



LAKEWOOD CITY COUNCIL RETREAT AGENDA

Saturday, May 22, 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 – Continued from March 27, 2021

Objectives:

1. Identify and discuss **City Council priorities** for 2021-2022 (2023/4), including:
 - a. Vision for a post-pandemic Lakewood
 - b. Diversity, equity, and inclusion efforts
 - c. Other items as identified by the City Council
2. Begin refining the **Lakewood City Council goals** for 2021-2022 (2023/4) to reflect the above priorities.

Agenda:

1. Welcome – John Caulfield **(5 minutes)**
 - a. Purpose
 - b. Introduce facilitator – Shannon Kelley-Fong
 - c. Ground Rules
2. Ice Breaker Activity **(15 minutes)**
 - a. Things in common
 - b. Friendly debate

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3. Priority Setting 2021-2022 (2023/4) **(150 minutes)**

- a. Review and discuss previous retreat and survey results:
 - i. Summary of March 27, 2021 retreat
 - ii. Future Accomplishments – What does the City look like?
 - iii. Threats, Weaknesses, Opportunities, and Strengths assessment
 - iv. DEI prioritization
 - v. Other items from the survey

BREAK (10 minutes)

4. Priority Setting 2021-2022 (2023/4) continued **(90 minutes)**

- a. Update Draft City Council Vision, Goals, and Strategies

5. Closing Remarks & Next Steps **(10 minutes)**

- a. Return to City Council with a finalized City Council goals for 2021-2022 (2023/4) for consideration.

6. Adjourn

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TO: John J. Caulfield, City Manager
FROM: Shannon Kelley-Fong, Consultant
DATE: May 22, 2021
SUBJECT: City Council Retreat Follow-up

PURPOSE: The purