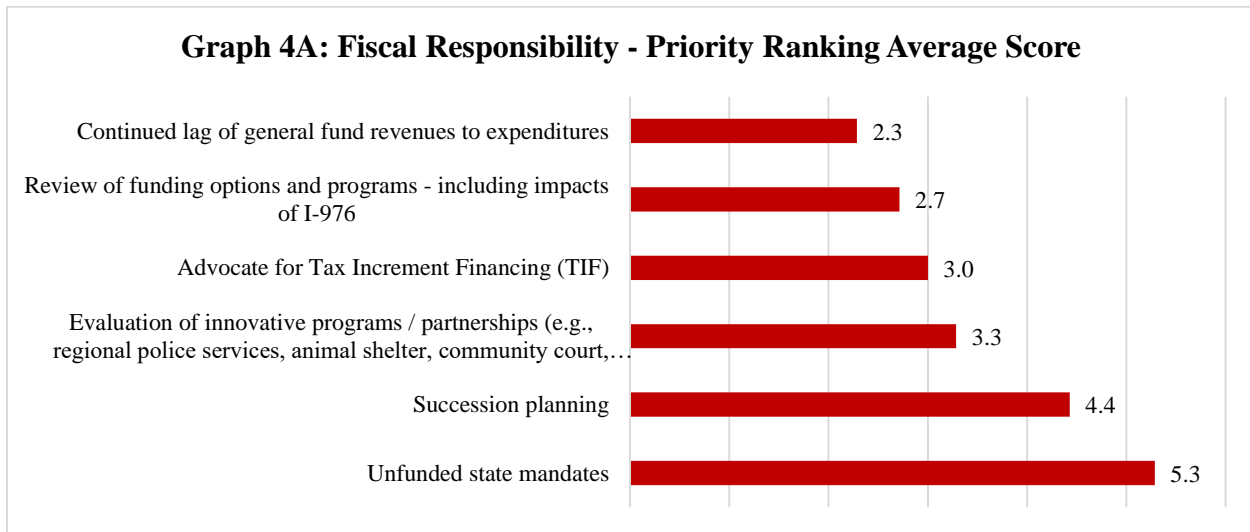
<b>TABLE D</b>	
<b>Public Safety: Top Priority per Councilmember</b>	
<b>Top Priority</b>	<b>Ranked #1</b>
CSRT / Abatement	3
Blight / Unsafe buildings	2
Rental Housing Safety Program	1
Mental Health and Homelessness	1

**Attachment A**, Draft City Council Goals 2021-2022 – Public Safety objectives were updated/amended to reflect the above information. Additional changes and revisions were made to increase readability and to reduce redundancies.

**Fiscal Responsibility:** Under the goal area of Fiscal Responsibility seven (7) items were identified as priorities. Councilmembers ranked these priorities from “1” to “7” with “1” being the highest priority and “7” being the lowest priority. Councilmember rankings were then averaged. The top three highest ranked priorities were:

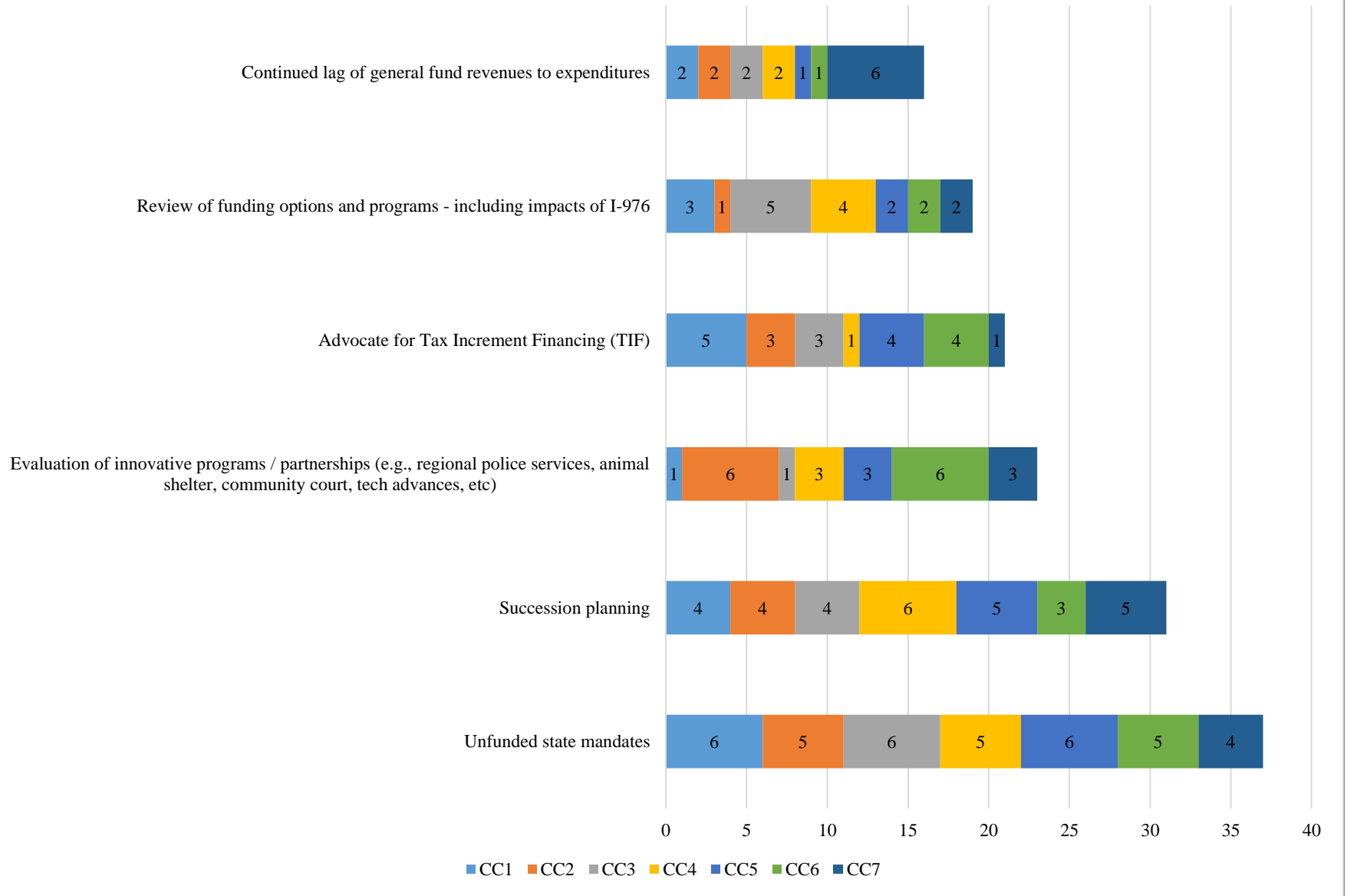
1. Continued lag of general fund revenues to expenditures
2. Review of funding options and programs
3. Advocate for Tax Increment Financing

**Graph 4A** lists the average priority rankings for Fiscal Responsibility for all identified items.



**Graph 4B** provides a list of Fiscal Responsibility priority ranking by individual Councilmembers. Councilmember numbering is random and does not reflect City Council positions.

**Graph 4B: Fiscal Responsibility - Priority Ranking by Councilmember**



Fiscal Responsibility items that were identified as top Councilmember priorities (#1) were:

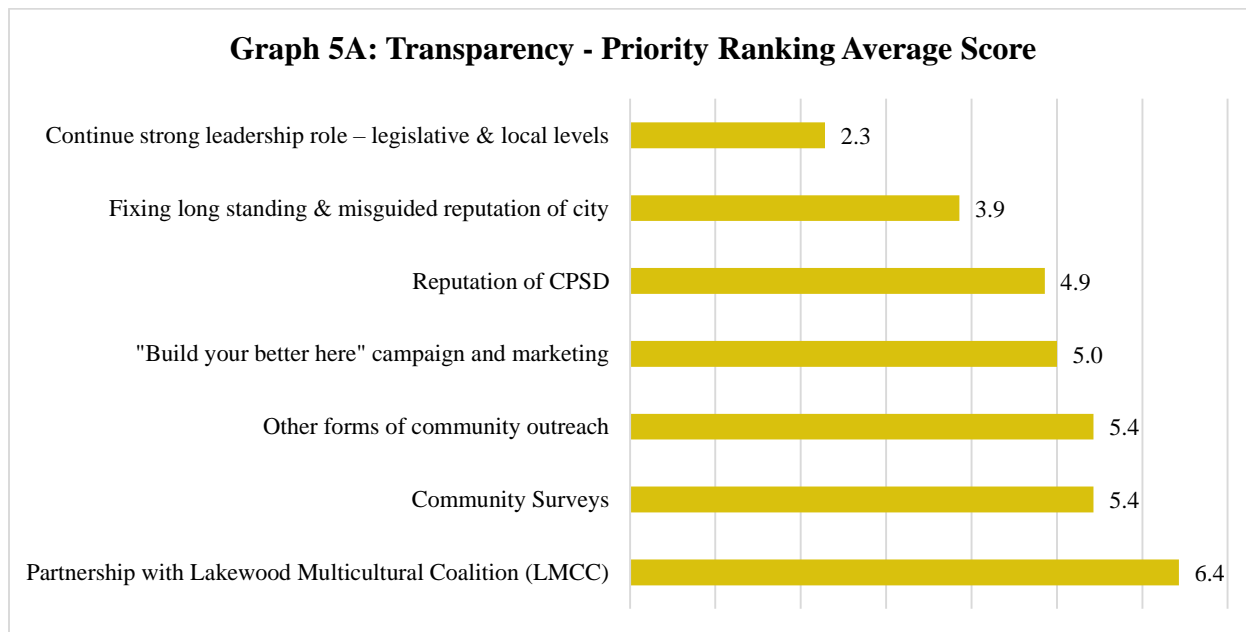
<b>TABLE E</b>	
<b>Fiscal Responsibility: Top Priority per Councilmember</b>	
<b>Top Priority</b>	<b>Ranked #1</b>
Evaluation of innovative programs / partnerships	2
Advocate for Tax Increment Financing	2
Continued lag of general fund revenues to expenditures	2
Review of funding options and programs	1

**Attachment A**, Draft City Council Goals 2021-2022 – Fiscal Responsibility objectives were updated to reflect the above information. Additional changes and revisions were made to increase readability and to reduce redundancies.

**Transparency:** Under the goal area of Transparency seven (7) items were identified as priorities. Councilmembers ranked these priorities from “1” to “7” with “1” being the highest priority and “7” being the lowest priority. Councilmember rankings were then averaged. The top three highest ranked priorities were:

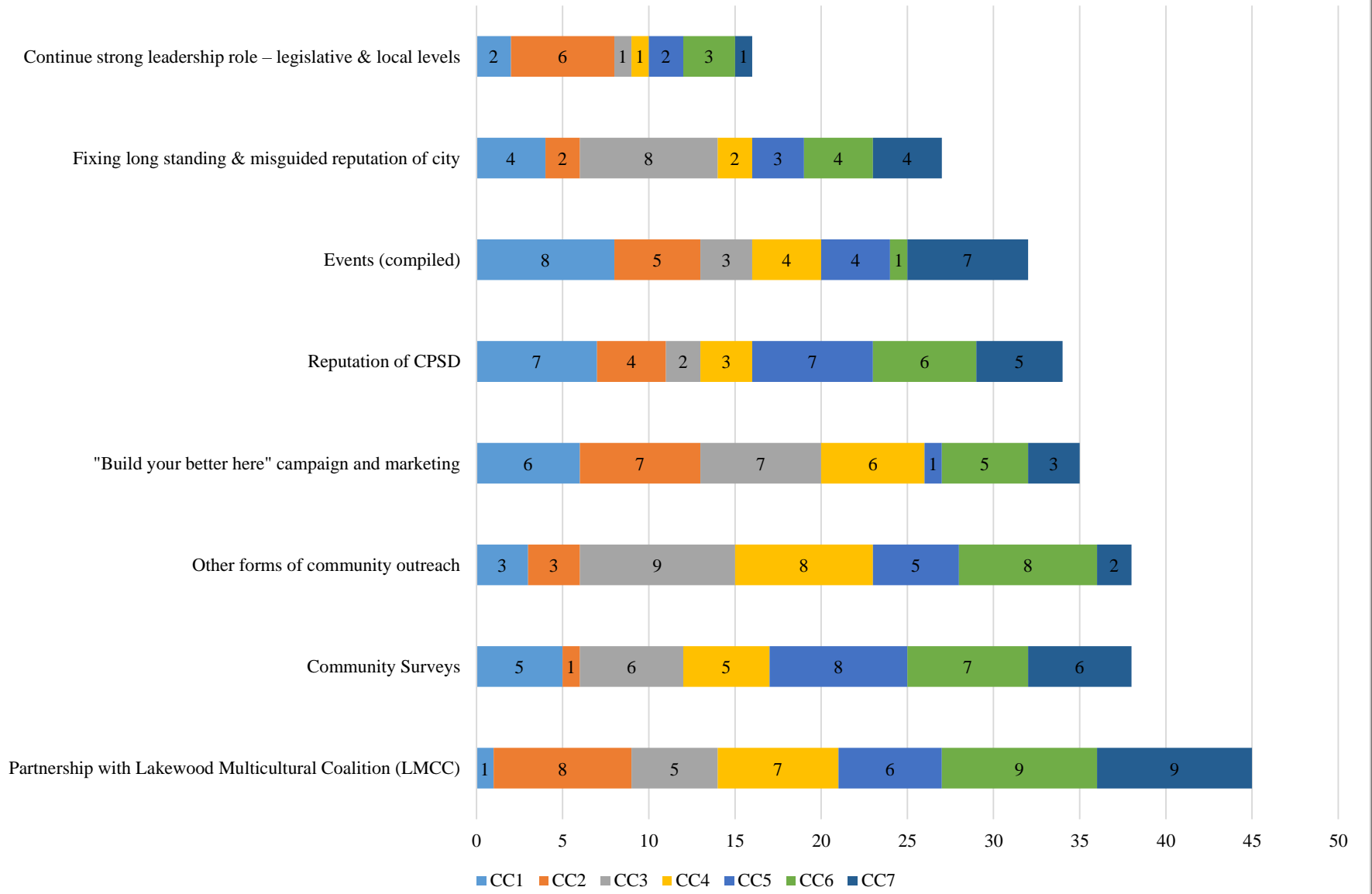
1. Continue strong leadership role
2. Fixing long standing & misguided reputation of the City
3. Reputation of Clover Park School District

**Graph 5A** lists the average priority rankings for Fiscal Responsibility for all identified items.



**Graph 5B** provides a list of Transparency priority ranking by individual Councilmembers. Councilmember numbering is random and does not reflect City Council positions.

**Graph 5B: Transparency - Priority Ranking by Councilmember**



Transparency items that were identified as top Councilmember priorities (#1) were:

<b>TABLE F</b>	
<b>Transparency: Top Priority per Councilmember</b>	
<b>Top Priority</b>	<b>Ranked #1</b>
Continue strong leadership role – legislative & local levels	3
Events (compiled)	1
"Build your better here" campaign and marketing	1
Community Surveys	1
Partnership with Lakewood Multicultural Coalition (LMCC)	1

**Attachment A**, Draft City Council Goals 2021-2022 – Transparency objectives were updated to reflect the above information. Additional changes and revisions were made to increase readability and to reduce redundancies.

**All Priorities:** The final priority ranking question had Councilmember rank all identified priorities. Each Councilmember was allowed to identify the following priority types and their respective quantity:

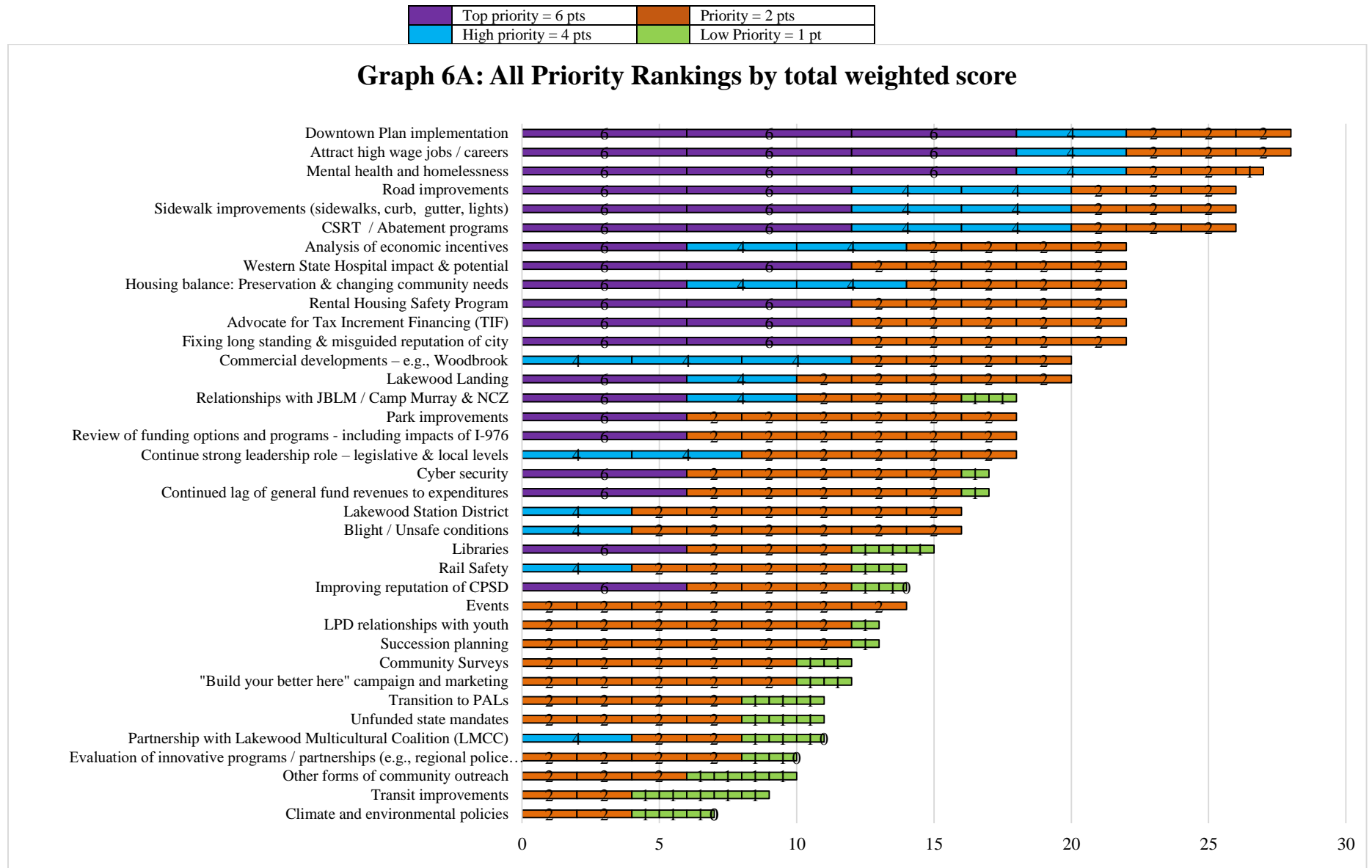
- 3 Top Priorities – these were weighted as “6” points
- 5 High Priorities – these were weighted as “4” points
- Unlimited Priorities – these were weighted as “2” points
- Unlimited Low Priorities – these were weighted as “1” points
- Unlimited Not a Priority items – these were weighted as “0” points

In the past, the City performed a similar prioritization exercise using weighted dots, however the City elected try this exercise digitally in effort provide a more objective platform to determine priority levels. **Table G** provides a list of the priorities identified by total score. Note: for this exercise, the higher the score the higher the priority rank.

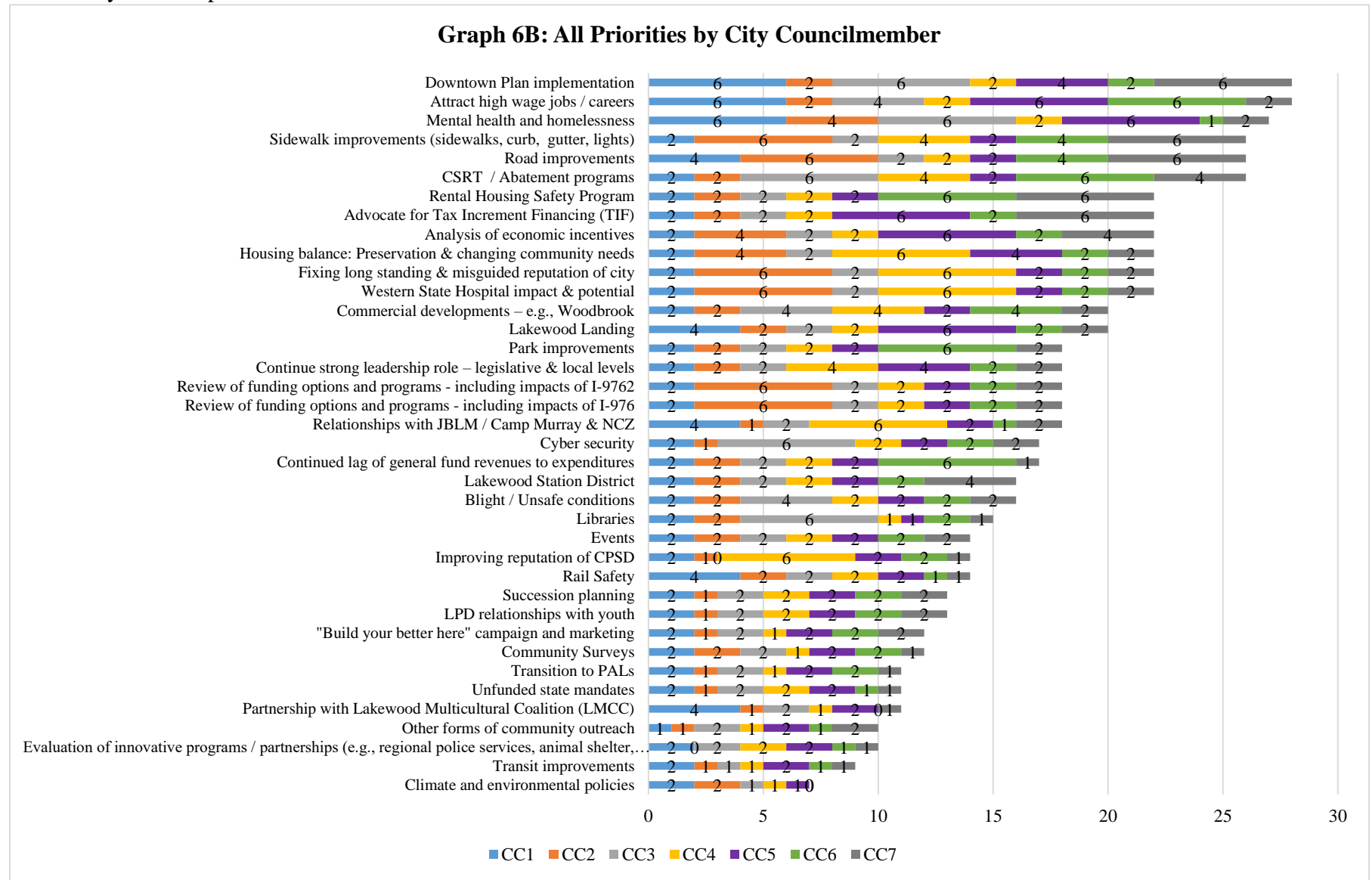
<b>TABLE G</b>			
<b>All Priorities: Top Priorities by Total Score</b>			
<b>Rank</b>	<b>Item</b>	<b>Score</b>	<b>Primary Goal Area</b>
T1	Downtown Plan implementation	28	Economic Development
T1	Attract high wage jobs / careers	28	Economic Development
2	Mental health and homelessness	27	Public Safety
T3	Road improvements	26	Dependable Infrastructure
T3	Sidewalk improvements (sidewalks, curb, gutter, lights)	26	Dependable Infrastructure
T3	CSRT / Abatement programs	26	Public Safety
T4	Analysis of economic incentives	22	Economic Development
T4	Western State Hospital impact & potential	22	Economic Development
T4	Housing balance: Preservation & changing community needs	22	Economic Development
T4	Rental Housing Safety Program	22	Public Safety
T4	Advocate for Tax Increment Financing (TIF)	22	Economic Development
T4	Fixing long standing & misguided reputation of city	22	Transparency
T5	Commercial developments – e.g., Woodbrook	20	Economic Development
T5	Lakewood Landing	20	Economic Development
T6	Relationships with JBLM / Camp Murray & NCZ	18	Transparency
T6	Park improvements	18	Dependable Infrastructure
T6	Review of funding options and programs - including impacts of I-976	18	Dependable Infrastructure
T6	Continue strong leadership role – legislative & local levels	18	Transparency
T7	Cyber security	17	Dependable Infrastructure
T7	Continued lag of general fund revenues to expenditures	17	Fiscal Responsibility
T8	Lakewood Station District	16	Economic Development

T8	Blight / Unsafe conditions	16	Public Safety
9	Libraries	15	Transparency
T10	Rail Safety	14	Public Safety
T10	Improving reputation of CPSD	14	Transparency
T10	Events	14	Transparency
T11	LPD relationships with youth	13	Transparency
T11	Succession planning	13	Fiscal Responsibility
T12	Community Surveys	12	Transparency
T12	"Build your better here" campaign and marketing	12	Transparency
T13	Transition to PALs	11	Economic Development
T13	Unfunded state mandates	11	Fiscal Responsibility
T13	Partnership with Lakewood Multicultural Coalition (LMCC)	11	Transparency
T14	Evaluation of innovative programs / partnerships (e.g., regional police services, animal shelter, community court, tech advances, etc.)	10	Fiscal Responsibility
T14	Other forms of community outreach	10	Transparency
15	Transit improvements	9	Dependable Infrastructure
16	Climate and environmental policies	7	Public Safety

Graph 6A provides a list of all priority rankings by total weighted score.



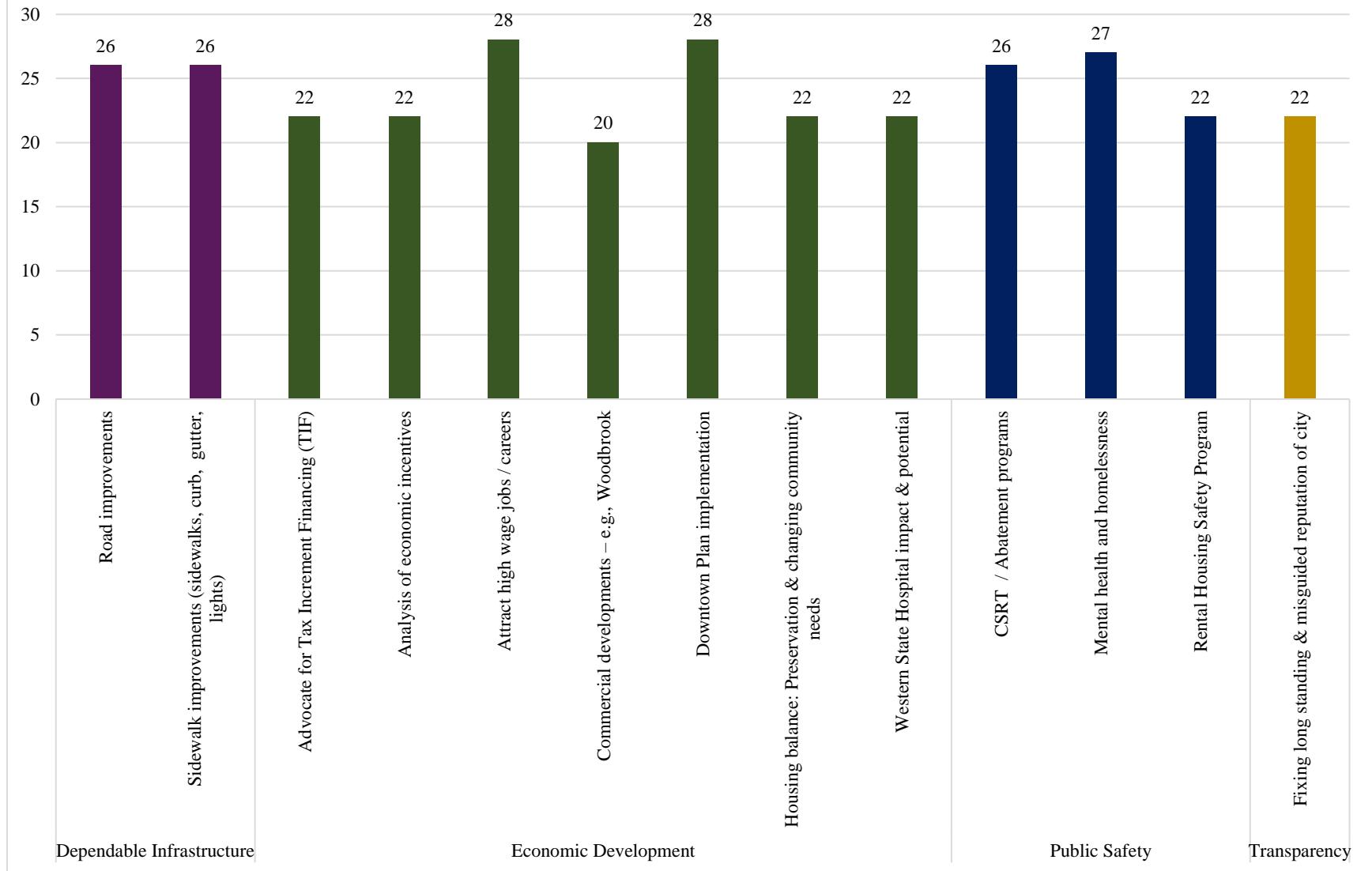
**Graph 6B** provides a list of all priority ranking by individual Councilmembers. Councilmember numbering is random and does not reflect City Council positions.



<b>TABLE H</b>	
<b>All Priorities: Top Priorities per Councilmember</b>	
<b>Top Priority</b>	<b>Ranked #1</b>
Downtown Plan implementation	3
Attract high wage jobs / careers	3
Mental health and homelessness	3
Road improvements	2
Sidewalk improvements (sidewalks, curb, gutter, lights)	2
CSRT / Abatement programs	2
Analysis of economic incentives	1
Western State Hospital impact & potential	2
Housing balance: Preservation & changing community needs	1
Rental Housing Safety Program	2
Advocate for Tax Increment Financing (TIF)	2
Fixing long standing & misguided reputation of city	2
Lakewood Landing	1
Relationships with JBLM / Camp Murray & NCZ	1
Park improvements	1
Review of funding options and programs - including impacts of I-976	1
Cyber security	1
Continued lag of general fund revenues to expenditures	1
Libraries	1
Improving reputation of CPSD	1

The top five (5) weighted priorities items were predominately Economic Development, followed distantly by Public Safety, Dependable Infrastructure, and Transparency, see **Graph 7**.

**Graph 7: Top Five Priorities by Goal Area**



**Draft 2021-2022 City Council Goals:** Using the data collected from the retreat, **Attachment A** provides a draft of the 2021-2022 City Council Goals. **Attachment B** provides a comparison of this draft to the adopted 2018-2020 City Council Goals.

**Table G** provides a lists of where priority items can be found in the draft 2021-2022 City Council Goals.

<b>TABLE G</b>			
<b>All Priorities – Draft 2021-2022 City Council Goals</b>			
<b>Rank</b>	<b>Item</b>	<b>Score</b>	<b>Draft 2021-22 Council Goals</b>
T1	Downtown Plan implementation	28	1.2.A
T1	Attract high wage jobs / careers	28	1.1.A
2	Mental health and homelessness	27	3.4.D
T3	Road improvements	26	2.1.A/B
T3	Sidewalk improvements (sidewalks, curb, gutter, lights)	26	2.1.A
T3	CSRT / Abatement programs	26	3.3.A
T4	Analysis of economic incentives	22	1.1.B
T4	Western State Hospital impact & potential	22	1.2.B
T4	Housing balance: Preservation & changing community needs	22	1.3.A
T4	Rental Housing Safety Program	22	3.3.A
T4	Advocate for Tax Increment Financing (TIF)	22	5.2.E
T4	Fixing long standing & misguided reputation of city	22	5.1.B
T5	Commercial developments – e.g., Woodbrook	20	1.2.B
T5	Lakewood Landing	20	1.2.A
T6	Relationships with JBLM / Camp Murray & NCZ	18	1.4.B 5.2.C
T6	Park improvements	18	2.1.C
T6	Review of funding options and programs - including impacts of I-976	18	2.1.A
T6	Continue strong leadership role – legislative & local levels	18	5.2.A
T7	Cyber security	17	2.4.D
T7	Continued lag of general fund revenues to expenditures	17	5.2.E
T8	Lakewood Station District	16	1.2.A
T8	Blight / Unsafe conditions	16	3.3.A
9	Libraries	15	1.2.C
T10	Rail Safety	14	2.4.C
T10	Improving reputation of CPSD	14	5.4.F
T10	Events	14	1.6
T11	LPD relationships with youth	13	3.4.A/B
T11	Succession planning	13	4.3.A
T12	Community Surveys	12	5.4.B
T12	"Build your better here" campaign and marketing	12	5.1.B

T13	Transition to PALs	11	1.1.C
T13	Unfunded state mandates	11	5.2.E
T13	Partnership with Lakewood Multicultural Coalition (LMCC)	11	5.3.D
T14	Evaluation of innovative programs / partnerships (e.g., regional police services, animal shelter, community court, tech advances, etc.)	10	4.3.D
T14	Other forms of community outreach	10	5.4.C
15	Transit improvements	9	2.4.A
16	Climate and environmental policies	7	3.5.D

**Robust Community: Attachment A** provides a draft of the City Council Goals for 2021-2022 with the five goal areas of Economic Development, Dependable Infrastructure, Public Safety, Fiscal Responsibility, and Transparency.

There was discussion at the City Council retreat around the potential of adding an additional City Council goal area focused on community and human services. **Attachment C** provides a version of the draft City Council Goals for 2021-2022 with the addition of a new goal area entitled “Robust Community.” Importantly, this addition underscores that the objectives and strategies listed in the other goal areas all support the continued advancement of a robust community in Lakewood.

If the City Council elects to not add this additional goal area, the objectives and strategies could be incorporated into other existing goal areas as demonstrated in **Attachment A**.

**Key Performance Measures / Benchmark Projects:** Once the draft 2021-2022 City Council Goals are finalized, the City is looking to integrate key performance measures and benchmark projects in to the Strategic Plan for 2021-2022 under specific goals and strategies.

**COVID-19 Impact/Considerations:** The City Council retreat was held at the very early stages of the COVID-19 pandemic. While the exact impact of the pandemic on City revenues remains unknown, without significant external assistance the City’s general fund will be contracted. Given this, the City Council may want to consider adding additional language to address the COVID-19 pandemic and its impacts. In the draft City Council Goals, the following was added under Lakewood City Council Goals:

“The City Council acknowledges that city operations will be impacted by the continuation of the Coronavirus pandemic. The City Council’s goals are intended to provide the organization with guidance and direction for the next biennium as the city continues to navigate and respond to the effects of the pandemic.”

Additionally, under Fiscal Responsibility, Objective 4.2, the following strategy was added:

A. Continue to evaluate and respond to impacts of the COVID-19 pandemic on City services, businesses, and community members.

**RECOMMENDATION:** It is recommended that the City Council continue the process of establishing goals and strategies for the next biennium. The City Council could amend City Council goals when the impacts of the pandemic become more definite.

**NEXT STEPS:** If the City Council continues this process, the next steps would be to work toward finalizing the City Council goals by scheduling a session for reviewing the draft 2021-2022 City Council Goals, see **Attachment A, Attachment B, and Attachment C.**

**ATTACHMENTS:**

**Attachment A** – Draft 2021-2022 City Council goals

**Attachment B** – Draft 2021-2022 City Council goals – Tracked Changes

**Attachment C** – Draft 2021-2022 City Council goals w/ added goal area

**Attachment D** – Council Retreat PowerPoint presentation

# LAKEWOOD CITY COUNCIL GOALS

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

- The City Council's vision for Lakewood at its 30 Year Anniversary is a community:
- Inspired by its own sense of history and progress;
- Known for its safe and attractive neighborhoods, vibrant downtown, active arts and cultural communities;
- Sustained by robust economic growth and job creation;
- Recognized for the excellence of its public and private schools, and its community and technical colleges;
- Characterized by the beauty of its lakes, parks and natural environment;
- Acknowledged for excellence in the delivery of municipal services;
- Leveraging and embracing of our diversity; and
- Supportive of Joint Base Lewis McChord (JBLM), Camp Murray, service members and their families.

The purpose of the City Council Goals is to direct our community toward positive change and serve as the policy direction for City government as well as the policy guide for developing and implementing the City's 2021-2022 biennial budget. Council goals guide the allocation of resources through the budget and capital improvement program to assure that organizational work plans and projects are developed and achieved that move the community forward. The City Council acknowledges that city operations will be impacted by the continuation of the Coronavirus pandemic. The City Council's goals are intended to provide the organization with guidance and direction for the next biennium as the city continues to navigate and respond to the effects of the pandemic.

Operational values improve and optimize the functional performance of the City to achieve the Goals and Objectives listed in this plan.

- Regional Partnerships –The City encourages and participates in regional approaches to service delivery to the extent that a regional model produces efficiencies and cost savings, and ultimately improves service to our citizens.
- Efficiency –The City is committed to providing public services in the most efficient manner possible and maximizing the public's return on its investment. The City will concentrate efforts on data-driven decisions that optimize available resources.
- Accountability – The City of Lakewood is accountable to the community for the achievement of goals. The City will identify meaningful metrics and determine a series of benchmark goals. The City will track performances over the next three years, adjusting when necessary to optimize services.
- Proactive Focus –The City proactively focuses on the entire condition of the City. The City will promote long-term financial and strategic planning backed by quantifiable data and analysis.

# ECONOMIC DEVELOPMENT

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

## **Objectives:**

### **I.1 Align economic goals and resources across departments.**

- A. Implement and continue to adjust the City's comprehensive economic development strategy to attract and preserve family and high wage earning jobs and careers.
- B. Review and develop prudent business incentives that enhance economic development.
- C. Direct growth through sound planning. Update land use codes as necessary and continue to improve internal processes, including through the implementation of new technologies.

### **I.2 Pursue infrastructure improvements vital to economic development and to bolster the City's competitiveness.**

- A. Implement catalyst projects that promote private investment, i.e., the Downtown Plan, Woodbrook Business Park, "Lakewood Landing," and the Sounder Station District.
- B. Improve underutilized commercial land, e.g., the WSDOT facility, revise of zoning regulations where appropriate, minimize nonconforming uses, and perform an analysis on Western State Hospital's impact and future opportunities.
- C. Expand and improve utilities and community assets, such as sewers, libraries, parks, public spaces, etc.

### **I.3 Enhance and diversify housing stock and improve multi-generational community assets.**

- A. Improve and expand programs and policies to increase homeownership, diversify housing stock, and preserve existing housing to meet community needs.
- B. Continue to support youth and senior programming and support the development of multiuse community spaces with partners.
- C. Support and preserve historical, cultural, and environmental places of significance.

### **I.4 Foster collaborative and advantageous partnerships with businesses, community members, non-profits, and regional partners.**

- A. Be a leader in local economic development, regional transportation and planning policies.
- B. Continue partnership with JBLM and Camp Murray to improve connectivity, land use development, and transportation.
- C. Expand partnerships with the Chamber of Commerce, neighborhood groups and associations, and other civic groups.
- D. Develop an educated workforce through collaboration with local educational institutions to leverage collective resources and to enhance K-12 and higher education opportunities.

### **I.5 Promote and facilitate sustainable economic development.**

- A. Focus resources on business creation, retention, and expansion.
- B. Promote an entrepreneurial environment and encourage a balance of manufacturing, commercial, and retail businesses.
- C. Continue to leverage and improve City assets, e.g., location, access, lakes, parks, civic engagement opportunities, transit options, and cultural amenities.

### **I.6 Provide a diversity of amenities that attract residents, businesses, and visitors.**

- A. Celebrate and support the cultural diversity of the community through partnerships, public art, events and programs.
- B. Develop and enhance amenities and events that create a sense of place and promote dynamic user experiences.
- C. Strengthen community connections and support civic engagement.

# DEPENDABLE INFRASTRUCTURE

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

## **Objectives:**

### **2.1 Implement capital infrastructure projects to improve transportation, park, utility systems.**

- A. Identify future transportation projects and determine advantageous and sustainable funding strategies. Update the comprehensive plan and six-year TIP when necessary.
- B. Expand neighborhood infrastructure improvements to increase accessibility and connectivity to roadways, parks, public spaces, and public buildings.
- C. Provide quality and diverse park and recreation opportunities, making strategic additions when possible.
- D. Implement innovative technology solutions to enhance accessibility, operations, and City services. Partner with community members and stakeholders to identify and implement solutions.

### **2.2 Invest in preventative maintenance of facilities, parks, and streets to protect City assets.**

- A. Maintain infrastructure using best management practices to ensure it is reliable, safe, aesthetically pleasing, cost effective, and improves municipal services.

### **2.3 Advance infrastructure projects that enhance the City's identity and diversity.**

- A. Enhance and upgrade street amenities, public rights-of-way, City gateways, and wayfaring signage.
- B. Showcase art, culture, and history to enhance sense of place.

### **2.4 Increase connectivity and accessibility.**

- A. Leverage multimodal infrastructure to improve accessibility in the City and with neighboring communities.
- B. Implement "complete streets" and non-motorized transportation projects that enable safe access for all users, and increases connectivity between neighborhoods, parks, and commercial areas. Update the Non-Motorized Transportation Plan.
- C. Proactively pursue transportation safety solutions, including rail safety improvements.

# PUBLIC SAFETY

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

## **Objectives:**

### **3.1 Improve community safety and reduce crime through data driven processes.**

- A. Enhance law enforcement services through on-going training and new technologies.
- B. Promote crime prevention through environmental design (CPTED) principals.
- C. Develop, practice, update, and implement emergency management plans.

### **3.2 Match perception of public safety with reality.**

- A. Promote advancements and achievements in public safety and the overall safety of the community.
- B. Provide streamlined and innovative public safety resources for residents, businesses, and visitors.

### **3.3 Provide resources to support the health, welfare, and safety of the community.**

- A. Increase proactive abatement, code enforcement, and housing safety programs.
- B. Encourage neighborhood association safety initiatives.
- C. Support creative criminal justice and alternative diversion programs.

### **3.4 Expand community outreach and educational programs.**

- A. Cultivate and sustain collaborative partnerships with law enforcement and community groups to develop effective solutions, increase trust, and encourage mutual accountability.
- B. Continue to improve communication efforts with youth and multicultural communities to bridge gaps and increase trust.
- C. Emphasize crime prevention through public education.

### **3.5 Continue to improve the quality of life for all residents, businesses, and visitors.**

- A. Continue to partner with community-based organizations to support vulnerable residents and improve self-sufficiency.
- B. Continue innovative approaches to address mental health and reduce homelessness.
- C. Support and encourage the physical, emotional and mental health of those that live, work, and visit Lakewood.
- D. Employ innovative strategies that foster a more livable, healthy, equitable, and sustainable community.

# FISCAL RESPONSIBILITY

**GOAL:** *The City of Lakewood maintains a strong fiscal position.*

**Objectives:**

**4.1 Provide efficient and effective municipal services.**

- A. Invest resources in core functions based on priorities.
- B. Continually analyze risk assumed by the City, adjust policies and programming if necessary.
- C. Monitor, refine, and respond to key performance indicators and progress on benchmark projects.

**4.2 Evaluate revenues and expenditures and respond to changing service needs.**

- A. Maintain and strategically use reserves in case of economic fluctuations, emergency needs, and to take advantage of emerging opportunities.
- B. Develop balanced biennial budgets consistent with adopted financial policies.
- C. Diversify revenue base and explore innovative funding sources.

**4.3 Make smart investments in people, places, and resources.**

- A. Continue to hire and cultivate top tier City personnel. Strategically plan for future City leadership needs and transitions.
- B. Seek and promote diverse advisory groups.
- C. Continue to maintain our “Well City” status.
- D. Continue to evaluate and craft strategic partnerships with other jurisdictions and entities to provide more efficient and effective services.
- E. Continue to enhance cyber security measures to protect City systems.

# TRANSPARENCY

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

**Objectives:**

**5.1 Dynamically promote a positive image of Lakewood.**

- A. Enhance the City's image through positive media campaigns and spotlights, planning tools, land use codes, code enforcement, and infrastructure improvements.

**5.2 Advocate for Lakewood at all levels of government.**

- A. Continue to serve in a leadership capacity in national, regional, and local affairs.
- B. Develop annual legislative agenda and proactively engage with the county council, state legislature, and federal delegation.
- C. Improve awareness of JBLM's and Camp Murray's direct and indirect economic impacts on the city, region, county, and state.
- D. Take a proactive role in legislative advocacy in matters that impact public safety.
- E. Advocate for increased public infrastructure funding for streets, non-motorized pathways, and parks and public spaces.
- F. Advocate for innovative solutions to address lagging general fund growth, including: economic development programs, such as including tax increment financing, and resources to address unfunded mandates.

**5.3 Strengthen connection with stakeholders, partners, and communities.**

- A. Maintain and improve online services, including: the website and social media platforms.
- B. Implement surveys that measure community priorities, satisfaction, and specific projects.
- C. Expand meaningful, two-way communication opportunities with community stakeholders and regional partner. Focus on inclusive engagement by conducting concentrated outreach to help engage hard-to-reach and vulnerable populations.
- D. Support and collaboratively engage with neighborhood groups, civic associations, and non-profits.
- E. Support access to information on workforce development, healthcare, and local services.
- F. Strengthen relationship with local school districts, colleges, and other public entities.

# LAKEWOOD CITY COUNCIL GOALS

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- Efficiency –The City is committed to providing public services in the most efficient manner possible and maximizing the public's return on its investment. The City will concentrate efforts on data-driven decisions that optimize available resources.
- Accountability – The City of Lakewood is accountable to the community for the achievement of goals. The City will identify meaningful metrics and determine a series of benchmark goals. The City will track performances over the next three years, adjusting when necessary to optimize services.
- Proactive Focus –The City proactively focuses on the entire condition of the City. The City will promote long-term financial and strategic planning backed by quantifiable data and analysis.

# ECONOMIC DEVELOPMENT

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

## **Objectives:**

### **I.1 Align economic goals and resources across departments.**

- ~~A.~~ Implement and ~~implement a~~ continue to adjust the City's comprehensive economic development strategy to attract and preserve family and high wage jobs.
- ~~A.B.~~ Review and develop prudent business incentives that ~~aligns with the Strategic Plan.~~ enhance economic development.
- ~~B.C.~~ Direct growth through sound planning. Update land use codes ~~and streamline~~ necessary and continue to improve internal processes, including the implementation of new technologies.

### **I.2 Pursue infrastructure improvements vital to economic development and to bolster the City's competitiveness.**

- A. Implement ~~and invest in~~ catalyst projects that promote private investment, i.e., ~~athe~~ Downtown Plan, ~~Lakewood Colonial Plaza,~~ Woodbrook Business Park, and ~~I-5 commercial corridor ("Lakewood Landing").~~ and the Sounder Station District.
- B. Improve underutilized commercial land ~~by achieving the military land swap, e.g., the~~ WSDOT facility ~~relocation, revision, revise~~ of zoning regulations where appropriate, ~~and~~ minimize nonconforming uses, and perform an analysis on Western State Hospital impact and possibilities.
- C. Expand and improve utilities and community assets, such as sewers, libraries, parks, public spaces, etc.
- ~~D. Enhance commercial corridors, off-ramps, and City entry points through improvements and wayfaring signage.~~

### **I.3 Enhance and diversify housing stock and improve multi-generational —community assets.**

- ~~A.~~ Improve and expand programs and policies to increase homeownership ~~and,~~ diversify housing stock.
- ~~B.~~ Minimize nonconforming uses.
- ~~C.A.~~ Actively advance condominium regulation reform, and preserve existing housing to expand homeownership opportunities. meet community needs.
- ~~D.B.~~ Continue to support youth and senior programming and expand community events.
- ~~E.C.~~ Support and preserve historical buildings, cultural, and other local environmental places of significance.

### **I.4 Foster collaborative and advantageous partnerships with businesses, community members, non-profits, and regional partners.**

- ~~A.~~ Be a leader in local economic development:
- ~~B.A.~~ Analyze and influence, regional transportation and planning policies.
- ~~C.B.~~ Continue partnership with JBLM and Camp Murray to improve connectivity, land use development, and transportation ~~near bases.~~
- ~~D.C.~~ Expand ~~partnership~~ partnerships with the Chamber of Commerce, neighborhood groups and associations, and other civic groups.
- ~~E.D.~~ Develop an educated workforce through collaboration with local educational institutions to leverage collective resources and to enhance K-12 and higher education opportunities.

### **I.5 Promote and facilitate sustainable economic development.**

- A. Focus resources on business creation, retention, and expansion.

- B. Promote an entrepreneurial environment, encourage a balance of manufacturing, commercial, and retail businesses.
- C. Continue to leverage ~~existing~~ and improve City assets ~~such as, e.g.,~~ location, access, lakes, parks, civic engagement opportunities, transit options, and cultural amenities.

~~Develop and implement an imaging campaign~~

**1.6 Provide a diversity of amenities that** ~~confidently promotes recent accomplishments~~ **attract residents, businesses, and visitors.**

- A. Celebrate, value and support the cultural diversity of the community assets through partnerships, public art, events and programs.
- ~~D. Promote and deploy prudent business incentives to enhance economic development strategies.~~
- B. Develop and expand amenities and events that create a sense of place, promote dynamic user experiences, and have multipurpose uses.
- C. Strengthen community connections and support civic engagement.

# DEPENDABLE INFRASTRUCTURE

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

## **Objectives:**

### **2.1 Implement capital infrastructure projects to improve transportation, park, and utility systems.**

- A. Identify future transportation ~~upgrades from the travel demand model (TDM)~~ and ~~updatedetermine advantageous and sustainable funding strategies.~~ Update the comprehensive plan and six-year TIP when necessary.
- B. Expand neighborhood infrastructure improvements ~~increasing accessto increase accessibility and connectivity~~ to roadways, parks, public spaces, and public buildings.
- C. ~~Implement Provide quality and update the Park's Legacy Plandiverse park and makerecreation system making~~ strategic ~~property additions to improve parks when prudent.~~
- D. Implement innovative technology solutions to enhance accessibility, operations, and City services.
- E. Partner with community members and stakeholders to identify and implement infrastructure solutions.

### **2.2 Invest in preventative maintenance of facilities, parks, and streets to protect City assets.**

#### **Implement**

- ~~A. Maintain infrastructure using best management practices to reduce long-term costs, protect citizens, and environmental hazards.~~
- ~~B.A.~~ Sustain infrastructure to ensure it is reliable, safe, aesthetically pleasing, cost effective, and improves municipal services.

### **2.3 Advance infrastructure projects that enhance the City's identity and diversity.**

- A. Enhance and upgrade street amenities, public right-of-way, and ~~City~~ wayfaring signage.
- B. Showcase art, culture, and history to enhance ~~Lakewood's~~ sense of place.

### **2.4 Increase connectivity and accessibility.**

- A. Leverage ~~technology and multi-use~~multimodal infrastructure and technologies to improve accessibility in the City and with neighboring communities.
- ~~B. Invest in smart growth solutions to maximize efficiency and enhance sense of place.~~
- ~~C.B.~~ Implement "complete streets" and non-motorized transportation projects that enable safe access for all users, and increases connectivity between neighborhoods, parks, and commercial areas. Update the Non-Motorized Transportation Plan.

C. Proactively pursue transportation safety solutions, including rail safety improvements.

DRAFT

# PUBLIC SAFETY

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

## **Objectives:**

### **3.1 Improve community safety and reduce crime through data driven processes.**

- A. Enhance law enforcement services through on-going training and new technologies.
- B. Promote crime prevention through environmental design (CPTED) ~~in-facility development, principals.~~
- C. Develop, practice, update, and implement emergency management plans.

### **3.2 Match perception of public safety with reality.**

- A. Promote advancements and achievements in public safety ~~that includes publicizing and~~ the overall safety of the community.
- ~~B. Create a community dashboard to display public safety data.~~
- ~~C. B.~~ Provide streamlined and innovative public safety resources for citizens residents, businesses, and visitors.

### **3.3 Provide resources to support the health, welfare, and safety of the community.**

- A. Increase proactive abatement, code enforcement, and housing safety programs.
- B. Encourage neighborhood association safety initiatives.
- C. Support creative criminal justice and alternative diversion programs.
- ~~D. Take a proactive role in legislative advocacy in matters which negatively impact public safety.~~

### **3.4 Expand community outreach and educational programs.**

- A. Cultivate and sustain collaborative partnerships with law enforcement and citizens community groups to develop effective solutions, increase trust, and encourage mutual accountability.
- B. Continue to improve communication efforts with youth and multicultural communities to bridge gaps and increase trust.
- C. Emphasize crime prevention through public education.

### **3.5 Continue to improve the quality of life for all residents, businesses, and visitors.**

- A. Continue to partner with community-based organizations to support vulnerable residents and improve self-sufficiency.
- B. Continue innovative approaches to address mental health and reduce homelessness.
- C. Support and encourage the physical, emotional and mental health of those that live, work, and visit Lakewood.
- D. Develop, partner, and implement innovative strategies that foster a more livable, healthy, equitable, and sustainable community.

# FISCAL RESPONSIBILITY

**GOAL:** *The City of Lakewood maintains a strong fiscal position.*

## **Objectives:**

### **4.1 Provide efficient and effective municipal services.**

- A. Invest resources in core functions based on priorities ~~and data-driven metrics.~~
- B. Continually analyze risk assumed by the City, adjust policies and programming if necessary.
- ~~C. Develop an annual performance report card and community dashboards using relevant performance metrics.~~
- C. Monitor, refine, and respond to performance measures.

### **4.2 Evaluate revenues and expenditures and respond to changing service needs.**

- A. Maintain and strategically use reserves ~~to support the City~~ in case of economic fluctuations, emergency needs, and to take advantage of emerging opportunities.
- B. 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.~~
- C. Diversify revenue base and explore innovative funding sources.

### **4.3 Make smart investments in people, places, and resources.**

- A. Continue to hire and cultivate top tier City personnel and strategically plan for future City leadership needs.
- B. Seek and promote diverse ~~citizen~~ advisory groups.
- ~~C. Support and promote private economic development.~~
- ~~D. Pursue catalyst and emerging economic development opportunities across the City.~~
- E.C. Continue to maintain our “Well City” status.
- ~~F. Be recognized as a regional civic leader.~~

- D. Continue to evaluate and implement strategic partnerships with other jurisdictions and entities for joint services.
- E. Continue to enhance cyber security measures to protect City systems.

DRAFT

# TRANSPARENCY

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

## **Objectives:**

### **5.1 Dynamically promote a positive image of Lakewood.**

~~A. Expand meaningful, two-way communication opportunities with community stakeholders and regional partners.~~

~~B.A.~~ Enhance city's image through positive materials and spotlights, planning tools, land use codes, code enforcement, and infrastructure improvements.

### **5.2 Advocate for Lakewood at all levels of government.**

A. Continue to serve in a leadership capacity in national, regional, and local affairs.

B. Develop annual legislative agenda and proactively engage with the ~~County Council~~county council, state legislature, and federal delegation.

C. Improve awareness of JBLM's and Camp Murray's direct and indirect economic impacts on the city, region, county, and state.

~~D. Take a proactive role in legislative advocacy in matters that impact public safety.~~

~~D.~~ Advocate for increased transportation and parks public infrastructure funding.

~~E. Develop measureable outcomes for streets, non-motorized pathways, and parks and compare these to national benchmarks public spaces.~~

~~F. Provide quarterly updates that highlight specific advancements or projects within goal areas.~~

~~G. Implement more frequent surveys to gauge the community's assessment of neighborhood conditions, citizen satisfaction, community priorities, and specific projects.~~

~~H. Develop an annual performance report card and accessible "real time" community dashboard.~~

~~F.~~ Advocate for innovative solutions to address lagging general fund growth, including: economic development programs, such as including tax increment financing, and resources to address unfunded mandates.

### **5.3 Strengthen connection with stakeholders, partners, and communities.**

~~A. Craft~~Maintain and ~~maintain accessible City~~improve online services, including: the website, and social media platforms.

~~B.~~ Implement surveys that measure community priorities, satisfaction, and specific projects.

~~B.C.~~ Expand meaningful, two-way communication opportunities with community stakeholders and regional partner. Focus on inclusive engagement: ~~Conduct by conducting~~ concentrated outreach ~~for to help engage~~ hard-to-reach and vulnerable populations.

~~C.D.~~ Support and collaboratively engage with neighborhood groups ~~and, civic~~ associations, and non-profits.

~~D.E.~~ Continue partnership with JBLM and Camp Murray to support Support access to information ~~about on~~ workforce development, healthcare, and local services ~~on and off base.~~

F. Strengthen ~~City's~~ relationship with local school districts ~~and~~, colleges, and other public entities.

DRAFT

# LAKEWOOD CITY COUNCIL GOALS

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

- *The City Council's vision for Lakewood at its 30 Year Anniversary is a community:*
- *Inspired by its own sense of history and progress;*
- *Known for its safe and attractive neighborhoods, vibrant downtown, active arts and cultural communities;*
- *Sustained by robust economic growth and job creation;*
- *Recognized for the excellence of its public and private schools, and its community and technical colleges;*
- *Characterized by the beauty of its lakes, parks and natural environment;*
- *Acknowledged for excellence in the delivery of municipal services;*
- *Leveraging and embracing of our diversity; and*
- *Supportive of Joint Base Lewis McChord (JBLM), Camp Murray, service members and their families.*

The purpose of the City Council Goals is to direct our community toward positive change and serve as the policy direction for City government as well as the policy guide for developing and implementing the City's 2021-2022 biennial budget. Council goals guide the allocation of resources through the budget and capital improvement program to assure that organizational work plans and projects are developed and achieved that move the community forward. The City Council acknowledges that city operations will be impacted by the continuation of the Coronavirus pandemic. The City Council's goals are intended to provide the organization with guidance and direction for the next biennium as the city continues to navigate and respond to the effects of the pandemic

Operational values improve and optimize the functional performance of the City to achieve the Goals and Objectives listed in this plan.

- Regional Partnerships – The City encourages and participates in regional approaches to service delivery to the extent that a regional model produces efficiencies and cost savings, and ultimately improves service to our citizens.
- Efficiency – The City is committed to providing public services in the most efficient manner possible and maximizing the public's return on its investment. The City will concentrate efforts on data-driven decisions that optimize available resources.
- Accountability – The City of Lakewood is accountable to the community for the achievement of goals. The City will identify meaningful metrics and determine a series of benchmark goals. The City will track performances over the next three years, adjusting when necessary to optimize services.
- Proactive Focus – The City proactively focuses on the entire condition of the City. The City will promote long-term financial and strategic planning backed by quantifiable data and analysis.

# ECONOMIC DEVELOPMENT

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

## **Objectives:**

### **I.1 Align economic goals and resources across departments.**

- A. Implement and continue to adjust the City's comprehensive economic development strategy to attract and preserve family and high wage jobs.
- B. Review and develop prudent business incentives that enhance economic development.
- C. Direct growth through sound planning. Update land use codes as necessary and continue to improve internal processes, including the implementation of new technologies.

### **I.2 Pursue infrastructure improvements vital to economic development and to bolster the City's competitiveness.**

- A. Implement catalyst projects that promote private investment, i.e., the Downtown Plan, Woodbrook Business Park, and "Lakewood Landing," and the Sounder Station District.
- B. Improve underutilized commercial land, e.g., the WSDOT facility, revise of zoning regulations where appropriate, minimize nonconforming uses, and perform an analysis on Western State Hospital impact and possibilities.
- C. Expand and improve utilities and community assets, such as sewers, libraries, parks, public spaces, etc.

### **I.3 Enhance and diversify housing stock and improve multi-generational community assets.**

- A. Improve and expand programs and policies to increase homeownership, diversify housing stock, and preserve existing housing to meet community needs.
- B. Continue to support youth and senior programming and expand community events.
- C. Support and preserve historical, cultural, and environmental places of significance.

### **I.4 Foster collaborative and advantageous partnerships with businesses, community members, non-profits, and regional partners.**

- A. Be a leader in local economic development, regional transportation and planning policies.
- B. Continue partnership with JBLM and Camp Murray to improve connectivity, land use development, and transportation.
- C. Expand partnerships with the Chamber of Commerce, neighborhood groups and associations, and other civic groups.
- D. Develop an educated workforce through collaboration with local educational institutions to leverage collective resources and to enhance K-12 and higher education opportunities.

### **I.5 Promote and facilitate sustainable economic development.**

- A. Focus resources on business creation, retention, and expansion.
- B. Promote an entrepreneurial environment, encourage a balance of manufacturing, commercial, and retail businesses.
- C. Continue to leverage and improve City assets, e.g., location, access, lakes, parks, civic engagement opportunities, transit options, and cultural amenities.

# DEPENDABLE INFRASTRUCTURE

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

## **Objectives:**

### **2.1 Implement capital infrastructure projects to improve transportation, park, utility systems.**

- A. Identify future transportation and determine advantageous and sustainable funding strategies. Update the comprehensive plan and six-year TIP when necessary.
- B. Expand neighborhood infrastructure improvements to increase accessibility and connectivity to roadways, parks, public spaces, and public buildings.
- C. Provide quality and diverse park and recreation system making strategic additions when prudent.
- D. Implement innovative technology solutions to enhance accessibility, operations, and City services.
- E. Partner with community members and stakeholders to identify and implement infrastructure solutions.

### **2.2 Invest in preventative maintenance of facilities, parks, and streets to protect City assets.**

- A. Maintain infrastructure using best management practices to ensure it is reliable, safe, aesthetically pleasing, cost effective, and improves municipal services.

### **2.3 Advance infrastructure projects that enhance the City's identity and diversity.**

- A. Enhance and upgrade street amenities, public right-of-way, and wayfinding signage.
- B. Showcase art, culture, and history to enhance sense of place.

### **2.4 Increase connectivity and accessibility.**

- A. Leverage multimodal infrastructure and technologies to improve accessibility in the City and with neighboring communities.
- B. Implement "complete streets" and non-motorized transportation projects that enable safe access for all users, and increases connectivity between neighborhoods, parks, and commercial areas. Update the Non-Motorized Transportation Plan.
- C. Proactively pursue transportation safety solutions, including rail safety improvements.

# PUBLIC SAFETY

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

**Objectives:**

**3.1 Improve community safety and reduce crime through data driven processes.**

- A. Enhance law enforcement services through on-going training and new technologies.
- B. Promote crime prevention through environmental design (CPTED) principals.
- C. Develop, practice, update, and implement emergency management plans.

**3.2 Match perception of public safety with reality.**

- A. Promote advancements and achievements in public safety and the overall safety of the community.
- B. Provide streamlined and innovative public safety resources for residents, businesses, and visitors.

**3.3 Provide resources to support the health, welfare, and safety of the community.**

- A. Increase proactive abatement, code enforcement, and housing safety programs.
- B. Encourage neighborhood association safety initiatives.
- C. Support creative criminal justice and alternative diversion programs.
- D. Take a proactive role in legislative advocacy in matters that impact public safety.

**3.4 Expand community outreach and educational programs.**

- A. Cultivate and sustain collaborative partnerships with law enforcement and citizens to develop effective solutions, increase trust, and encourage mutual accountability.
- B. Continue to improve communication efforts with youth and multicultural communities to bridge gaps and increase trust.
- C. Emphasize crime prevention through public education.
- D. Continue innovative approaches to address mental health and reduce homelessness.

# FISCAL RESPONSIBILITY

**GOAL:** *The City of Lakewood maintains a strong fiscal position.*

**Objectives:**

**4.1 Provide efficient and effective municipal services.**

- A. Invest resources in core functions based on priorities.
- B. Continually analyze risk assumed by the City, adjust policies and programming if necessary.
- C. Monitor, refine, and respond to performance measures.

**4.2 Evaluate revenues and expenditures and respond to changing service needs.**

- A. Maintain and strategically use reserves in case of economic fluctuations, emergency needs, and to take advantage of emerging opportunities.
- B. Develop balanced biennial budgets consistent with adopted financial policies.
- C. Diversify revenue base and explore innovative funding sources.

**4.3 Make smart investments in people, places, and resources.**

- A. Continue to hire and cultivate top tier City personnel and strategically plan for future City leadership needs.
- B. Seek and promote diverse advisory groups.
- C. Continue to maintain our “Well City” status.
- D. Continue to evaluate and implement strategic partnerships with other jurisdictions and entities for joint services when advantageous.
- E. Continue to enhance cyber security measures to protect City systems.

# TRANSPARENCY

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

**Objectives:**

**5.1 Dynamically promote a positive image of Lakewood.**

- A. Enhance city's image through positive mixed media campaigns and spotlights, planning tools, land use codes, code enforcement, and infrastructure improvements.

**5.2 Advocate for Lakewood at all levels of government.**

- A. Continue to serve in a leadership capacity in national, regional, and local affairs.
- B. Develop annual legislative agenda and proactively engage with the county council, state legislature, and federal delegation.
- C. Improve awareness of JBLM's and Camp Murray's direct and indirect economic impacts on the city, region, county, and state.
- D. Advocate for increased public infrastructure funding for streets, non-motorized pathways, and parks and public spaces.
- E. Advocate for innovative solutions to lagging general fund growth, including: economic development programs to expand City revenues, such as including tax increment financing, and solutions to address unfunded mandates.

**5.3 Strengthen connection with stakeholders, partners, and communities.**

- A. Maintain and improve online services, including: the website and social media platforms.
- B. Implement surveys that measure community priorities, satisfaction, and specific projects.
- C. Expand meaningful, two-way communication opportunities with community stakeholders and regional partner. Focus on inclusive engagement by conducting concentrated outreach to help engage hard-to-reach and vulnerable populations.
- D. Support and collaboratively engage with neighborhood groups, civic associations, and non-profits.
- E. Support access to information on workforce development, healthcare, and local services.
- F. Strengthen relationship with local school districts, colleges, and other public entities.

# ROBUST COMMUNITY

**GOAL: *The City of Lakewood is a livable, healthy, resilient and inclusive community.***

**NOTE:** All Economic Development, Dependable Infrastructure, Public Safety, Fiscal Responsibility, and Transparency goals and objectives support the continued advancement of a robust community in Lakewood.

## **Objectives:**

### **6.1 Continue to improve the quality of life for all residents, businesses, and visitors.**

- A. Continue to partner with community-based organizations to support vulnerable residents and improve self-sufficiency.
- B. Support and encourage the physical, emotional and mental health of those that live, work, and visit Lakewood.
- C. Develop, partner, and implement innovative strategies that foster a more livable, healthy, equitable, and sustainable community.

### **6.2 Provide a diversity of amenities and events that attract residents, businesses, and visitors.**

- A. Celebrate, value and support the cultural diversity of the community through partnerships, public art, events and programs.
- B. Develop and expand amenities and events that create a sense of place, promote dynamic user experiences, and have multipurpose uses.
- C. Strengthen community connections and support civic engagement.

# City Council Retreat & Draft Goals 21/22 Review

7.22.2020

# RECAP

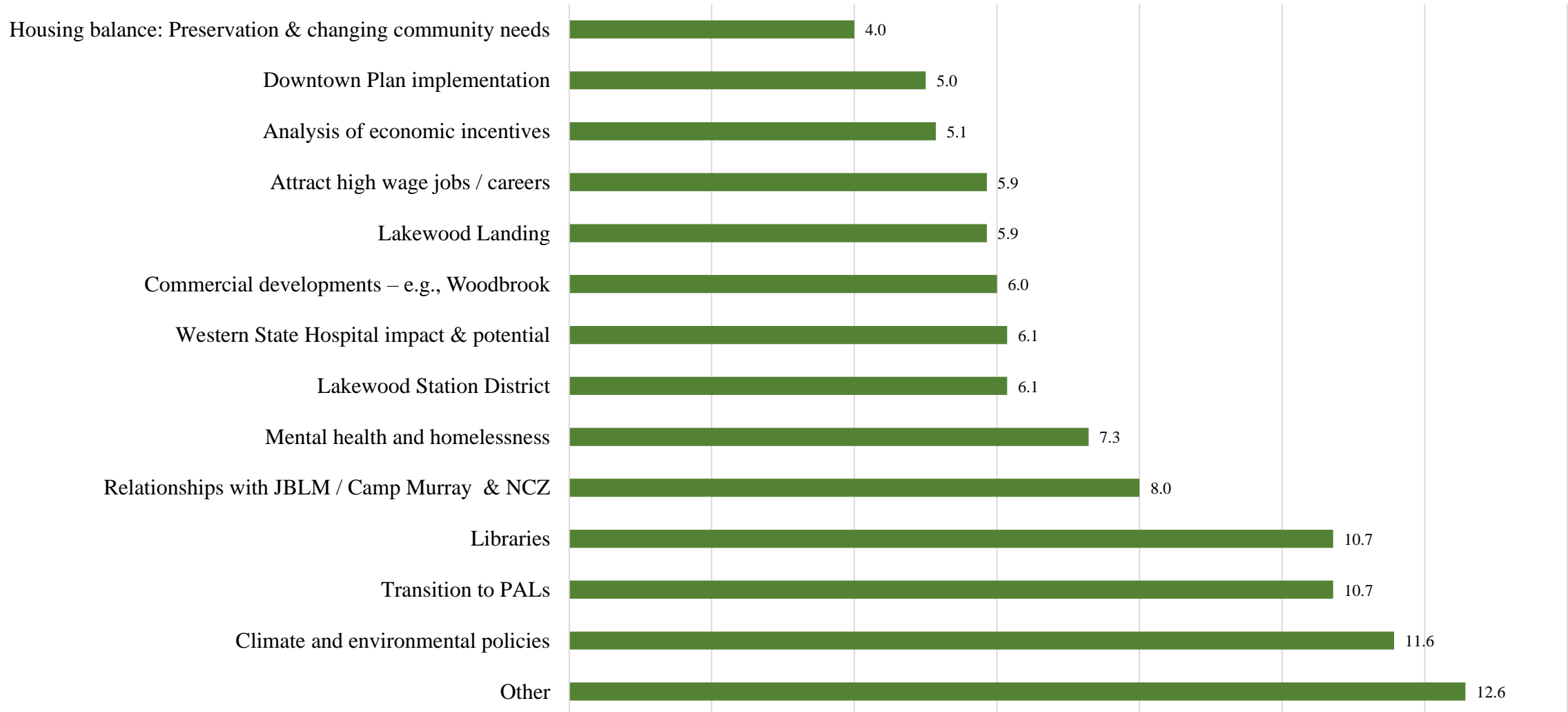
- Goal setting retreat for the 2021-2022 biennium held March 7, 2020
- COVID-19 pandemic was in its very early stages
- What happened:
  - Ground rules
  - Meaningful and pleasant
  - 2018-2020 accomplishments
  - Priority setting exercise

# COVID-19

- As a result of the continued COVID-19 pandemic, priorities and priority ranking may require further (re)consideration.
- Recommendation: Continue the process of establishing goals for the next biennium.

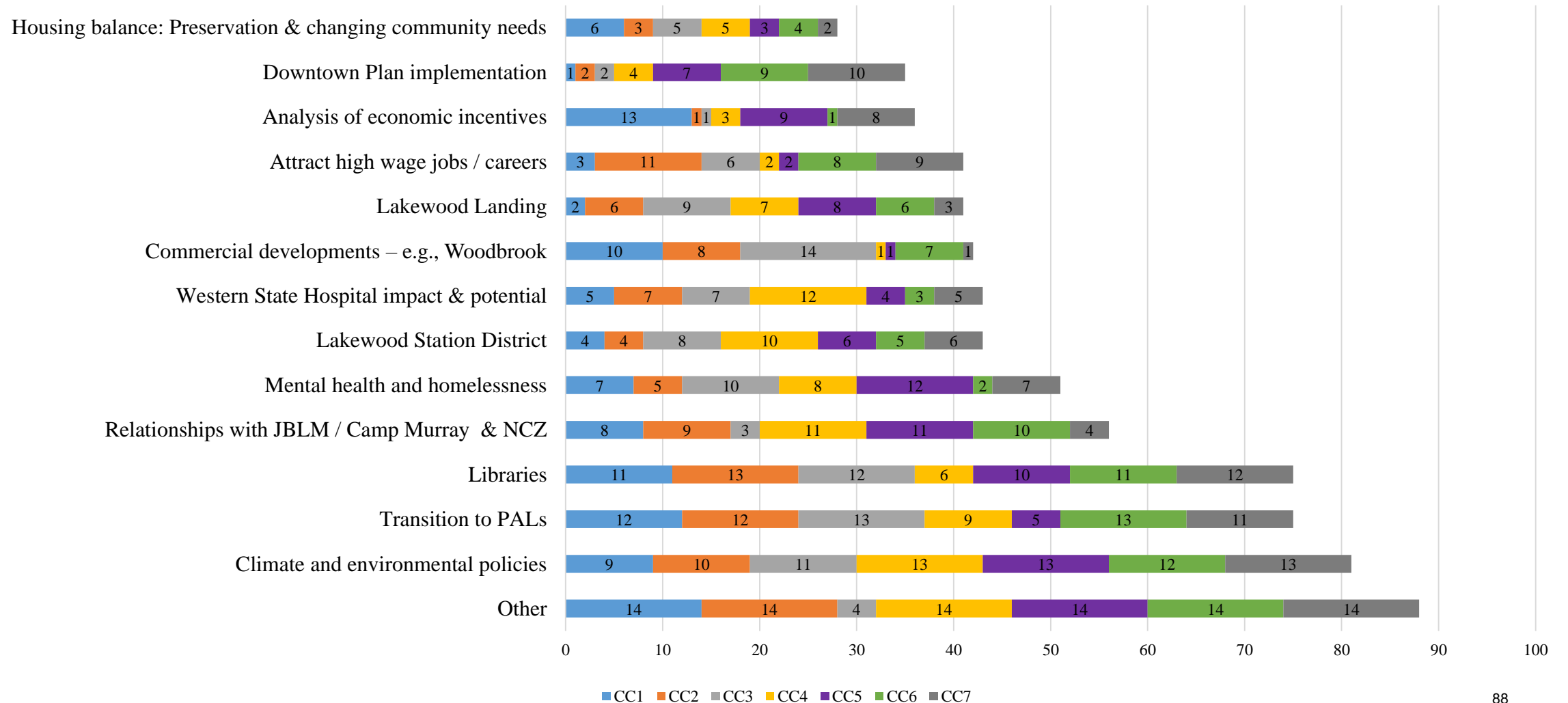
# Economic Development

**Graph 1A: Economic Development: Priority Ranking - Average Score**



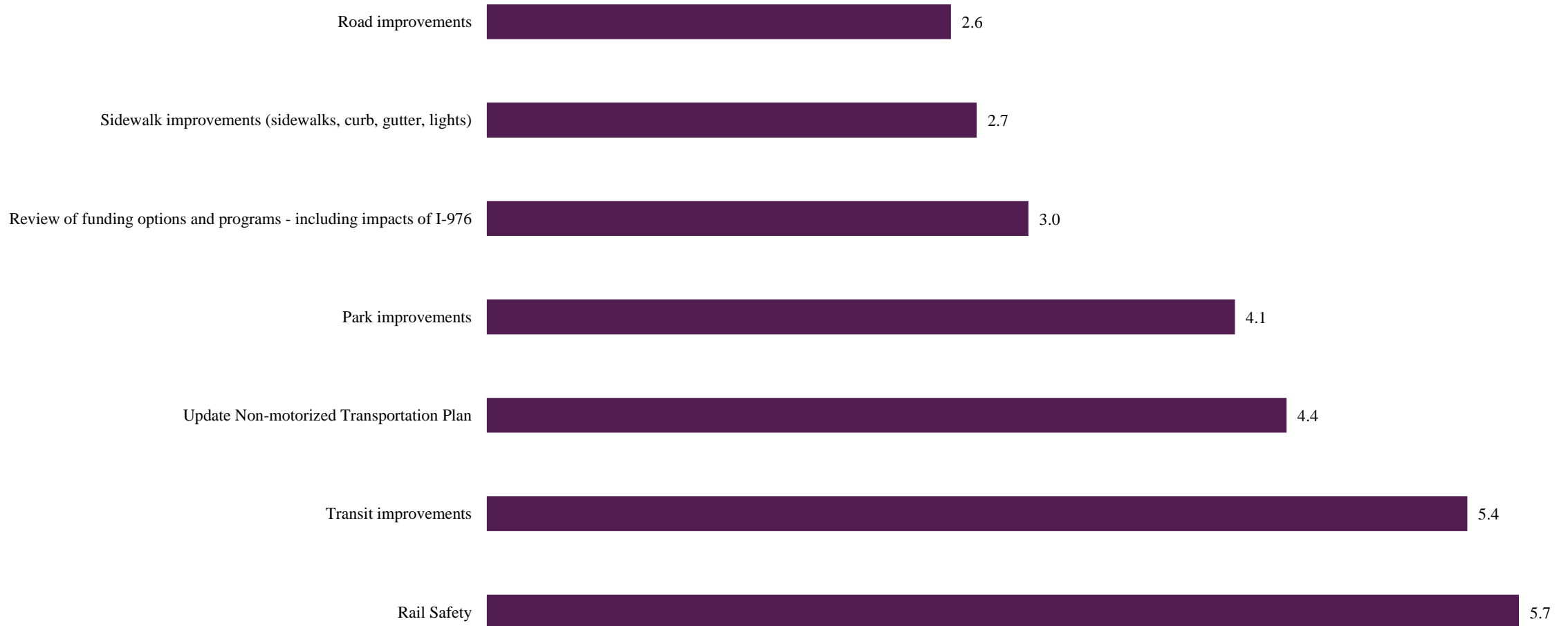
# Economic Development

**Graph 1B: Economic Development - Priority Ranking by Councilmember**



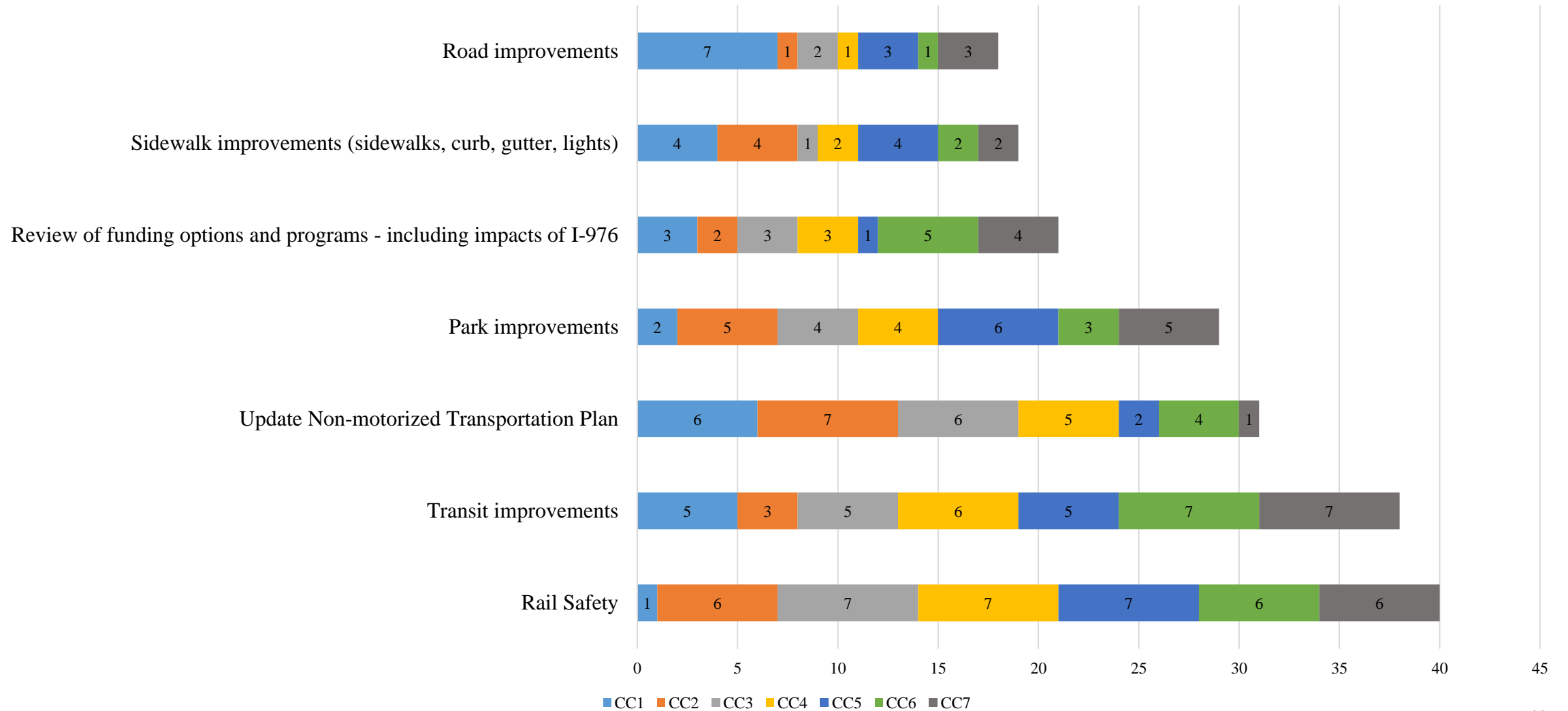
# DEPENDABLE INFRASTRUCTURE

**Graph 2A: Dependable Infrastructure:  
Priority Ranking - Average Score**



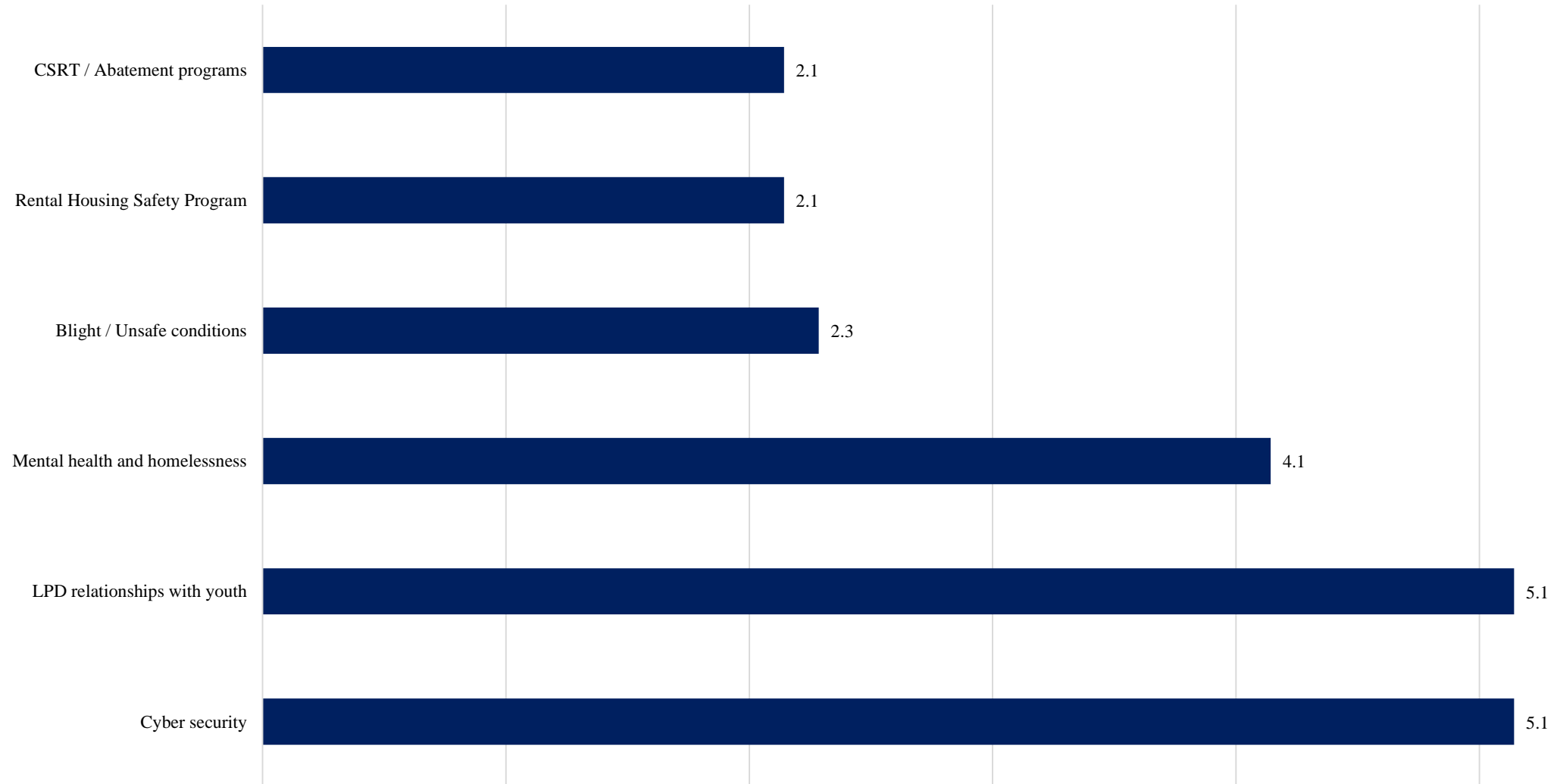
# DEPENDABLE INFRASTRUCTURE

Graph 2B: Dependable Infrastructure - Priority Ranking by Councilmember



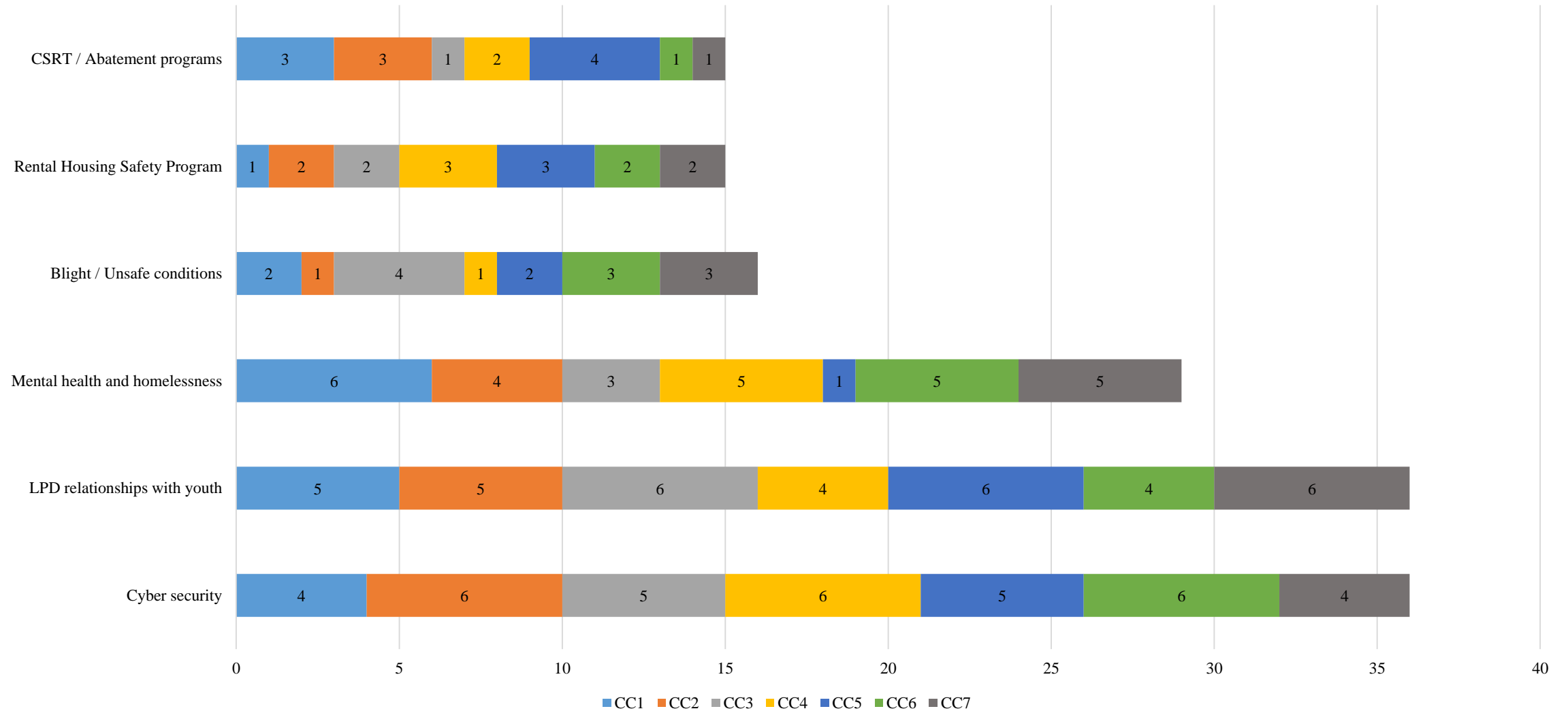
# Public Safety

Graph 3A: Public Safety - Priority Ranking Average Score



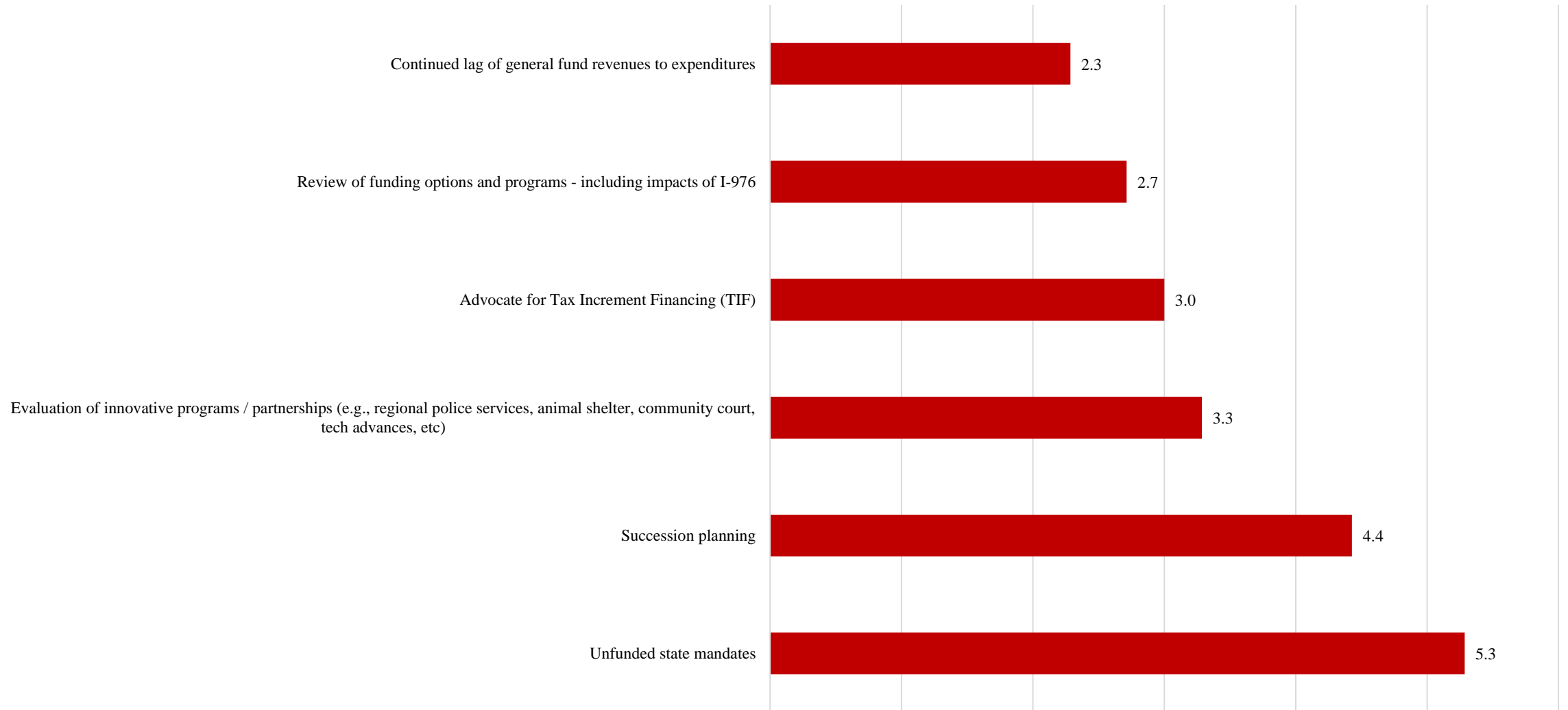
# Public Safety

**Graph 3B: Public Safety - Priority Ranking by Councilmember**



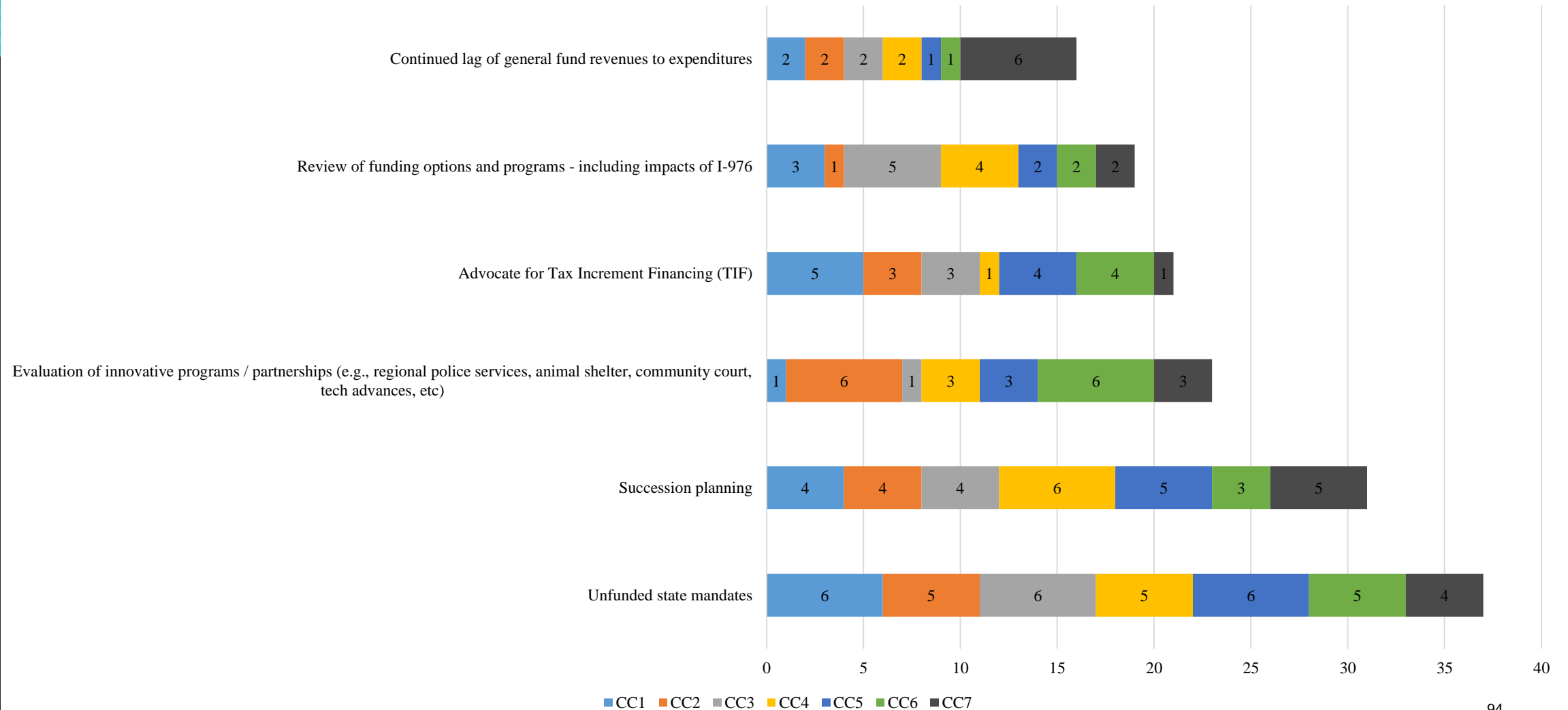
# Fiscal responsibility

**Graph 4A: Fiscal Responsibility - Priority Ranking Average Score**



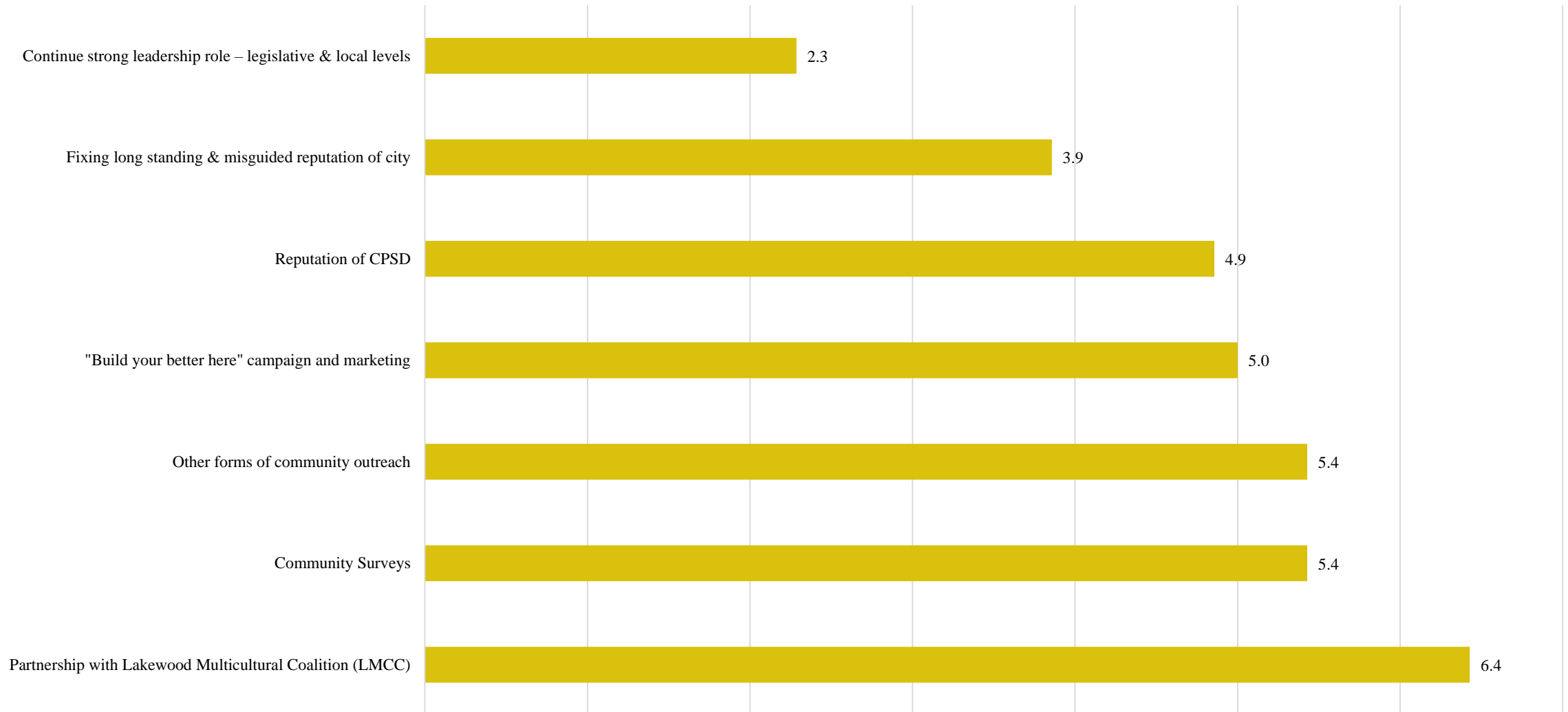
# Fiscal responsibility

**Graph 4B: Fiscal Responsibility - Priority Ranking by Councilmember**



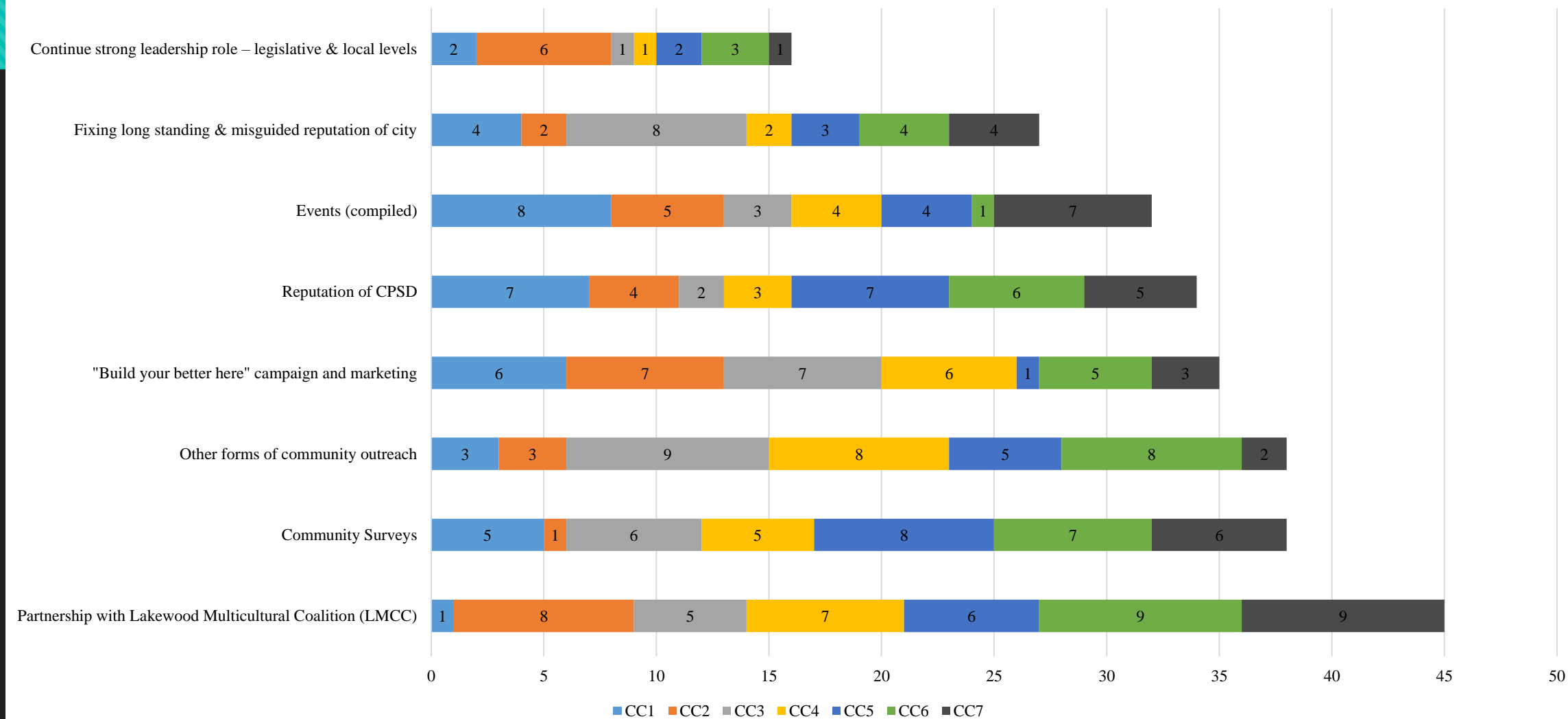
# Transparency

**Graph 5A: Transparency - Priority Ranking Average Score**



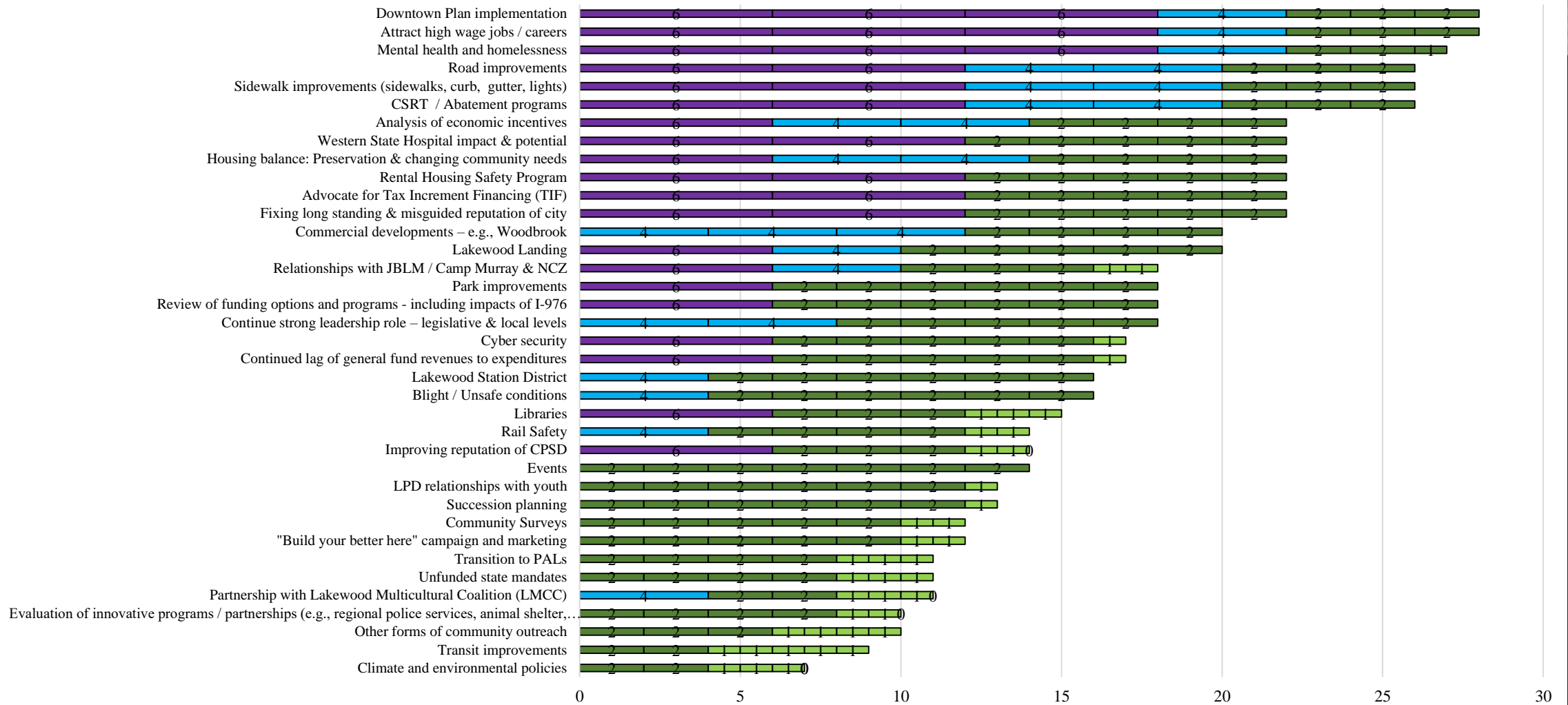
# Transparency

Graph 5B: Transparency - Priority Ranking by Councilmember



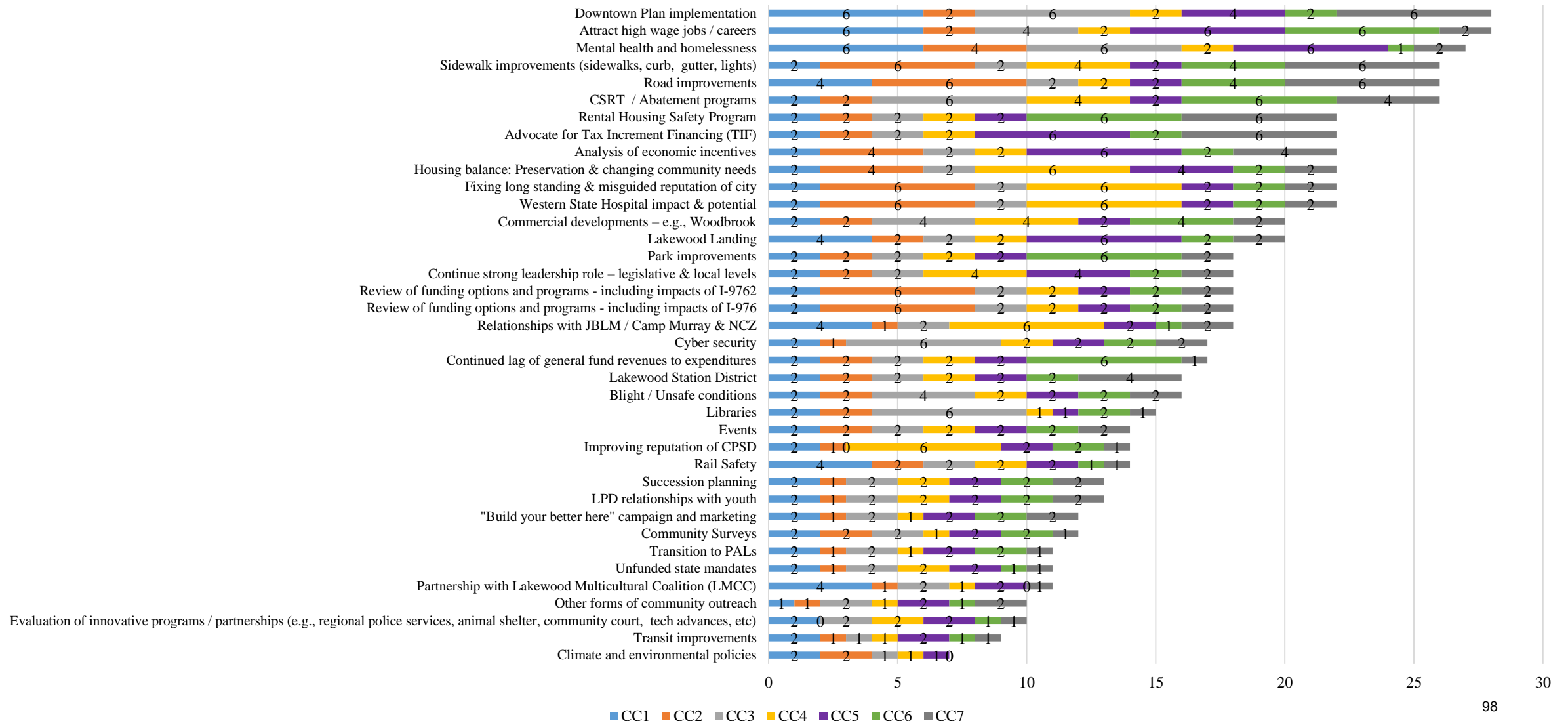
# All Priority Ranking

**Graph 6A: All Priority Rankings by total weighted score**



# All priority ranking - Councilmember

Graph 6B: All Priorities by City Councilmember



# Top 5 Priorities

Graph 7: Top Five Priorities by Goal Area

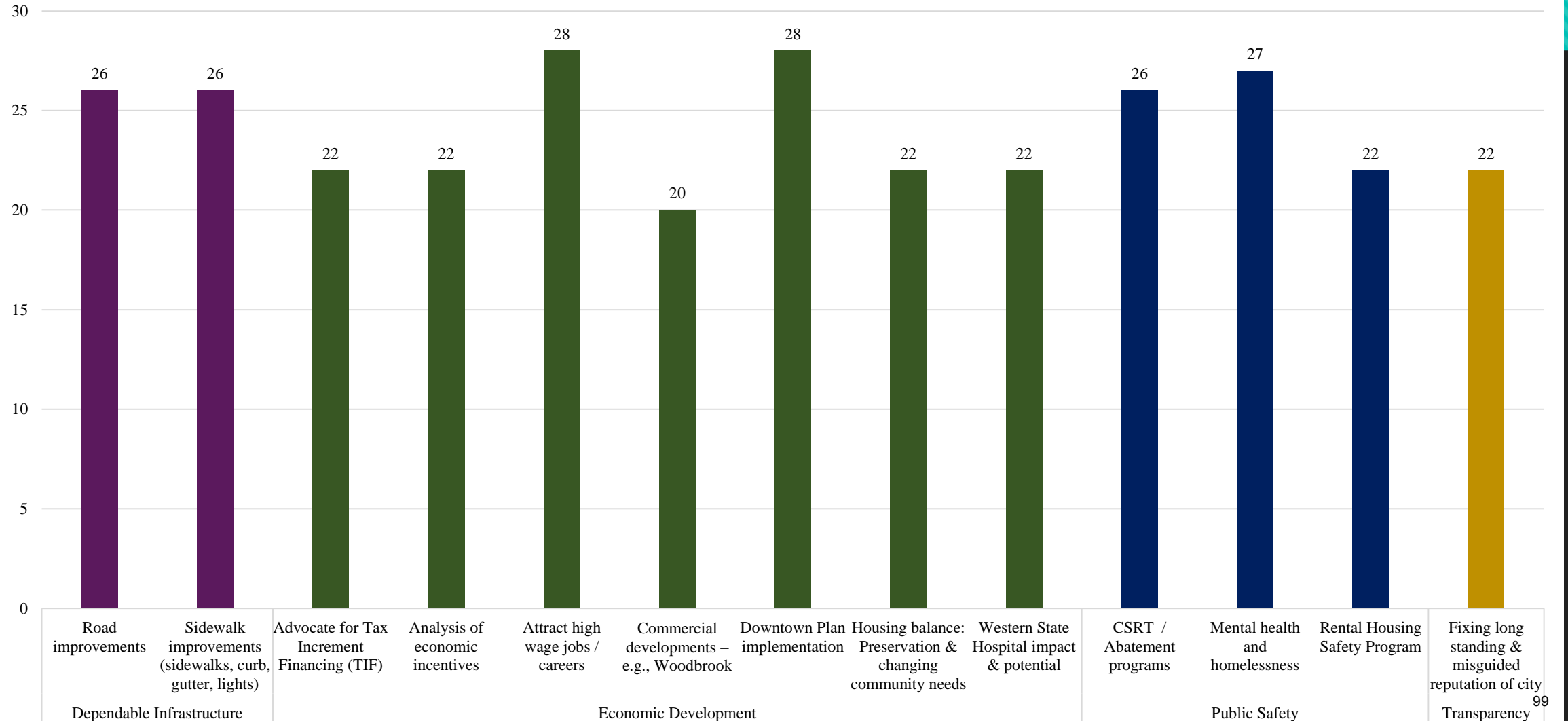


TABLE G			
All Priorities – Draft 2021-2022 City Council Goals			
Rank	Item	Score	Draft 2021-22 Council Goals
T1	Downtown Plan implementation	28	1.2.A
T1	Attract high wage jobs / careers	28	1.1.A
2	Mental health and homelessness	27	3.4.D
T3	Road improvements	26	2.1.A/B
T3	Sidewalk improvements (sidewalks, curb, gutter, lights)	26	2.1.A
T3	CSRT / Abatement programs	26	3.3.A
T4	Analysis of economic incentives	22	1.1.B
T4	Western State Hospital impact & potential	22	1.2.B
T4	Housing balance: Preservation & changing community needs	22	1.3.A
T4	Rental Housing Safety Program	22	3.3.A
T4	Advocate for Tax Increment Financing (TIF)	22	5.2.E
T4	Fixing long standing & misguided reputation of city	22	5.1.B
T5	Commercial developments – e.g., Woodbrook	20	1.2.B
T5	Lakewood Landing	20	1.2.A
T6	Relationships with JBLM / Camp Murray & NCZ		1.4.B
		18	5.2.C
T6	Park improvements	18	2.1.C
T6	Review of funding options and programs - including impacts of I-976	18	2.1.A
T6	Continue strong leadership role – legislative & local levels	18	5.2.A
T7	Cyber security	17	2.4.D
T7	Continued lag of general fund revenues to expenditures	17	5.2.E
T8	Lakewood Station District	16	1.2.A
T8	Blight / Unsafe conditions	16	3.3.A
9	Libraries	15	1.2.C
T10	Rail Safety	14	2.4.C
T10	Improving reputation of CPSD	14	5.4.F
T10	Events	14	1.6

T11	LPD relationships with youth	13	3.4.A/B
T11	Succession planning	13	4.3.A
T12	Community Surveys	12	5.4.B
T12	"Build your better here" campaign and marketing	12	5.1.B
T13	Transition to PALs	11	1.1.C
T13	Unfunded state mandates	11	5.2.E
T13	Partnership with Lakewood Multicultural Coalition (LMCC)	11	5.3.D
T14	Evaluation of innovative programs / partnerships (e.g., regional police services, animal shelter, community court, tech advances, etc.)	10	4.3.D
T14	Other forms of community outreach	10	5.4.C
15	Transit improvements	9	2.4.A
16	Climate and environmental policies	7	3.5.D

# COVID-19 Impacts

- Draft Goals include the following language:




“The City Council acknowledges that city operations will be impacted by the continuation of the Coronavirus pandemic. The City Council’s goals are intended to provide the organization with guidance and direction for the next biennium as the city continues to navigate and respond to the effects of the pandemic.”

Additionally, under Fiscal Responsibility, Objective 4.2, the following strategy was added:

- A. Continue to evaluate and respond to impacts of the COVID-19 pandemic on City services, businesses, and community members.

# Other Items

- Robust Community – **Attachment C**
- Key Performance Measures/Benchmark project integration

OBJECTIVES & STRATEGIES:					LEAD DEPT.
<b>3.1 Improve community safety and reduce crime through data driven processes.</b>					
A. Enhance law enforcement services through on-going training and new technologies.					PD
B. Promote crime prevention through environmental design (CPTED) principals.					PD PRCS PWE
C. Develop, practice, update, and implement emergency management plans.					PD ALL
<b>KEY PERFORMANCE INDICATORS / BENCHMARK PROJECTS</b> (see Appendix X for more data)					
#	KPI	GOAL - TARGET	2018	2019	TREND
3.1.1	% of officers meeting state requirements for annual training hours	100%	100%	100%	
3.1.2	# of LPD training hours provided	8080	7,951	11,199	
3.1.3	WASPC accreditation	YES	YES	YES	

# DRAFT Goal Review

- **Attachment A** – Draft 2021-2022 City Council goals
- **Attachment B** – Draft 2021-2022 City Council goals – Tracked Changes
- **Attachment C** – Draft 2021-2022 City Council goals w/ added goal area


# NEXT STEPS

- **Recommendation:** Continue the process of establishing goals for the next biennium. Work toward finalizing Goals.
- Integrate into Strategic Plan with KPIs and Benchmark Projects
- Questions?



TO: Mayor and City Council

FROM: Tiffany Speir, Long Range & Strategic Planning Manager

THROUGH: John J. Caulfield, City Manager  
Tho Kraus, Assistant City Manager/Chief Financial Officer 

DATE: March 27, 2021

SUBJECT: COVID-19 American Rescue Plan Act (ARPA) Funding Recommendations

ATTACHMENTS: Excerpts from the American Rescue Plan Act of 2021 (ARPA)  
(Attachment A); Draft Use of ARPA Funds by Pierce County (Attachment B)

### BACKGROUND

On March 12, 2021, President Biden signed the American Rescue Plan Act of 2021 (ARPA.) Per Title IX Part 8 Subtitle M of the act, ARPA allocates funds to states, counties and cities for their use to mitigate the effects COVID-19 has had on their government revenue and operations as well as their citizens. (Please see relevant excerpts from ARPA attached.)

ARPA includes funding to states for housing assistance:

- Appropriates \$27.4 billion in emergency rental assistance including:
  - \$21.55 billion for emergency rental assistance via Corona Relief Fund (remains available through Sept. 30, 2027, if obligated by Oct. 1, 2022).
  - \$5 billion for emergency housing vouchers (funds available through Sept. 30, 2030).
  - \$750 million for tribal housing needs.
  - \$100 million for rural housing.
- Appropriates \$5 billion to assist people who are homeless with immediate and long-term assistance (emergency housing vouchers). Funds will remain available until September 20, 2030.
- Provides \$9.96 billion for a Homeowner Assistance Fund.
  - \$100 million for housing counseling via Neighbor Works America (funding remains available through Sept. 30, 2022).
- The first 40% of funding for the emergency rental assistance program will be provided within 60 days of enactment.
- Not more than 15% of funds paid to state and local governments can be used for administrative costs.

ARPA supplemental funding has also been allocated to FEMA: \$510 million will be made available to the Emergency Food and Shelter Program. Of the \$510 million, \$400 million is for local social service organizations aiding the hungry and homeless. The additional \$110 million is for organizations providing humanitarian assistance to migrants from the southern border.

**Lakewood is considered a “metropolitan city” under ARPA and has been allocated a total of \$14.86 million in ARPA funds.**

ARPA funds are one-time monies, and commensurate with City financial policies, should only be used for one-time purposes versus ongoing operations.

The additional administrative support needed to administer ARPA funds will depend on the scope and number of grants or programs the City Council directs be established.

*Please note: There are assumptions being made at this time based on the language of the Act itself because the Department of the Treasury has not yet released its guidance on how the funds may be used. The information below is taken directly from the Act as signed by the President.*

### **Receipt of Funds**

The ARPA funds will be distributed directly to metropolitan cities, including Lakewood, by the Department of the Treasury. The funds will be disbursed in two parts, a “first traunch” and a “second traunch.” The first traunch will be distributed within 60 days of ARPA’s enactment and will be 50% of Lakewood’s allocation, or \$7.43 million. The second traunch, also 50% or \$7.43 million, will be received “not earlier than 12 months after the first traunch is received.” Based on this, the first traunch is estimated to be received sometime in May 2021 and the second traunch in May 2022.

Per ARPA, Lakewood shall provide to the Secretary of the Treasury periodic reports providing a detailed accounting of the uses of such funds and including such other information as the Secretary may require for the administration of the act.

### **Deadline to Incur Costs**

While there is no set deadline to spend ARPA funds within the act, and regardless of when ARPA funds are received, the funds can only be spent on costs incurred by the City no later than December 31, 2024.

### **Allowed Use of Funds**

Per the act, ARPA funds allocated to local governments shall only be used:

“(A) to respond to the public health emergency with respect to COVID-19 or its negative economic impacts, including assistance to households, small businesses, and nonprofits, or aid to impacted industries such as tourism, travel, and hospitality;

“(B) to respond to workers performing essential work during the COVID-19 public health emergency by providing premium pay to Lakewood’s eligible workers that are performing such essential work, or by providing grants to eligible employers that have eligible workers who perform essential work;

“(C) for the provision of government services to the extent of the reduction in revenue of such metropolitan city due to the COVID-19 public health emergency relative to revenues collected in the most recent full fiscal year of the metropolitan city prior to the emergency; or

“(D) to make necessary investments in water, sewer, or broadband infrastructure.

## ARPA Summary

Receipt of Funds	Deadline to Incur Costs	Transfer of Funds	Allowed Uses of Funds
2021: \$7.43M 2022: \$7.43M	12/31/2024	Yes to: - a private nonprofit organization, - a public benefit corporation involved in the transportation of passengers or cargo, or - a special-purpose unit of state or local government.	A. Assistance to households, small businesses, and nonprofits, or aid to impacted industries such as tourism, travel, and hospitality;
			B. Premium pay to Lakewood's eligible workers that are performing such essential work, or by providing grants to eligible employers that have eligible workers who perform essential work;
			C. Provision of government services to the extent of the reduction in revenue relative to revenues collected in the most recent full fiscal year prior to the COVID-19 emergency; and
			D. Necessary investments in water, sewer, or broadband infrastructure.

## Pierce County Potential Use of ARPA

A summary of how Pierce County is considering to use its ARPA fund allocation is attached as **Attachment B**.

## DISCUSSION

### I. City Priorities for Use of ARPA Funds

- **Provision of government services (specific items listed in summary table below):**
  - o Address and backfill revenue shortfalls caused by the COVID-19 pandemic. Shortfalls equal the reduction in revenue relative to revenues collected in the most recent full fiscal year prior to the COVID-19 emergency.
    - **The general/street fund operating revenue losses, when compared to 2019 actuals, for the years 2020 through 2022 total \$7,538,000:**
      - **2020 Actuals = \$1,805,000**
      - **2021 Adopted Budget = \$3,802,000**
      - **2022 Adopted Budget = \$1,931,000**
    - Restore replacement reserves for 2021 and 2022 (\$1,927,000)
    - Restore 4 commissioned police officer positions in 2022 (\$448,000)
    - Restore 1 maintenance worker position in 2022 (\$96,000)
  - o Improve remote access to City services to accommodate post-COVID-19 resident and business needs.
  - o Capital improvements related to COVID-19 and post-COVID-19 Facility needs
  - o Non-Capital supplies and improvements
- **Providing grants to eligible employers that have eligible workers who perform essential work:**
  - o Coordinate with public partners such as West Pierce Fire & Rescue, Pierce County Library Services District, Lakewood Water District, and Lakeview Light & Power.
- **Assistance to households, small businesses, and nonprofits, or aid to impacted industries:**

- Continue items first offered via the 2020 Coronavirus Relief Fund (CRF) funding:
  - Emergency food assistance<sup>1</sup>.
  - Residential rent and utility assistance for tenants (paid to landlords.)
  - Residential mortgage assistance.
  - Commercial landlord losses due to tenant non-payment; focus on large awards, but only to meet businesses' minimum needs.
  - Small business grants.
- New expenditures funded by ARPA (see Summary Table below.)

#### SUMMARY TABLE OF RECOMMENDED ARPA EXPENDITURES

<b>Internal City Use</b>	<b>Information Technology</b>	Enhance Council Chambers to facilitate “hybrid” in-person and virtual Council meetings including video and audio capabilities to allow remote public participation.
		Update City website to improve usability; provide a multilingual site with translated (or translatable) documents.
		Enhance Municipal Court technology to allow online (remote) court, including video and audio improvements in the main courtroom.
		Expand Wi-Fi in all parks and throughout the City, utilizing existing fiber along with enhanced Wi-Fi access points and other network items.
		Expand city services utilizing “smart walls” and digital interactive smart boards at locations such as Sound Transit’s Train station, library, outdoor venues, etc.
		Install security cameras in high crime areas of the City.
		Acquire NeoGov Learning Management System for providing and tracking City employee training. (Will require ongoing subscription.)
	<b>Facilities:</b> Reconfigure City Hall and other City facilities to accommodate post-COVID-19 operations, including continued remote work and making available a portion of City Hall for private, public and/or non-profit uses.	
		Install Bipolar UV Ionization (\$200,000) for HVAC System to disinfect and improve air quality as it is circulated for City Hall, Police Station and Front Street O&M shop.
		Install elevator key card system in Main City Hall Elevator.
		Install hands-free door access system (i.e., scan access badge to open secured doors.)
		Utilize tall cubicle or plexiglass dividers in double occupancy cubicles to facilitate communication among staff while remaining safe.
		Consolidate and reconfigure City staff to 1 <sup>st</sup> and 2 <sup>nd</sup> floors, optimizing layout for health safety and utilizing shared desk space for employees working remotely at least part time. (Space consultant estimated cost \$30,000.)
		Convert City Hall 3 <sup>rd</sup> floor to leasable office space.
		Create a secure temporary storage yard/facility for Police, Public Works Engineering and M&O. (\$100,000 is budgeted in 2023 to address this, but additional funds are needed.)
		Consistent with City policy, acquire ergonomic equipment (all to remain City property) for remote workers similar to equipment

<sup>1</sup> Nourish Pierce County is “okay” with current inventory; but will experience problems in about six months. Nourish’s warehouse needs an upgrade. Estimated cost, \$30K to \$40K.

		provided for on-site workers.
		Provide public water access in City parks for handwashing and sanitation.
		Portland Loo metal Sani-Can type structure at City parks that do not have restrooms.
		Install information kiosks in City parks and buildings to communicate emergency information, sanitation policies, etc.
	<b>Human Resources</b>	Expand access for employees to Castlight wellness resources.
	<b>Emergency Equipment/Supplies</b>	Emergency Supplies - Replace and update PPE and emergency food and supplies at various City facilities to support next disaster. (The City's two mobile units need to be restocked and outfitted with COVID-type supplies as well as earthquake-type supplies.)
		Acquire COVID testing kits, thermometers, adjustable cloth masks and lanyards, and hand cream (Aquaphor or Cetaphil) – for essential personnel both working at City Hall and working in the field.
<b>External City Use</b>		
	<b>Public Partners</b>	Consider ARPA-eligible funding requests from local public partners such as West Pierce Fire & Rescue, Pierce County Library Services District, Lakewood Water District, and Lakeview Light & Power.
	<b>Rental Assistance, Mortgage Assistance, Utility Assistance</b>	Coordinate with LASA to provide rental and utility assistance (10% administration costs included in grant.) Rent payment assistance would be for three months or longer <sup>2</sup> .
	<b>Homeless/Emergency Housing</b>	Provide funding to Living Access Support Alliance (LASA) to acquire property and construct transitional housing serving homeless persons impacted by COVID.
		Coordinate the creation of a Veterans Homeless and Resource Center (in partnership with Pierce County and possibly others)
	<b>Human and Social Services</b>	Expand current contracts of those agencies who are meeting program outcomes or provide full funding to those partially funded. Fund qualifying organizations who applied for 2021 funding but weren't funded. Consider one-stop resource centers in City's areas of most need (e.g., Springbrook and Tillicum.)
		Expand housing rehabilitation efforts through support of Rebuilding Together South Sound (RTSS) to supplement the City's current CDBG and HOME programs.
		Work with Clover Park School District and/or other providers (e.g., Exceptional Family Network, Communities in Schools) to support mental health needs of local youth. Provide on-line safety training. Support the whole family, not just the youth experiencing mental health issues.
		Lakewood Youth Corps Summer Employment Program (ages 16-18.)
		Expand Lakewood Human Services Program

<sup>2</sup> Beginning March 1, 2021, Pierce County Human Services is dedicating \$60M to rental assistance. There may be additional separate ARPA funding allocated to the County for rental, utility and mortgage assistance.

		<ul style="list-style-type: none"> <li>- Drug, Alcohol and Domestic Violence Counseling and Assistance</li> <li>- Financial Education Program for Residents</li> </ul> <p>Health and Fitness Challenges</p>
	<b>Business Assistance</b>	<p>Tax preparation and accounting, businesses marketing, social media, etc.</p> <p>Fund a city Restaurant Rally program, Innovation Contests, parklets for outdoor seating, heaters, canopies at restaurants, etc.</p> <p>Host a Small Business Resource and Education Center.</p> <p>Host an online “street” of sorts promoting and advertising the various goods and services provided by local Lakewood businesses; consider partnering with the Lakewood Chamber to include their membership as well. Model after what the City of Mercer Island recently launched; MINext.  <a href="https://www.mercerislandnext.com/">https://www.mercerislandnext.com/</a>  <a href="https://425business.com/your-friendly-neighborhood-business-owner/">https://425business.com/your-friendly-neighborhood-business-owner/</a></p> <p>Reduce development permit fees for a specific period of time to incentivize revitalization and to boost the economy.</p> <p>Coordinate workforce training by WorkSource and/or Workforce Central to meet the changing market, employment needs, work culture, and new skills required for future jobs.</p> <p>Coordinate workforce development with city colleges; provide set-aside for individuals’ incentive programs. Provide funds for contract management, mentoring, coordination of support services, network and work with existing employers to lead to jobs to support families. Provide needed support service funds for items identified by colleges for low income students (e.g., books, laptops, rent, childcare, and food) to complete education.</p> <p>Partner with United Way and Clover Park Technical College to support the Center for Strong Families</p> <p>Support arts and entertainment venues and cultural activities.</p> <ul style="list-style-type: none"> <li>- More funds to shuttered venues such as Lakewood Playhouse, and Thornewood Castle plus support of independent artists and groups (i.e. Lakewood Players);</li> <li>- More funds to International District businesses and minority/women owned/black owned businesses who have less access to funding;</li> </ul> <p>Showcase / highlight our cultural diversity through targeted marketing efforts, and on our website (guides to Lakewood for restaurants, entertainment, cultural activities.)</p>

## II. City Administration of 2021 ARPA

- The internal processes and interdepartmental coordination used for the 2020 CRF program will serve as a baseline for how ARPA funds are administered by the City in 2021 and 2022, but will be adapted to specific ARPA fund requirements once additional guidance is released by the Department of the Treasury.

There is no 2021 or 2022 capacity within existing City operations to develop and implement the ARPA program unless the City Council realigns its goals to focus primarily on this program. Additional resources will be needed to implement allocations of these funds. Those additional resources will be dependent upon the priorities and policy direction provided by the City Council on where and when to spend ARPA funds.

### **III. 2021 HOME and CDBG Funds from ARPA and CARES Act**

- ARPA includes a provision for \$5 billion in additional HOME funds to be allocated to existing HOME-participating jurisdictions at a rate 3.7 times their normal HOME allocation rate. **For Lakewood, this would mean approximately \$1.2 million in additional HOME funds to be used to develop affordable housing.** (ARPA also includes an additional \$21.6 billion in funding for emergency rental assistance, \$10 billion in mortgage assistance, \$4.5 billion in utility assistance, and \$120 million for housing counseling, although it is currently unknown how the funds will be allocated.)
- **The City will also receive \$136,706 in CARES Act CDBG-CV2 funds in 2021.** The WA Department of Commerce will be administering the CV2 program as it did the first CDBG-CV program; the application from Lakewood is due by April 30, 2021. These funds are from the 2020 CARES Act – not from the 2021 ARPA. Commerce will issue award letters in May 2021 and CDBG-CV2 contracts will be secured in June and July 2021 to address the period between April 1, 2021 and June 30, 2023.

## ATTACHMENT A

### *American Rescue Plan Act of 2021*

#### TITLE IX—COMMITTEE ON FINANCE

#### Subtitle M—Coronavirus State and Local Fiscal Recovery Funds

### **SEC. 9901. CORONAVIRUS STATE AND LOCAL FISCAL RECOVERY FUNDS.**

#### **“SEC. 603. CORONAVIRUS LOCAL FISCAL RECOVERY FUND.**

“(a) *APPROPRIATION.*—In addition to amounts otherwise available, there is appropriated for fiscal year 2021, out of any money in the Treasury not otherwise appropriated, \$130,200,000,000, to remain available through December 31, 2024, for making payments under this section to metropolitan cities, nonentitlement units of local government, and counties to mitigate the fiscal effects stemming from the public health emergency with respect to the Coronavirus Disease (COVID–19).

“(b) *AUTHORITY TO MAKE PAYMENTS.*—

#### **“(1) METROPOLITAN CITIES.—**

“(A) *IN GENERAL.*—Of the amount appropriated under subsection (a), the Secretary shall reserve \$45,570,000,000 to make payments to metropolitan cities.

“(B) *ALLOCATION AND PAYMENT.*—From the amount reserved under subparagraph (A), the Secretary shall allocate and, in accordance with paragraph (7), pay to each metropolitan city an amount determined for the metropolitan city consistent with the formula under section 106(b) of the Housing and Community Development Act of 1974 ([42 U.S.C. 5306\(b\)](#)), except that, in applying such formula, the Secretary shall substitute ‘all metropolitan cities’ for ‘all metropolitan areas’ each place it appears.

\* \* \*

#### **“(7) TIMING.—**

“(A) **FIRST TRANCHE AMOUNT.**—To the extent practicable, with respect to each metropolitan city for which an amount is allocated under paragraph (1), each State for which an amount is allocated under paragraph (2) for distribution to nonentitlement units of local government, and each county for which an amount is allocated under paragraph (3), the Secretary shall pay from such allocation the First Tranche Amount for such city, State, or county not later than 60 days after the date of enactment of this section.

“(B) **SECOND TRANCHE AMOUNT.**—The Secretary shall pay to each metropolitan city for which an amount is allocated under paragraph (1), each State for which an amount is allocated under paragraph (2) for distribution to nonentitlement units of local government, and each county for which an amount is allocated under paragraph (3), the Second Tranche Amount for such city, State, or county not earlier than 12 months after the date on which the First Tranche Amount is paid to the city, State, or county.

#### **“(c) REQUIREMENTS.—**

“(1) **USE OF FUNDS.**—Subject to paragraph (2), and except as provided in paragraphs (3) and (4), a metropolitan city, nonentitlement unit of local government, or county shall only

*use the funds provided under a payment made under this section to cover costs incurred by the metropolitan city, nonentitlement unit of local government, or county, by December 31, 2024—*

*“(A) to respond to the public health emergency with respect to the Coronavirus Disease 2019 (COVID–19) or its negative economic impacts, including assistance to households, small businesses, and nonprofits, or aid to impacted industries such as tourism, travel, and hospitality;*

*“(B) to respond to workers performing essential work during the COVID–19 public health emergency by providing premium pay to eligible workers of the metropolitan city, nonentitlement unit of local government, or county that are performing such essential work, or by providing grants to eligible employers that have eligible workers who perform essential work;*

*“(C) for the provision of government services to the extent of the reduction in revenue of such metropolitan city, nonentitlement unit of local government, or county due to the COVID–19 public health emergency relative to revenues collected in the most recent full fiscal year of the metropolitan city, nonentitlement unit of local government, or county prior to the emergency; or*

*“(D) to make necessary investments in water, sewer, or broadband infrastructure.*

*“(2) PENSION FUNDS.—No metropolitan city, nonentitlement unit of local government, or county may use funds made available under this section for deposit into any pension fund.*

*“(3) TRANSFER AUTHORITY.—A metropolitan city, nonentitlement unit of local government, or county receiving a payment from funds made available under this section may transfer funds to a private nonprofit organization (as that term is defined in paragraph (17) of section 401 of the McKinney-Vento Homeless Assistance Act ([42 U.S.C. 11360\(17\)](#)), a public benefit corporation involved in the transportation of passengers or cargo, or a special-purpose unit of State or local government.*

*“(4) TRANSFERS TO STATES.—Notwithstanding paragraph (1), a metropolitan city, nonentitlement unit of local government, or county receiving a payment from funds made available under this section may transfer such funds to the State in which such entity is located.*

*“(d) REPORTING.—Any metropolitan city, nonentitlement unit of local government, or county receiving funds provided under a payment made under this section shall provide to the Secretary periodic reports providing a detailed accounting of the uses of such funds by such metropolitan city, nonentitlement unit of local government, or county and including such other information as the Secretary may require for the administration of this section.*

*“(e) RECOUPMENT.—Any metropolitan city, nonentitlement unit of local government, or county that has failed to comply with subsection (c) shall be required to repay to the Secretary an amount equal to the amount of funds used in violation of such subsection.*

*“(f) REGULATIONS.—The Secretary shall have the authority to issue such regulations as may be necessary or appropriate to carry out this section.*

*“(g) DEFINITIONS.—In this section:*

*“(1) COUNTY.—The term ‘county’ means a county, parish, or other equivalent county division (as defined by the Bureau of the Census).*

“(2) ELIGIBLE WORKERS.—The term ‘eligible workers’ means those workers needed to maintain continuity of operations of essential critical infrastructure sectors and additional sectors as each chief executive officer of a metropolitan city, nonentitlement unit of local government, or county may designate as critical to protect the health and well-being of the residents of their metropolitan city, nonentitlement unit of local government, or county.

“(3) FIRST TRANCHE AMOUNT.—The term ‘First Tranche Amount’ means, with respect to each metropolitan city for which an amount is allocated under subsection (b)(1), each State for which an amount is allocated under subsection (b)(2) for distribution to nonentitlement units of local government, and each county for which an amount is allocated under subsection (b)(3), 50 percent of the amount so allocated to such metropolitan city, State, or county (as applicable).

“(4) METROPOLITAN CITY.—The term ‘metropolitan city’ has the meaning given that term in section 102(a)(4) of the Housing and Community Development Act of 1974 (42 U.S.C. 5302(a)(4)) and includes cities that relinquish or defer their status as a metropolitan city for purposes of receiving allocations under section 106 of such Act (42 U.S.C. 5306) for fiscal year 2021.

“(5) NONENTITLEMENT UNIT OF LOCAL GOVERNMENT.—The term ‘nonentitlement unit of local government’ means a ‘city’, as that term is defined in section 102(a)(5) of the Housing and Community Development Act of 1974 (42 U.S.C. 5302(a)(5)), that is not a metropolitan city.

“(6) PREMIUM PAY.—The term ‘premium pay’ has the meaning given such term in section 602(g).

“(7) SECOND TRANCHE AMOUNT.—The term ‘Second Tranche Amount’ means, with respect to each metropolitan city for which an amount is allocated under subsection (b)(1), each State for which an amount is allocated under subsection (b)(2) for distribution to nonentitlement units of local government, and each county for which an amount is allocated under subsection (b)(3), an amount not to exceed 50 percent of the amount so allocated to such metropolitan city, State, or county (as applicable).

“(8) SECRETARY.—The term ‘Secretary’ means the Secretary of the Treasury.

“(9) STATE.—The term ‘State’ means each of the 50 States, the District of Columbia, the Commonwealth of Puerto Rico, the United States Virgin Islands, Guam, the Commonwealth of the Northern Mariana Islands, and American Samoa.

“(10) UNIT OF GENERAL LOCAL GOVERNMENT.—The term ‘unit of general local government’ has the meaning given that term in section 102(a)(1) of the Housing and Community Development Act of 1974 (42 U.S.C. 5302(a)(1)).

## ATTACHMENT B

## Draft Use of APRA Funds by Pierce County

ESTIMATED

COVID-19 Response						
Funding Source	Federal	State	Federal	State	Federal	
Funding Bill	CRRSA <sup>1</sup>	ESHB 1368	ARP <sup>2</sup>	Other Potential Actions	FEMA Public Assistance	Projected Total
<b>Funding to Pierce County (in millions)</b>						
Direct Assistance	n/a	n/a	\$175.52 (half 2021, half 2022)	unlikely	\$9.2	\$184.72
Rental Assistance	\$20.7	\$35+4.2 (state CARES)	\$50 (est)	\$20 (TBD - \$100 recording fee bill)	n/a	\$119.9
COVID-19 Testing	n/a	n/a	n/a	unlikely	n/a	TBD
Vaccination Program	n/a	n/a	n/a	unlikely	TBD	TBD
<b>Funding to Entities within Pierce County (in millions)</b>						
Cities Direct Assistance	n/a	n/a	\$115.34	unlikely	n/a	\$115.34
Public Health to TPCHD	through the state	\$55.3	through the state	possible	n/a	>\$55.3
Food Assistance	through the state	\$9.9	15% SNAP increase - Sept 30	possible	n/a	>\$9.9
Individual Payments	\$170 (\$600/individual)	n/a	\$400 (\$1,400/individual)	n/a	n/a	\$570
Unemployment	included w/ ARP (\$300/mo until Mar 14)	n/a	\$450 (\$300/mo Mar 14 to Sept 6, + COBRA)	n/a	n/a	\$450
Public, private K-12 & Higher Education	through the state	\$92.8	\$360	possible	n/a	\$452.8
Business Assistance	through the state	\$31.2	\$194 (multiple items detail below)	possible	n/a	\$225.2
<b>Total Funding to Pierce County</b>						<b>\$314.62</b>
<b>Total Funding to Entities within Pierce County</b>						<b>&gt;\$1,875.2</b>
<b>TOTAL</b>						<b>&gt;\$2,189.8</b>

<sup>1</sup>Coronavirus Response and Relief Supplemental Appropriations Act (CRRSA).<sup>2</sup>American Rescue Plan (ARP).

March 18, 2021

# ESTIMATED

## COVID-19 Response - American Rescue Plan

Program	Estimated Amount	Notes
<b>Funding to Pierce County (in millions)</b>		
Direct Assistance	\$175.52 (half 2021, half 2022 - GFOA)	Half in 2021, Half in 2022, spend by Dec 31, 2024
Rental Assistance	\$50	Based on population share
COVID-19 Testing (TPCHD)	\$135	Based on population share
Vaccination Program (TPCHD)	\$35.6	CDC and FDA
Child Care	\$109	Based on population share
Utility Bills (LIHEAP <sup>1</sup> )	\$12.6	Based on population share
Mortgage and Utilities	\$27.9	Based on population share
Homelessness	\$14	Based on Population share
Homeless – Emergency Vouchers	\$14	Based on population share
Mental Health	\$10.9	Based on population share
<b>Funding to Entities within Pierce County (in millions)</b>		
Transit	\$85.2	Not designated to Pierce Transit
FEMA Grants – Emergency Responders	TBD	\$50 billion nationwide appropriation
Cities Direct Assistance	\$115.34	Half in 2021, Half in 2022, spend by Dec 31, 2024
Veterans	Indeterminate	Waive co-pays, testing, vaccination, homelessness, and behavioral health incl support for state veteran's facilities
Tribes	Indeterminate	Funding to Federal Tribal Agencies
Food Assistance	15% SNAP <sup>2</sup> Increase	Ends Sept 30, 2021
Individual Payments	\$400	\$1,400/person up to \$150,000 for joint filers, phased out at \$160,000
Unemployment	\$450	\$300/mo Mar 14 to Sept 6, + COBRA, ACA subsidy, and tax exemption for first \$10,200
Public, Private K-12 and Higher Education	\$360	Based on population share
Broadband to K-12 Schools	\$20.1	Based on population share
Small businesses	\$28.1	Based on population share
Underserved businesses	\$42.1	Based on population share
Targeted relief for restaurants	\$81.3	Based on population share
Shuttered/closed venues	\$42.1	Based on population share

<sup>1</sup> LIHEAP = Low Income Home Energy Assistance Program

<sup>2</sup> SNAP= Supplemental Nutrition Assistance Program

March 18, 2021

# 2021 America Rescue Plan Act (ARPA) Funding to Lakewood

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## City Council Retreat

March 27, 2021

Tiffany Speir, Long Range & Strategic Planning Manager



On March 12, 2021, President Biden signed the **American Rescue Plan Act of 2021 (ARPA.)** Per Title IX Part 8 Subtitle M of the act, ARPA allocates funds to states, counties and cities for their use to mitigate the effects COVID-19 has had on their government revenue and operations as well as their citizens.

*The information provided in this presentation is based on the language of the Act itself. Additional guidance on implementing ARPA is expected from the Department of the Treasury.*

FEMA will receive \$400 million of supplemental ARPA funds for an Emergency Food and Shelter Program for local social service organizations aiding the hungry and homeless.

WA State will receive approximately \$4.253B in funds for emergency rental assistance, emergency housing vouchers), a homeowner assistance fund, and housing counseling services via Neighbor Works America. The first 40% of funding for the emergency rental assistance program will be provided within 60 days of enactment.

Pierce County will receive approximately \$175.52M from ARPA.

**Lakewood is considered a “metropolitan city” under ARPA and has been allocated a total of \$14.86 million in ARPA funds.**

### **ARPA Fund Rules**

- ARPA funds are **one-time monies**, and commensurate with City financial policies, should only be used for one-time purposes versus ongoing operations.
- The ARPA funds will be distributed directly to Lakewood by the Department of the Treasury. The funds will be disbursed in two equal parts:
  - **50% (\$7.43M) within 60 days of ARPA’s enactment (May 2021)**
  - **50% (\$7.43M) will be received 12 months later (May 2022)**
- ARPA funds can only be spent on **costs incurred** by the City no later than **December 31, 2024**.
- The additional administrative support needed to administer ARPA funds will depend on the scope and number of grants or programs the City Council directs be established.

## Allowed ARPA Fund Uses

ARPA funds allocated to local governments shall only be used:

**“(A) to respond to the public health emergency with respect to COVID-19 or its negative economic impacts,** including assistance to households, small businesses, and nonprofits, or aid to impacted industries such as tourism, travel, and hospitality;

**“(B) to respond to workers performing essential work** during the COVID-19 public health emergency by providing premium pay to Lakewood’s eligible workers that are performing such essential work, or by providing grants to eligible employers that have eligible workers who perform essential work;

**“(C) for the provision of government services** to the extent of the reduction in revenue of such metropolitan city due to the COVID-19 public health emergency relative to revenues collected in the most recent full fiscal year of the metropolitan city prior to the emergency; or

**“(D) to make necessary investments in water, sewer, or broadband infrastructure.**

## City Priorities for Use of ARPA Funds (Must be one-time expenditures)

- **Provision of government services:**
  - Address and backfill revenue shortfalls caused by the COVID-19 pandemic.
  - Improve remote access to City services to accommodate post-COVID-19 resident and business needs.
  - Capital improvements related to COVID-19 and post-COVID-19 Facility needs
  - Non-capital supplies and improvements
  
- **Providing grants to eligible employers that have eligible workers who perform essential work:** Coordinate with public partners such as West Pierce Fire & Rescue, Pierce County Library Services District, Lakewood Water District, and Lakeview Light & Power.

## City Priorities for Use of 2021 – 2022 ARPA Funds

- **Assistance to households, small businesses, and nonprofits, or aid to impacted industries:**
  - Items first offered via the 2020 Coronavirus Relief Fund (CRF) funding:
    - Emergency food assistance.
    - Residential rent and utility assistance for tenants (paid to landlords.)
    - Residential mortgage assistance.
    - Commercial landlord losses due to tenant non-payment; focus on large awards, but only to meet businesses' minimum needs.
    - Small business grants.
  - New ARPA-eligible expenditures
    - One-time

## “Provision of Government Services” detail

**Address and backfill revenue shortfalls** caused by the COVID-19 pandemic. Shortfalls equal the reduction in revenue relative to revenues collected in the most recent full fiscal year prior to the COVID-19 emergency.

- **The general/street fund operating revenue losses, when compared to 2019 actuals, for the years 2020 through 2022 total \$7,538,000:**
  - **2020 Actuals = \$1,805,000**
  - **2021 Adopted Budget = \$3,802,000**
  - **2022 Adopted Budget = \$1,931,000**
- Restore replacement reserves for 2021 and 2022 (\$1,927,000)
- Restore 4 commissioned police officer positions in 2022 (\$448,000)
- Restore 1 maintenance worker position in 2022 (\$96,000)

**If 100% of general/street fund operating revenue losses are replaced, \$7.142M is available for other one-time internal and external expenditures.**

## Lakewood allocations of ARPA Funds

Internal City Use Detail	Information Technology	
		Enhance Council Chambers to facilitate “hybrid” in-person and virtual Council meetings including video and audio capabilities to allow remote public participation.
		Update City website to improve usability; provide a multilingual site with translated (or translatable) documents.
		Enhance Municipal Court technology to allow online (remote) court, including video and audio improvements in the main courtroom.
		Expand Wi-Fi in all parks and throughout the City, utilizing existing fiber along with enhanced Wi-Fi access points and other network items.
		Expand city services utilizing “smart walls” and digital interactive smart boards at locations such as the Sounder Station, library, outdoor venues, etc.
		Install security cameras in high crime areas of the City.
		Utilize Learning Management System for distributing and tracking City employee training.

## Lakewood allocations of ARPA Funds

Internal City Use Detail		
	<b>Facilities:</b> Reconfigure City Hall and other City facilities to accommodate post-COVID-19 operations, including continued remote work and making available a portion of City Hall for private, public and/or non-profit uses.	Install Bipolar UV Ionization (\$200,000) for HVAC System to disinfect and improve air quality as it is circulated for City Hall, Police Station and Front Street O&M shop.
		Install elevator key card system in Main City Hall Elevator.
		Install hands-free door access system (i.e., scan access badge to open secured doors.)
		Utilize tall cubicle or plexiglass dividers in double occupancy cubicles to facilitate communication among staff while remaining safe.
		Consolidate and reconfigure City staff to 1 <sup>st</sup> and 2 <sup>nd</sup> floors, optimizing layout for health safety and utilizing shared desk space for employees working remotely at least part time. (Space consultant estimated cost \$30,000.)
		Convert City Hall 3 <sup>rd</sup> floor to leasable office space.
		Create a secure storage yard/facility for Police, Public Works Engineering and M&O. (\$100,000 is budgeted in 2023 to address this, but additional funds are needed.)
		Acquire ergonomic equipment (all to remain City property) for remote workers (e.g., monitor/laptop riser, seat cushion, wireless keyboard and mouse, earbuds for phone calls and Zoom meetings, desk lamp, stool, small table.) Consistent w Employee Policy
		Provide public water access in City parks for handwashing and sanitation.
		Portland Loo metal Sani-Can type structure at City parks that do not have restrooms.
		Install information kiosks in City parks and buildings to communicate emergency information, sanitation policies, etc.
		Reorganize how City services are provided in recognition of barriers for many residents due to public transportation cost, access and limited schedules (i.e., take the programs to the people or help them get to the resources they need.)

## Lakewood allocations of ARPA Funds

<b>Internal City Use Detail</b>		
	<b>Human Resources</b>	Allocate funds for Human Resources/Risk Management/Employee Safety support.
	<b>Emergency Equipment/Supplies</b>	Emergency Supplies - Replace and update PPE and emergency food and supplies at various City facilities to support next disaster. (The City's two mobile units need to be restocked and outfitted with COVID-type supplies vs earthquake type supplies.)
		Acquire COVID testing kits, thermometers, adjustable cloth masks and lanyards, and hand cream (Aquaphor or Cetaphil) – for essential personnel both working at City Hall and working in the field.
	<b>City Plans, Codes, Etc.</b>	Update PWE non-motorized transportation plan using an equity and equal access lens to support access to city services, parks and schools.

## Lakewood allocations of ARPA Funds

External City Use Detail		
	<b>Public Partners</b>	Consider ARPA-eligible funding requests from local public partners such as West Pierce Fire & Rescue, Pierce County Library Services District, Lakewood Water District, and Lakeview Light & Power.
	<b>Rental Assistance, Mortgage Assistance, Utility Assistance</b>	Coordinate with LASA to provide rental and utility assistance (10% administration costs included in grant.) Rent payment assistance would be for three months or longer.
	<b>Homeless/ Emergency Housing</b>	Provide funding to Living Access Support Alliance (LASA) to acquire property and construct transitional housing serving homeless persons impacted by COVID.
		Coordinate the creation of a Veterans Homeless and Resource Center (in partnership with Pierce County and possibly others)
	<b>Human and Social Services</b>	Expand current contracts of those agencies who are meeting program outcomes or provide full funding to those partially funded. Fund qualifying organizations who applied for 2021 funding but weren't funded. Consider one-stop resource centers in City's areas of most need (e.g., Springbrook and Tillicum.)
		Expand housing rehabilitation efforts through support of Rebuilding Together South Sound (RTSS) to supplement the City's current CDBG and HOME programs.
		Work with Clover Park School District and/or other providers (e.g., Exceptional Family Network, Communities in Schools) to support mental health needs of local youth. Provide on-line safety training. Support the whole family, not just the youth experiencing mental health issues.
		Lakewood Youth Corps Summer Employment Program (ages 16-18.)
		Expand Lakewood Human Services Program
		<ul style="list-style-type: none"> <li>- Drug, Alcohol and Domestic Violence Counseling and Assistance</li> <li>- Financial Education Program for Residents</li> <li>- Health and Fitness Challenges</li> </ul>

<b>External City Use</b>	<b>Business Assistance</b>	Tax preparation and accounting, businesses marketing, social media, etc.
		Fund a city Restaurant Rally program, Innovation Contests, parklets for outdoor seating, heaters, canopies at restaurants, etc.
		Small Business Resource and Education Center.
		Host an online “street” of sorts promoting and advertising the various goods and services provided by local Lakewood businesses; consider partnering with the Lakewood Chamber to include their membership as well. Model after what the City of Mercer Island recently launched; MINext. <a href="https://www.mercerislandnext.com/">https://www.mercerislandnext.com/</a> or <a href="https://425business.com/your-friendly-neighborhood-business-owner/">https://425business.com/your-friendly-neighborhood-business-owner/</a>
		Reduce development permit fees for a specific period of time to incentivize revitalization and to boost the economy.
		Coordinate workforce training by WorkSource and/or Workforce Central to meet the changing market, employment needs, work culture, and new skills required for future jobs.
		Coordinate workforce development with city colleges; provide set-aside for individuals’ incentive programs. Provide funds for contract management, mentoring, coordination of support services, network and work with existing employers to lead to jobs to support families. Provide needed support service funds for items identified by colleges for low income students (e.g., books, laptops, rent, childcare, and food) to complete education.
		Partner with United Way and Clover Park Technical College to support the Center for Strong Families.
		Support arts and entertainment venues and cultural activities.
		<ul style="list-style-type: none"> <li>- More funds to shuttered venues such as Lakewood Playhouse, and Thornewood Castle plus support of independent artists and groups (i.e. Lakewood Players);</li> <li>- More funds to International District businesses and minority/women owned/black owned businesses who have less access to funding;</li> <li>- Showcase / highlight our cultural diversity through targeted marketing efforts, and on our website (guides to Lakewood for restaurants, entertainment, cultural activities.</li> </ul>

## **City Administration of 2021 ARPA Funds**

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There is no 2021 or 2022 capacity within existing City operations to develop and implement the ARPA program unless the City Council realigns its goals to focus primarily on this program. Additional resources will be needed to implement allocations of these funds. Those additional resources will be dependent upon the priorities and policy direction provided by the City Council on where and when to spend ARPA funds.

## ATTACHMENT B

## Draft Use of APRA Funds by Pierce County

ESTIMATED

COVID-19 Response						
Funding Source	Federal	State	Federal	State	Federal	
Funding Bill	CRRSA <sup>1</sup>	ESHB 1368	ARP <sup>2</sup>	Other Potential Actions	FEMA Public Assistance	Projected Total
<b>Funding to Pierce County (in millions)</b>						
Direct Assistance	n/a	n/a	\$175.52 (half 2021, half 2022)	unlikely	\$9.2	\$184.72
Rental Assistance	\$20.7	\$35+4.2 (state CARES)	\$50 (est)	\$20 (TBD - \$100 recording fee bill)	n/a	\$119.9
COVID-19 Testing	n/a	n/a	n/a	unlikely	n/a	TBD
Vaccination Program	n/a	n/a	n/a	unlikely	TBD	TBD
<b>Funding to Entities within Pierce County (in millions)</b>						
Cities Direct Assistance	n/a	n/a	\$115.34	unlikely	n/a	\$115.34
Public Health to TPCD	through the state	\$55.3	through the state	possible	n/a	>\$55.3
Food Assistance	through the state	\$9.9	15% SNAP increase - Sept 30	possible	n/a	>\$9.9
Individual Payments	\$170 (\$600/individual)	n/a	\$400 (\$1,400/individual)	n/a	n/a	\$570
Unemployment	included w/ ARP (\$300/mo until Mar 14)	n/a	\$450 (\$300/mo Mar 14 to Sept 6, + COBRA)	n/a	n/a	\$450
Public, private K-12 & Higher Education	through the state	\$92.8	\$360	possible	n/a	\$452.8
Business Assistance	through the state	\$31.2	\$194 (multiple items detail below)	possible	n/a	\$225.2
<b>Total Funding to Pierce County</b>						<b>\$314.62</b>
<b>Total Funding to Entities within Pierce County</b>						<b>&gt;\$1,875.2</b>
<b>TOTAL</b>						<b>&gt;\$2,189.8</b>

<sup>1</sup>Coronavirus Response and Relief Supplemental Appropriations Act (CRRSA).<sup>2</sup>American Rescue Plan (ARP).

Draft Use of ARPA Funds by Pierce County **ESTIMATED**

COVID-19 Response - American Rescue Plan		
Program	Estimated Amount	Notes
<b>Funding to Pierce County (in millions)</b>		
Direct Assistance	\$175.52 (half 2021, half 2022 - GFOA)	Half in 2021, Half in 2022, spend by Dec 31, 2024
Rental Assistance	\$50	Based on population share
COVID-19 Testing (TPCHD)	\$135	Based on population share
Vaccination Program (TPCHD)	\$35.6	CDC and FDA
Child Care	\$109	Based on population share
Utility Bills (LIHEAP <sup>1</sup> )	\$12.6	Based on population share
Mortgage and Utilities	\$27.9	Based on population share
Homelessness	\$14	Based on Population share
Homeless – Emergency Vouchers	\$14	Based on population share
Mental Health	\$10.9	Based on population share
<b>Funding to Entities within Pierce County (in millions)</b>		
Transit	\$85.2	Not designated to Pierce Transit
FEMA Grants – Emergency Responders	TBD	\$50 billion nationwide appropriation
Cities Direct Assistance	\$115.34	Half in 2021, Half in 2022, spend by Dec 31, 2024
Veterans	Indeterminate	Waive co-pays, testing, vaccination, homelessness, and behavioral health incl support for state veteran's facilities
Tribes	Indeterminate	Funding to Federal Tribal Agencies
Food Assistance	15% SNAP <sup>2</sup> increase	Ends Sept 30, 2021
Individual Payments	\$400	\$1,400/person up to \$150,000 for joint filers, phased out at \$160,000
Unemployment	\$450	\$300/mo Mar 14 to Sept 6, + COBRA, ACA subsidy, and tax exemption for first \$10,200
Public, Private K-12 and Higher Education	\$360	Based on population share
Broadband to K-12 Schools	\$20.1	Based on population share
Small businesses	\$28.1	Based on population share
Underserved businesses	\$42.1	Based on population share
Targeted relief for restaurants	\$81.3	Based on population share
Shuttered/closed venues	\$42.1	Based on population share

<sup>1</sup> LIHEAP = Low Income Home Energy Assistance Program<sup>2</sup> SNAP= Supplemental Nutrition Assistance Program

## 2021 HOME and CDBG Funds from ARPA and CARES Act

- ARPA includes a provision for \$5 billion in additional HOME funds to be allocated to existing HOME-participating jurisdictions at a rate 3.7 times their normal HOME allocation rate. **For Lakewood, this would mean approximately \$1.2 million in additional HOME funds to be used to develop affordable housing.** (ARPA also includes an additional \$21.6 billion in funding for emergency rental assistance, \$10 billion in mortgage assistance, \$4.5 billion in utility assistance, and \$120 million for housing counseling, although it is currently unknown how the funds will be allocated.)
- **The City will also receive \$136,706 in CARES Act CDBG-CV2 funds in 2021.** The WA Department of Commerce will be administering the CV2 program as it did the first CDBG-CV program; the application from Lakewood is due by April 30, 2021. These funds are from the 2020 CARES Act – not from the 2021 ARPA. Commerce will issue award letters in May 2021 and CDBG-CV2 contracts will be secured in June and July 2021 to address the period between April 1, 2021 and June 30, 2023.

Discussion

Thank you!



**To:** Mayor and City Council

**From:** John J. Caulfield, City Manager  
Mary McDougal, Human Resources Director

A handwritten signature in cursive script, reading "John J. Caulfield".

**Date:** March 27, 2021

**Subject:** Summary of City of Lakewood Employee Diversity, Equity, and Inclusion (DEI) Activities (2016 - present)

Several years ago, the City embarked on a journey to learn more about Diversity, Equity, and Inclusion, and committed to strategic change to make Lakewood a great place to live, work, and play, for all of our diverse citizens and visitors. We are actively working to remove internal barriers, ensure our organization is more aware and representative of the community we serve, and to review programs and policies through an equity lens to better understand the impacts of our work and actions to marginalized or underrepresented groups within the workplace and our community.

What is DEI?

- **Diversity:** The range of human differences that include the primary or internal dimension such as age, gender, race, ethnicity, physical and mental ability, and sexual orientation; and the secondary or external dimension such as religion, nationality, socio-economic status, belief systems, military experience, and education.
- **Equity:** When everyone has access to the opportunities necessary to satisfy their essential needs, advance their well-being, and achieve their full potential. Ensuring fair and just treatment for all members of the Lakewood community.
- **Inclusion:** Bringing together and harnessing diverse forces and resources in a way that is beneficial. Inclusion puts the concept and practice of diversity into action by creating an environment of involvement, respect, and connection – where the richness of ideas, backgrounds, and perspectives are harnessed to create value. Allows all members of the Lakewood community to participate.

What DEI activities have occurred?

- Provided Implicit Bias training to Executive Leadership Team and interested employees.
- Established City Equity Team with employees from all departments to champion strategies to:

- Recruit, hire, and retain a highly qualified workforce that reflects the racial and gender diversity of the community we serve;
  - Create a more inclusive work and public service environment, welcoming of people of all backgrounds and perspectives;
  - Increase the cultural competence of all City of Lakewood employees to provide more equitable service delivery to our community;
  - Facilitate purposeful community outreach and engagement.
- Developed and implemented, in partnership with the Nisqually Tribe, an Indigenous People and Land Acknowledgement Statement for use at City events (short form and long form).
- Joined the national Government Alliance for Racial Equity (GARE) for access to training and other resources and collaboration.
  - A group of Equity Team members participated in the first NW Learning Cohort training.
  - Several Executive Leadership Team members participated in “Advancing Racial Equity: The Role of Government” training.
- Implemented gender bias training for employees via periodic e-mails.
- Developed Workforce Demographics for Police Department Report presented to Civil Service Commission to track hiring trends.
- Developed quarterly Workforce Demographic Report for Executive Leadership Team.
- Developed and implemented Equity Hiring Handbook with guidelines for departments to work with HR to recruit diverse candidates for open positions, to establish diverse hiring panels, to include equity interview questions, and other activities to support equity and a diverse workforce that better reflects the diversity of the community we serve.
- Established ongoing collaboration with Clover Park School District to share training resources, key employees to participate on interview panels, and prepare for community listening sessions.
- Developed in partnership with CPSD a joint City Council and CPSD Board DEI Resolution for consideration by City Council and CPSD Board.
- Developed and implemented Racial Equity Commitment Statement for employees to sign.
- ELT and Equity Team members participated in training, including but not limited to:
  - City of Tacoma Diversity Conference;
  - Interrupting Microaggressions;
  - WCIA Diversity and Inclusion Playbook, and
  - United Way of Pierce County 21-day Equity Challenge.
- Included DEI program in 2021-22 biennial budget and developed job description for DEI Manager position to be filled in 2021.
- Reestablished Lakewood African-American Police Advisory Committee (LAAPAC) to build relationships with people and groups who haven’t been traditionally involved with City services.
- Implemented changes in community engagement practices such as using pictures that reflect Lakewood’s diversity in all City publications, website and social media accounts.
- Identified and implemented methods to increase diversity of the applicant pool for City job openings.

- Implemented community comparisons of City, Pierce County, and State of Washington with focus on people of color, income and poverty levels when evaluating and seeking state capital budget requests.
- 77% of police hires (7 of 9) since 2019 have been women and people of color.
- Supported Northwest Women's Leadership Academy (NWWLA) by sponsoring four female employees.
- Developed analysis of all Uses of Force by Race Compared to Rates of Arrest by Race.
- Developed analysis of Deadly Uses of Force by Race Compared to Rates of Arrest by Race.
- Hosted a joint session with LPD command staff and community members of a Fair and Impartial Policing seminar, a national program that addresses human bias in police work.

Attachments:

- City of Lakewood Indigenous People and Land Acknowledgement Statement
- City of Lakewood Guidelines for Applying an Equity Lens to Recruiting, Interviewing, Hiring, and Retaining Employees
- Joint Letter from CPSD Superintendent and City Manager -- Collaboration on Diversity, Equity and Inclusion
- City of Lakewood Racial Equity Commitment Statement
- Draft Resolution of the Lakewood City Council Clover Park School District Board of Directors expressing a commitment to valuing diversity, equity and inclusion



## Indigenous People and Land Acknowledgement Statement

### Introduction/Background:

An Indigenous People and Land Acknowledgement is a formal statement that recognizes and respects Native peoples as traditional guardians of lands and the enduring relationship that exists between Native peoples and their traditional territories.

The City of Lakewood recognizes the statement as an expression of gratitude and appreciation to those on whose territory we gather, and a way of honoring the Native people who have been living and working on the land from time immemorial.

The City has created two statements that honor the Native people and land. The first speaks broadly to others who have experienced pain and suffering, and the second is an abbreviated version. Our hope is that we stand together in solidarity in that moment with the vision that we can learn from our past for a better future.

### Use of the Statement (either version):

The statement can be performed by anyone and is a respectful, public acknowledgement of the traditional guardians of the land. Most often, an acknowledgement statement will be performed by the host or master of ceremonies of the event or gathering, unless a specific person has been requested to share the statement. The statement is to be read aloud as the first order of business or at the opening of an event by the first speaker or host.

The City's Equity Team recommends that the statement be shared at City-sponsored community events such as the Martin Luther King Jr Day Celebration and Summerfest. The statement may also be shared at small formal meetings, workshops, or receptions. The meeting planner(s) or convener(s) determine whether a statement will be used, and which version.

### City of Lakewood Indigenous People and Land Acknowledgement Statement #1:

*Every community owes its existence and vitality to generations from around the world who contributed their hopes, dreams, and energy to making the history that led to this moment. Some were brought here against their will, some were drawn to leave their distant homes in hope of a better life, and some have lived on this land for more generations than can be counted. Truth and acknowledgment are critical to building mutual respect and connection across all barriers of heritage and difference.*

*I/We would like to begin today by recognizing and acknowledging that we are on the lands of the Nisqually People. This acknowledgment is the education and inclusion we must practice in recognizing our history, responsibility, and commitment.*

*As a local government, the City of Lakewood has a responsibility to acknowledge the value of all people, as well as the histories of dispossession that allowed for the growth of our community. We are also obligated to reflect on and actively address these histories and the role that government had and has in shaping them. This acknowledgement and the centering of the government to serve all people is a start as we move forward.*

City of Lakewood Indigenous People and Land Acknowledgement Statement #2:

*Every community owes its existence and vitality to generations from around the world who contributed their hopes, dreams, and energy to making the history which led to this moment. We would like to recognize that we are on the lands of the Nisqually People, and acknowledge the history of dispossession that allowed for the growth of our community. We offer respect to the Nisqually People and their Elders, past, present, and emerging. We recognize our responsibility to value all people, and are committed to equitably serving all people in our diverse community.*



## **Guidelines for Applying an Equity Lens to Recruiting, Interviewing, Hiring, and Retaining Employees**

### **Purpose of the Guidelines**

These guidelines provide specific steps employees can take to achieve the goal of the City to recruit, hire, and retain a highly qualified workforce that reflects the diversity of the community we serve. What is provided is not policy that one must follow, but recommended practices and tools for those who make decisions about the hiring process, including the hiring decision itself.

If you are a hiring manager, involved in the hiring process, part of an interview panel, or a new staff member, these guidelines are for you. It is intended to help you in a number of ways:

- Guidance to assist with your decisions
- Checklists to help apply an equity lens to the recruiting, interviewing, and hiring processes
- Specific interview questions
- Best practices for creating and maintaining an inclusive work place

### **Background of the City of Lakewood Equity Initiative**

In April 2018, at the City Manager's request, training on Implicit Bias was presented to the City's Leadership Team. The training topic was not due to any particular event or issue in the City, but was based on statistics showing that over time, despite a sincere desire and efforts to hire and retain diverse employees, the City workforce has not significantly changed to reflect the racial diversity of the community we serve. The training raised awareness that we all have unconscious biases that are impacting our interactions and our decisions about people, including hiring and other employment decisions. Clearly, the status quo – doing the same things we had always done and expecting better results – was not working.

Hiring and retaining culturally competent employees is a key strategy to achieve City Council objectives. Much has been written about the business case for diversity as a strategic priority. To sum it up, organizations that exhibit gender and racial diversity are more likely to outperform those that don't.

Following the training, there was interest in continuing the diversity conversation and extending it to include the entire organization. A subcommittee of the City's Executive Leadership Team developed recommendations for the formation of an Equity Team, with an initial focus on race and gender. The purpose of the Equity Team is to guide the City's efforts to:

- Recruit, hire, and retain a highly qualified workforce that reflects the racial and gender diversity of the community we serve;
- Create a more inclusive work and public service environment, welcoming people from all backgrounds and perspectives;
- Increase the cultural competence of City staff to provide more equitable service delivery to our community;
- Facilitate purposeful community outreach and engagement.

The overall goal is to promote workforce diversity and inclusion, and institutional change within the organization to better serve our community.

## **The Case for Equity**

Research has shown that racism in the United States has left a legacy of inequities in health, education, housing, employment, income, wealth, and in other areas that impact achievement and quality of life. Lakewood has many of the same racial and gender biases that are seen throughout the entire country. Tacoma/Pierce County Health Department's 2015 equity assessment reflects nationwide trends of equity and health. People of color, people living with disabilities, and people living in poverty experience much higher rates of unemployment, and lower rates of educational attainment.

Although the population of Lakewood is diverse, the same diversity is not reflected in the City's workforce. Caucasians make up just over 59% of the population of Lakewood, but 75% of all City employees are white. Women make up just 50% of the population of Lakewood, but they are only 32% of the City workforce.

When people face barriers to achieving their full potential, the loss of talent, creativity, energy, and productivity is a burden. It's a burden not only for those impacted by historic disparities and inequities, but for communities, businesses, governments, and the economy as a whole.

Significant progress has been made in eliminating illegal and overt forms of discrimination. Yet policies, practices, and procedures operating in institutions today result in disparate impacts on people of color and women. Further, the implicit or unconscious biases carried by individuals and reinforced by daily messages, subtly and powerfully influence how we view ourselves and each other. These guidelines begin to address the institutional racism within the City's processes related to hiring.

There is strong evidence that suggests that removing bias and discrimination will result in significant economic prosperity for everyone. Greater racial equity benefits businesses by creating a healthier, better educated, more diverse workforce and by increasing the ability of underserved and underrepresented populations to purchase more goods and services.

As our cities become more diverse and as the challenges that cities face increase, it is imperative now more than ever that cities build cadres of professionals who can understand how to work with, support, and galvanize action amongst all diverse communities. The work of cities becomes relevant to more people when the perspectives of people of color and low-income communities are represented within the organization and individuals are situated to make decisions that are equitable.

These guidelines provide steps all employees, and especially those making hiring decisions, can take to address the disparate impacts institutional racism has created. Following the steps outlined will help in creating a workforce that is reflective of the increasingly diverse community we serve.

## **Equity in the Workforce Guidelines**

These guidelines are created to support the goal that the City's workforce reflects the community it serves. These guidelines provide direction for City of Lakewood staff actively working to eliminate employment disparities, as evidenced in the EEO quarterly reports, and fully comply with federal, state, and local laws regarding equal employment opportunities.

### Recruiting

1. For all recruitments for employment, focus recruitment efforts in communities and populations that are underrepresented based on data reported quarterly by the Human Resources Department.
2. The hiring manager will consult with the Human Resources Department throughout the process to expand recruitment efforts in underrepresented communities. If a diverse pool is not established, the hiring manager and Human Resources will develop and implement strategies to establish a diverse applicant pool, including extending the application deadline to allow additional recruitment.

### Evaluating, Interviewing, and Selecting

1. Make reasonable efforts to ensure a diverse applicant pool is established before proceeding to select candidates and hold interviews.
2. Use specific behaviorally-based interview questions to evaluate candidate competencies in the areas of diversity, inclusion, and equity.
3. Include diversity on the employment interview panel. Human Resources will work with the hiring manager to identify potential panel members.
4. Consider using community members to diversify interview panels, especially in panels for positions that serve or engage the public.
5. Encourage managers with screening and hiring responsibilities and individuals evaluating applicants or applicant materials to attend available training and/or educate themselves about cultural awareness and equity.
6. Provide training on implicit bias and discriminatory practices (information provided in Appendix A) to interview panelists prior to beginning interviews.

### Promoting

1. The processes for internal promotion and filling vacancies internally will follow many of the same steps, including a diverse interview panel, and behaviorally-based interview questions to evaluate the candidate competencies in the areas of diversity, inclusion, and equity.

2. To address the underrepresentation in the City's promotional opportunities, the City will support programs such as succession planning and mentoring.

### **Overview for Hiring Managers**

Use these questions and action steps as ongoing conversations between hiring managers, supervisors, and Human Resources, beginning with a review of the position description and continuing until the position is filled.

1. Work with Human Resources to review the position description with an equity lens, focusing on the skills and aptitudes needed to do the job. Include a statement about diversity and inclusion with the job description.
2. Work with Human Resources to develop a recruitment outreach plan for job vacancies.
3. Reach out to specific organizations, including those with cultural affiliations, those that serve veterans (SSMCP can help) and people with disabilities, and professional associations, to assist with recruitment for underrepresented populations.
4. Consult with Human Resources prior to and throughout the process to develop a diverse applicant pool before the position closes. Consider extending the recruiting time frame and seeking additional outreach options as needed to achieve a diverse applicant pool.
5. Request and review applicant pool data for demographics, including race and gender, to evaluate applicant pool diversity. This information is available from the Human Resources Analyst assigned to your department/work group.
6. Develop supplemental questions that include the applicant's ability to work successfully in an environment serving a diverse community and in a racially diverse workplace.
7. Determine the criteria you want to use to evaluate applicants based on required and desired qualifications specified in the position announcement. Select criteria that are measurable, demonstrable, job-related, necessary, in alignment with business needs, and include an applicant's ability to successfully serve a diverse community and work in a racially diverse environment.
8. Consider reviewing applications with names and other personal information removed to focus on skills and experience, and to lessen implicit bias.
9. Work with Human Resources to develop interview questions that address diversity, inclusion, and cultural competency objectives (some sample questions are included in these guidelines).
10. Work with Human Resources to form an interview panel that is representative of the diversity of the community served as much as possible, and consisting of members who have been trained on implicit bias.
11. Work with Human Resources to develop questions for reference checks that address diversity, inclusion, and cultural competency (some sample questions are included in this handbook).
12. Lead your department and/or work group in creating a culture of respect, inclusion, and empowerment.

## Job Descriptions

A job description outlines the responsibilities of the position, and the desired skills, experience, and abilities to complete a job effectively, but it also communicates the values of the organization. It is worthwhile and strategic to first evaluate how any position being recruited for can advance the equity goals of the organization and how such expectations and responsibilities can be integrated into the job description.

- If a position will likely work with racially, ethnically, and socioeconomically diverse communities, consider adding language like the following:
  - Experience working directly with people from diverse racial, ethnic, and socioeconomic backgrounds.
  - Ability to speak a second language, or a specific language (if the position will be working with a particular community).
  - Ability to flex communication style to multiple cultural environments.
  - Excellent written and verbal communication skills, and ability to present to diverse audiences, specifically racially, ethnically, and socioeconomically diverse communities.
- If the position will be focused on policy, consider the following language:
  - Experience incorporating the perspectives of multiple communities, including communities of color, in the consideration of impacts and outcomes of a decision-making process.
  - An understanding of the concepts of institutional and structural racism and bias and their impact on underserved and underrepresented communities.
- For highly technical or specialized positions, consider how the position could be structured to support equity goals:
  - Experience considering the impacts of the work on multiple communities, including communities of color, in technical analysis.
  - Experience working on a diverse team.
  - Experience working with different communication styles.
- The National Center for Women in Information Technology (NCWIT) provides guidance on language for position descriptions that supports inclusion of women, and also different communication styles found across different cultures:  
[http://www.ncwit.org/sites/default/files/resources/ncwittips\\_jobdescriptionanalysis.pdf](http://www.ncwit.org/sites/default/files/resources/ncwittips_jobdescriptionanalysis.pdf).

Another important strategy is to evaluate job descriptions for socioeconomic bias. Requirements related to educational background, particularly advanced degrees could be biased against individuals who have relevant professional experience but could not afford a college education. If a degree is essential, consider if there is bias in the types of degrees mentioned. It may also be most strategic to not specify the type of degree or field of study, unless it is highly technical position.

### Bias Check:

- Do the minimum qualifications include experiences that can be learned on the job?
- Are educational requirements being used as a proxy for specific skills that could be attained through other means?
- Does the language incorporate communication and management styles that are culturally and gender inclusive?

## **Diversity, Equity, and Inclusion Statement**

Consider using the following or develop a department statement of commitment to equity in hiring to be used in recruitment materials:

The City of Lakewood is committed to building a diverse staff and strongly encourages applications from candidates of color.

## **Recruiting Applicants**

Recruiting is both an ongoing process of developing outreach sources for potential applicants and a specific process for an open position.

1. Work with Human Resources to develop, maintain, and continually reach out to sources (schools, community, and professional organizations, etc.) for recruitment in underrepresented populations.
2. Work with Human Resources to develop outreach and recruitment strategies tailored for each vacancy.
3. Establish a diverse applicant pool that helps achieve the City's goals. Extend the application deadline if a diverse pool is not established.
4. Publish internal promotional opportunities to ensure notice and access to traditionally underrepresented populations.

## **Outreach**

Focused outreach directed toward communities of color can be a highly effective mechanism for increasing the number of qualified applicants of color and balancing the impact of traditional forms of outreach. While broad outreach, like webpage posts and job listing boards, may get a large number of applicants overall, it's important to consider the quality of the reach for the desired pool of candidates, and therefore the return on investment of time and money if such avenues are fee based. Traditional forms of outreach may serve to advantage white applicants because they use lines of communication that are expected for those who are already familiar with those networks. Relying on traditional forms of outreach can have the unintended outcome of decreasing the percentage of qualified applicants of color in the applicant pool. Such dynamics should also be considered with social media accounts and sending the announcement to schools and other large institutions that may be predominantly white.

Each of the following ways to reach a more diverse applicant base needs to be considered based on its ability to reach candidates with the specific experience and background relevant to the position.

- Community newspapers and news websites run by communities of color.
- Multicultural centers or cultural studies department at local colleges and universities. Ideally a relationship would exist prior to sending recruitment materials; one way is to offer to discuss jobs in government with students.
- Historically Black Colleges and Universities (HBCUs), community colleges and schools with a large number of students of color, either graduate or undergrad, alumni associations, or current job boards. Look for department contacts in areas of study relevant to the position.

- Job boards, websites, social media accounts and in-person or community events hosted by organizations that serve communities of color.
- Professional associations (i.e. the National Forum for Black Public Administrators), affinity groups within professional associations (i.e. Latinos and Planning Division, American Planning Association), networks of professionals of color (Environmental Professionals of Color local chapter). Member organizations like the National Society for Black Engineer (NSBE) are usually hosted by a college campus.
- Organizational partners that represent and serve communities of color.
- Affinity of employee resource groups (County Asian Employee Network).

## Evaluating Applications

When the candidate pool is narrowed to those who are most qualified to perform the duties outlined in the job description, bias, regardless of intent, can play a role in the hiring process. To minimize bias, review Bias Awareness information provided in Appendix A. A link to the Harvard Implicit Bias test is included to allow those involved in the hiring process at any stage to self-assess.

The evaluation process begins with an analysis of the application materials submitted by applicants responding to a job announcement. The purpose of the evaluation is to apply tools to screen in the most qualified applicants, rather than screening out.

1. Create and document the screening process used to assess application responses with the qualifications as described in the job announcement – basic function, knowledge and skills, qualifications, licensing, certifications, and other legal requirements, supplemental questions.
2. If feasible, use an applicant screening worksheet to chart each applicant’s qualifications for an “at a glance” comparison of all applications.
3. Review tests required of all applicants for relevancy to job duties.
4. Ensure supplemental questions about experience or commitment to equity and an ability to work successfully in a racially diverse workplace are included.

## Testing

Testing is used to evaluate a pool of applicants who meet the minimum qualifications of the position. Testing is used for some, but not all, job classifications.

1. Create and document the testing process used to assess applicant skills and knowledge.
2. Review tests for hidden bias (review Bias Awareness information in Appendix A).

## Interviewing

Quick Fact: An April 2016 *Harvard Business Review* article found that if there is only one woman or person of color being considered for a job, the chances of getting hired are weaker. “The odds of hiring a woman were 79.14 times greater if there were at least two women in the finalist pool. The odds of hiring a minority were 193.72 times greater if there were at least two minority candidates in the finalist pool.”

Include interview questions that assess an applicant's understanding of the opportunities to advance equity, including racial equity, the importance of equity, and an ability to work successfully in a diverse workplace and provide services to a racially diverse community.

1. Arrange for and participate in training for internal and external interview panel members in implicit bias, avoiding discriminatory practices, and equity considerations in interviewing and selecting to ensure panel members engage in culturally competent interviewing.
2. Ensure interview panel represents the diversity of the community served.
3. Review the Bias Awareness information (Appendix A).
4. Ask at least one of the following questions of all candidates (other questions are available from Human Resources):
  - a. Please describe a situations in which you worked on a project with people who were backgrounds other than your own. What was challenging for you in this work? What did you do to make your work together successful?
  - b. What effort have you contributed toward equity in your work experience?
  - c. What have you done, personally or professionally, to learn about and then address equity?
  - d. Describe your understanding of issues affecting the communities served by this workgroup.
  - e. Please provide examples of ways in which you have worked to eliminate institutional racism in previous jobs.
  - f. How has your culture influenced you?
  - g. What opportunities have you participated in to increase your knowledge of equity, inclusion, or diversity? What did you learn, and how did you apply the learning?
  - h. Tell us how you have worked with people to create or foster equity in the workplace.
  - i. Tell us about a time you took action to create a welcoming environment so everyone felt included – what were the specific actions, and what was the result?
  - j. Tell us about a situation in which you were required to work with or provide services to a diverse group of people. What were the key learnings for you from the experience?
5. Listen for the following:
  - a. Is the applicant aware of their cultural influences and how it has shaped their perspective?
  - b. What experiences has the applicant had that will add to or enhance the City's efforts?
  - c. Has the applicant reflected on the opportunities and challenges of creating inclusive workplace cultures?
  - d. What understanding and experience does the applicant have of institutionalized racism and combating it?
  - e. What understanding of bias awareness does the applicant have?
  - f. What knowledge and experience does the applicant have of the challenges facing the community receiving the services?

## **Checking References**

A reference check can ascertain information about the applicant's experiences with equity, diversity, and inclusion. Here are some sample reference check questions:

1. [Applicant] may interact with a variety of stakeholders including local and state government representatives, community based organizations, providers, and constituents. How would you characterize [applicant's] ability to work collaboratively with diverse stakeholders?
2. [Applicant] will be working with people from a wide variety of backgrounds and experiences, including racially and ethnically diverse individuals/groups. How do you think [applicant] will perform in this environment?
3. Please tell us about [applicant's] interactions with people who are different from him or her, in terms of race, culture, gender, disability, generation, etc.

## **Making Hiring Decisions**

The following equity assessment considerations are offered as a guide for hiring managers. Hiring managers in every department are encouraged to consider these questions in an effort to select among qualified applicants to meet aspirations for staff composition.

1. What have you done in outreach and recruitment to include a diverse applicant pool from which to find potential hires?
2. How does the proposed hire embody the competencies of a successful applicant for this position? Competencies include 1) knowledge; 2) skills and abilities; 3) behaviors.
3. Have you considered the overall value an applicant will contribute to the department versus a perceived expectation that the applicant will "hit the ground running" or "fit in?"
4. How does the proposed hire impact the racial and gender composition of the department?
5. How does the proposed hire support and advance the City's workforce equity aspirations in terms of race, gender, and ethnicity, people with disabilities, veterans?
6. If your hiring decision will not advance the City's workforce equity aspirations, what alternatives will you explore, such as hiring for cultural competency?
7. What support do you need to ensure your hiring decision is successful in addressing workforce disparities?

## **Retaining Employees – Best Practices for Respecting, Retaining, and Empowering a Culturally Competent Workforce**

Consider two primary dimensions to respecting, retaining, and empowering a workforce that is representative of the community. To fully succeed at retention, pay attention to:

- Creating and sustaining a positive work culture that clearly conveys the importance of a fully inclusive and equitable organization; and
- Addressing the barriers that intentionally or unintentionally create and maintain institutional racism.

## **Onboarding**

It should go without saying, but ensuring new employees have access to a computer, a usable work station, are oriented to equipment, the office, and people, is essential to a good start. A concerted effort to welcome a new employee to the team, and hosting opportunities for members of the team to get to know one another will accelerate relationship building. Other components of the onboarding process over time can include:

- Discussion on organization culture and norms (i.e. expectations for how to represent the department with the public, communication norms, and expectations on appearance and time).
- Overview of equity work, organization functions, and how decisions are made.
- Connection with a “buddy” or informal mentor to help learn more about what to expect when working for the department and government.

Such onboarding practices are not specific to employees of color but are important to establish a sense of belonging and welcome for everyone.

## **Support Strategies**

Employees of color in predominantly white organizations can face social isolation and bias within the workplace. It is important to be cognizant of the unique strengths that each employee of color has, the challenges they may face in the workplace, and methods to support them.

- Build trust – Be open to learning about your employees and their perspectives and worldview on issues. Be willing to engage on uncomfortable topics, which may include race. Be willing to receive feedback and also provide clear feedback on performance.
- Identify interests – Know what the employee wants to learn and be exposed to. Develop goals that are both work oriented and experience oriented to facilitate growth and development.
- Build social networks – Serve as a connector to other individuals and organizations that align with the employee’s interests. Connect to affinity groups, professional associations, and other social groupings that support employees of color. Encourage informational interviews with people at different levels of decision making in the organization.
- Mentors – Identify individuals that can serve as formal or informal mentors to help navigate problems, but also provide assistance in thinking about how to develop professionally.
- Avoid putting an employee of color in the position to be the sole educator on race. Create an environment that normalizes learning about institutional bias and racism, including self-reflection about one’s relationship to these systems.
- If your employee is drawn to work on diversity and equity, sponsor their participation by endorsing it and supporting them to find balance in their work. Be careful that they are doing this work with sufficient time and resources and with a group of collaborators to avoid burnout and frustration. Don’t press involvement if the interest isn’t clear.
- Check-in regularly on the experience they are having in the workplace, and on whether the employees feels they have what they need to be successful.
- Work to identify when dominant culture is impacting the ability of your employees to effectively participate, contribute, or be accepted in the workplace (i.e. communication styles that favor linear presentation as opposed to non-linear, taking turns vs. jumping in to voice an opinion; responses to showing different kinds of emotion; defensive responses to bringing up cultural blind spots).
- Normalize self-care especially when a traumatic event has happened or when there is a triggering environment. For example, racially motivated incidents are on the rise across the country, and

impact people of color differently than white people. Events, even if they are not local, can be very personal because of long-standing racial trauma. Triggering events can also come in the form of microaggressions. Acknowledging what has happened and creating space for staff to process collectively or individually as they need to will help them to be more present and focused in the long-run. (For a list of common microaggressions, see <https://sph.umn.edu/site/docs/hewg/microaggressions.pdf>.)

- Support professional development. Support the employee to seek out and participate in opportunities for training and professional growth.
- Provide learning space. A management style that hovers or micromanages an employee's work prevents staff from gaining confidence in their work product or feeling like they are trusted. Allow the employee to push themselves and focus on what can be learned if a mistake is made.

## **Stay Interviews**

Exit interviews occur when an employee has already decided they are ready to end their employment. Stay interviews are a strategy to identify ways to keep a valued employee from leaving. These types of meetings can happen regularly in check-ins, during performance evaluations, or at some other frequent interval. This is a valuable opportunity for a manager to get direct and useful feedback on how to support their employee in the way the employee needs support.

### **Sample Questions:**

- What kind of work culture do you work best in? What ideas do you have to create that kind of work culture here?
- What gets in the way of you being as successful as you want to be? What support do you need to get there?
- Do you feel connected to your team members? If not, what has been challenging for you? If so, are there things that we should be doing more of?
- Where do you see yourself growing professionally? Do you see yourself here long-term?
- What types of projects do you find fulfillment in? When are you challenged in a good way?
- What do you want to learn? What goals have you set for yourself?

## **Other Important Practices**

Cultural competency occurs when racial and cultural differences are seen as assets, strengthening the organization. Retaining a racially and culturally diverse and competent workforce happens as a result of deliberate and thoughtful actions and strategies. Focus to keep and strengthen behaviors and practices that honor a culturally competent workforce, and challenge and change behaviors that are destructive. Here are a few practices to consider, gathered from multiple sources.

- Commit to creating equity in the City, and incorporating the City's equity goals in your work.
- Educate yourself.
  - Assess yourself, your department, and the City on the Continuum on Becoming an Anti-Racist Multicultural Institution.
  - Develop and implement work group and personal strategies to move to a fully inclusive, transformed institution in a transformed society on the continuum.

- Participate in training and professional development sessions that have equity, particularly racial equity, as a focus.
- Foster a culture of respect and empowerment.
  - Engage in conversations about equity, race, respect, and empowerment. Find out what others are doing. Assess where changes are needed. Commit to raising your self-awareness and changing your perceptions and behaviors.
  - Participate in mentoring, as a mentor to someone, or as a protégé. Look for someone who might have different background or experience than you.
  - Look for ways your implicit or explicit biases might oppress others and work to change.
- Create an inclusive work environment
  - Encourage all employees to develop and progress. Make employees feel valued for their unique talents and perspectives, without focusing so much on the differences that employees feel alienated. Focus on practices that help all employees do their best and be their best at work.
  - Identify barriers faced by traditionally underrepresented groups, and take action to address them. Barriers could include physical, language, and cultural.
  - Recognize and update practices that embrace the changing diversity of the workforce.
  - Recognize that racial and cultural differences strengthen the organization when every individual is valued and respected.

Strategies for Achieving Racial Equity in the Workforce (from Public Sector Jobs: Opportunities for advancing racial equity by the Local and Regional Government Alliance on Race & Equity)

Achieving racial equity in the workforce requires a number of processes working together.

1. Data analysis. Conduct rigorous data analysis to obtain a strong understanding of current data so that strategies can be developed to target specific challenges. Supplement the data analysis with qualitative analysis to determine any workplace culture challenges.
2. Data driven strategies. Data should drive the development of strategies to strengthen their effectiveness. Solely examining overall gross numbers using groupings of job classifications and racial groups will be of only limited use. Governmental jurisdictions should analyze the workforce to determine:
  - Are there some classifications where employees do not represent the community at large? Many jurisdictions have found that while overall numbers are encouraging, there is a lack of racial representation in certain classifications, such as police officers, firefighters, engineers, information technology, and management. Having one-size-fits-all strategies for recruitment are not as useful as developing specific strategies designed to address the unique barriers of a job classification.
  - Are people of color clustered in lower-wage classifications, having successfully entered the public sector, but lack upward mobility strategies? Developing upward mobility tracks for existing employees will help retain talent and create a workplace culture where equity is operationalized.

- For civil service exempt classifications, are there wage differentials by race and gender? If so, conduct an analysis to determine why and make sure unintended bias is not a driver.
3. Workplace culture. It is important to identify any workplace culture challenges that cannot be identified by simple data analysis. A positive work place culture that clearly conveys the importance of workplace equity is vital for ensuring employee retention. Conducting focus groups and/or employee surveys will help to identify any challenges to address, as well as how to address or overcome them.
  4. Implicit bias. A large body of research suggests that by virtue of living in a racialized society, implicit bias impacts both individual judgment and institutionalized policies and practices. As such, it inevitably impacts interaction with others and processes in which we engage, including hiring processes. When we learn about biases, both as individuals and institutions, we can actually begin to implement tools and strategies for reducing their impact. For example:
    - Providing training about implicit bias and institutional racism to all staff involved with hiring processes will increase both individual and institutional awareness, and increase the possibility of countering bias. For example, some jurisdictions have taken the step of removing names from resumes in the resume review process.
  5. Pipe-line of talent. Support longer-term pipe-line development programs to advance entry and promotion into higher paying job classifications.
    - Use youth employment programs to provide government career-focused experience for students from diverse racial and ethnic backgrounds.
    - Analyze the reasons for lack of representation. It is important to understand the reason for the lack of representation, because if the underlying drivers are not addressed, there is likelihood that even if recruitment is successful, retention may be a challenge. For instance, to recruit police officers of color, jurisdictions may need to address organizational cultural issues. Because of a history of often tense and/or hostile relationships between the police and communities of color, there are typically fewer people of color who enter the field. In addition to having an intentional recruitment program, it is critical that police departments also work to fundamentally shift their relationships with communities of color.
  6. Goals. Set clear goals for improving work force equity and track progress over time so that you can modify strategies, as needed, to effectively achieve the best results. When it comes to workforce equity, governmental jurisdictions are uniquely positioned to make sure that we set clear goals and are laser-focused on achieving results. The public sector has the opportunity to operationalize commonly held values such as “equality” and “justice.” Goals and measurement should take place on three levels:
    - Quantitative measures that assess whether the work force reflects the diversity of the communities across the breadth (functions) and depth (hierarchy) of government.

- Qualitative measures that assess employee understanding of and action to advance racial equity (an example is the City of Seattle Race and Social Justice employee survey conducted every two years).
- Process measures to track the use of the Racial Equity Tool in changing institutional policies and practices.

Each jurisdiction should be able to describe any of their own unique situations, set goals, implement strategies, and measure progress toward achieving racial equity within the work force.

## Glossary of Terms

**Bias:** A conscious or unconscious, intentional or unintentional tendency that influences individuals to engage in favorable or unfavorable thoughts, feelings, or actions toward people, animals, or objects.

**Cultural Competency:** Occurs when racial and cultural differences are seen as assets, strengthening the organization.

**Cultural Humility:** Refers to respecting the validity of other people's culture.

**Diversity:** The range of human differences that include the primary or internal dimension such as age, gender, race, ethnicity, physical and mental ability, and sexual orientation; and the secondary or external dimension such as religion, nationality, socio-economic status, belief systems, military experience, and education.

**Empowerment:** To equip or supply with opportunities, access, and skills to achieve potential.

**Equality:** A measure of equal treatment.

**Equity:** When everyone has access to the opportunities necessary to satisfy their essential needs, advance their well-being, and achieve their full potential.

**Gatekeeper:** A person who controls access (two-way exchange) to resources, information, programs, services, etc.

**Inclusion:** Bringing together and harnessing diverse forces and resources in a way that is beneficial. Inclusion puts the concept and practice of diversity into action by creating an environment of involvement, respect, and connection – where the richness of ideas, backgrounds, and perspectives are harnessed to create business value.

**Privilege:** When you think something is not a problem because it's not a problem for you.

**Racial Inequity:** Racism is often thought of as individual acts of bias. While discrimination is still a reality, focusing on individual acts of racism can obscure the realities that create and maintain racial inequity more broadly at institutional and structural levels. To fully address the impacts of racism, it is important to address all levels of racial inequity: structural, institutional, and individual.

- **Structural Racism:** The history of racism across all institutions combined to create a system that negatively impacts communities of color.
- **Institutional Racism:** Policies, procedures, and practices that work to the benefit of white people and to the detriment of people of color, often unintentionally or inadvertently.
- **Individual/Interpersonal Racism:** Pre-judgment, bias, stereotypes, or generalizations about an individual or group based on race. The impacts of racism on individuals – white people and people of color (internalized racism) can result in illegal discrimination.

**Racial Justice:** The elimination of racial disparities resulting from individual, institutional, and structural racism.

**Stereotypes:** Specific traits attributed to people based on group membership.

## Appendix A

### Self-Assessment: Do I have bias?

A great resource is the Harvard Implicit Bias Test. This 10-minute test can be included as pre-interview preparation for your hiring panel:

<https://implicit.harvard.edu/implicit/takeatest.html>.

### Bias Awareness for Interview Panel Members

- Recognize your biases, and then work to eliminate or remain aware of them.
- Be as objective and as consistent as possible throughout the evaluation process.
- Focus on content.
- Dispel first impressions.
- Rate candidates against job competencies or an ideal candidate profile – not against one another.
- Justify your decisions and articulate your rationale.

Interviewing is not scientific and even the most structured interview processes require us to make subjective observations. To make the best decisions about applicants and ensure an equitable process, we must be aware of how our biases can impact the selection process.

Biases come from our brains' use of schemas – templates of knowledge – to process the information that bombards our senses every moment of every day. We have schemas about objects, processes, and other human beings. For example, our brain uses a schema to assign the category of “chair” to an object based on its flat seat, back, and legs, even though the chair might be plain wood or lavishly upholstered. We may have a negative bias about plain wood chairs because we have had the uncomfortable experience of sitting in one for an extended period of time. By observing assorted traits, we use schemas to naturally assign people into categories such as age, gender, race, and role.

*Stereotypes* are traits that we associate with a category. These associations may arise from direct personal experience or be relayed to us through stories, media, and culture. “Elderly people are frail” is an example of a stereotype.

*Attitudes* are overall evaluative feelings that are positive or negative. If we meet someone who graduated from the same university, we will tend to feel more at ease with that person.

*Implicit bias* includes both *implicit stereotypes* and *implicit attitudes*.

What is implicit bias? By definition, implicit biases are those we carry without awareness of conscious direction. It is the result of our human brains using schemas to organize information into categories. Most of the work our brains do occurs on the unconscious level. Implicit bias does not mean that we hide our prejudices – we literally do not know that we have them. This is important for interviewers because without awareness we cannot know if we are acting on hidden bias.

In contrast, *explicit bias* means that we are aware that we have a particular thought or feeling, and sometimes also means we understand the source of that thought or feeling. If you have an explicitly positive attitude toward chocolate, then you have a positive attitude, you know you have a positive attitude, and you consciously endorse and celebrate that preference.

Why do both types of bias matter in the interview process?

### **Explicit Bias**

How many times have you heard this before? “I always look for a candidate who makes direct eye contact. People who are afraid to look straight at you don’t make good employees in the long run.” This is an example of explicit bias. The speaker is stating a known preference. In the context of candidate evaluation, the reason this particular bias is problematic is because in many cultures, direct eye contact is considered to be very rude and to be avoided whenever possible.

### **Implicit Bias**

As described above, implicit bias is problematic because we are unaware of certain preferences of attitudes. Use every opportunity to consider your reasons for a particular rating and challenge your thinking. Talk over your reasons with other interviewers. Try to avoid using the general terminology of a candidate being a “better fit” over another/other candidate(s). Without this reflection and questioning, we cannot identify hidden bias and eliminate it.

### **Examples of Bias**

Interviewing is not an exact process. There is a subjective element to it. To reduce the chance of making a biased decision, raters must make a conscious effort to recognize biases, both explicit and implicit, and eliminate them. Following are some examples of bias which may be explicit, implicit, or both.

- Average/Central Bias: Rating all applicants the same, or tending to give applicants the middle rating (e.g., a 3 on a 5 point scale)
- Contrast: When you compare/contrast one candidate against another rather than comparing applicants against an ideal, you may get skewed results (e.g., a candidate appears stronger than she should because she followed two weak applicants)
- First Impression: Many people think they can accurately assess someone within the first few minutes of meeting them. Making up your mind so soon is a bias that corrupts overall judgment.
- Halo Effect: Giving excessive weight to one positive characteristic, sometimes despite several negatives.
- Harshness/Horns Effect: Letting one negative characteristic overshadow the big picture view of a candidate.

- Knowledge-of-Predictor: When an evaluator has foreknowledge of how the candidate has done on another test or interview and allows knowledge of previous performance (good or bad) to influence rating.
- Leniency: A rater who tends to give inflated ratings and who is not critical enough.
- Nonverbal Bias: Body language, eye contact or lack thereof, etc. Consider cultural differences and avoid overemphasizing nonverbal behavior in rating responses.
- Recency: A bias toward the candidate seen most recently because they are the freshest in memory. This is why you should always write down notes/scores immediately and score all applicants against the ideal/scale.
- Similar-to-Me: Many people subconsciously favor those who share a characteristic, hobby, alma mater, etc.
- Stereotyping: This bias happens when the rater makes an assumption about a candidate based on gender, ethnicity, religion, age, familiar status, etc. As previously described, this category is one that is influenced by both implicit and explicit bias.
- Other Considerations: What other candidate characteristics should we be aware of?
  - Communication Styles - circular vs. linear, direct vs. indirect, emotionally expressive vs. restrained, etc.
  - Business etiquette – nonverbal behavior, handshakes, distance, gestures, eye contact.
  - Social values or norms – individualistic vs. collectivistic, competitive vs. cooperative, authority oriented vs. egalitarian.



October 19, 2020

City Council Members  
City of Lakewood  
6000 Main Street  
Lakewood, WA 98499

School Board Directors  
Clover Park School District #400  
10903 Gravelly Lake Dr SW  
Lakewood, WA 98499

Dear City Council Members and School Board Directors:

**Re: School District and City Collaboration on Diversity, Equity and Inclusion**

This memo is to provide updates to the Clover Park School Board of Directors and Lakewood City Council members about our intent, as appointed leaders of these organizations, to identify areas to collaborate on equity, diversity and inclusion initiatives and to share resources for the benefit of our respective organizations and our community. The road to equity and inclusion is a journey that cannot be achieved without meaningful collaboration. We believe that by working together, sharing our perspectives and implementing targeted practices to improve the well-being of historically marginalized members in our community we can take steps closer to more justice and more fairness in the community of Lakewood. We understand that this will take time and effort, and we are firmly committed to persevere through any challenges.

Earlier this summer, two staff members from our organizations, Grant Twyman, Clover Park School District Equity and Inclusion Program Manager, and Mary McDougal, City of Lakewood Human Resources Director, met to begin this discussion and collaboration.

The collaboration opportunities we identified for immediate implementation and/or further exploration include:

- **Advertising key job postings for both organizations on our respective websites.**
- **Sharing community member resources to provide for interview panels that are diverse and more representative of the community.** Superintendent Banner and a community member recommended by Mr. Twyman recently participated on the interview panels for the Municipal Court Judge selection process. The involvement of these individuals was invaluable to the process and the City intends to seek additional community participants when filling key positions in the future.
- **Sharing expertise and resources regarding staffing the Diversity, Equity and Inclusion function.** The City is proposing a position in the 2021-2022 biennial budget, based on our discussions, to focus on:
  - Internal – leading the City's Equity Team; working with staff and City Council on organizational culture, growing in cultural competence, creating shared language and organizational practice of equity and inclusion.
  - External – collaborating with community based organizations to facilitate community conversations regarding services and policies, and providing

meaningful access to the City for people to share their voice, including the Lakewood Multicultural Coalition, the Lakewood African American Police Advisory Committee, Youth Council, and other established or emerging groups and community voices.

- **Planning and implementing joint community listening sessions.** Next steps include identifying a process, topics and logistics. We would like to begin to hold these within the community in the next 4 to 6 months.

Our discussion is ongoing and we look forward to sharing additional opportunities for resource sharing and collaboration as we proceed. Please let either of us know if you have questions, comments or suggestions.

Sincerely,



John Caulfield, City Manager  
City of Lakewood



Ron Banner, Superintendent  
Clover Park School District



## Racial Equity Commitment Statement

The City of Lakewood is committed to identifying, preventing, and eliminating systemic racism in all aspects of employment, and leading by example in the advancement of racial equity in the community.

We are committed to instilling principles of racial equity in our policies, and to creating and sustaining government that goes beyond reflecting the diversity of the community, so that families and individuals are able to thrive and flourish in the intersections of all aspects of their identity, including race, religion, gender, orientation, ability, and socioeconomic background.

In the City of Lakewood, all people, cultures, and identities are equally valued and recognized under the belief that strength comes through the diversity and expression of our shared humanity.

## RESOLUTION NO. 2021-04

A RESOLUTION of the City Council of the City of Lakewood, Washington and the Board of Directors of the Clover Park School District expressing a commitment to valuing diversity, equity and inclusion.

**WHEREAS**, the people of the City of Lakewood and the Clover Park School District value and acknowledge that diversity, equity, and inclusion are essential to our community; and

**WHEREAS**, the Lakewood City Council and Clover Park School District Board of Directors recognize the critical role that city and school leaders have in affirming differences, removing barriers to access and opportunity, and facilitating a culture of inclusion; and

**WHEREAS**, the Lakewood City Council and Clover Park School District Board of Directors recognize systemic inequality and racism has been a barrier to assuring the basic principles of diversity, equity, inclusion for historically marginalized people groups; and

**WHEREAS**, the Lakewood City Council and Clover Park School District Board of Directors value the multifaceted way embracing diversity enables the community to be a welcoming and inclusive place to live, work and enjoy life; and

**WHEREAS**, the Lakewood City Council and Clover Park School District Board of Directors believes that the road to systemic equity and inclusive practices is a journey that can consistently be achieved through meaningful collaboration; and

**WHEREAS**, the Lakewood City Council and Clover Park School District Board of Directors celebrates our community's diversity and is committed to fostering a community that welcomes all people who live, work, and go to school here, regardless of their national origin, race, sexual orientation, gender identity, financial or socioeconomic status; and

**WHEREAS**, the Lakewood City Council and Clover Park School District Board of Directors met in January 2021, and have agreed to continue partnering in furthering these efforts and is committed to collaborate, develop and lead diversity, equity, and inclusion initiatives and share resources for the benefit of our respective organizations and our community; and

**WHEREAS**, the Lakewood City Council and Clover Park School District Board of Directors believes that by working together, sharing our perspectives and implementing targeted practices to improve the well-being of historically marginalized members in our community we can take steps closer to more justice and more fairness in the community of Lakewood.

NOW, THEREFORE, THE CITY COUNCIL OF THE CITY OF LAKEWOOD, WASHINGTON AND THE BOARD OF DIRECTORS OF CLOVER PARK SCHOOL DISTRICT, DO HEREBY RESOLVE, as follows:

Section 1. Proclaim that we reaffirm our community's shared values of diversity, equity, inclusion, compassion, respect, and dignity; and our commitment to building a community in which everyone and especially people of historically marginalized identities have the opportunity to thrive; and we encourage all citizens to likewise affirm these values.

Section 2. This Resolution shall be in full force and effect upon passage and signatures hereon.

PASSED by the City Council and Board of Directors this 19<sup>th</sup> day of April, 2021.

CITY OF LAKEWOOD

CLOVER PARK SCHOOL DISTRICT

\_\_\_\_\_  
Don Anderson, Mayor

\_\_\_\_\_  
Marty Schafer, Board President

Attest:

\_\_\_\_\_  
Briana Schumacher, City Clerk

Approved as to form:

\_\_\_\_\_  
Heidi Wachter, City Attorney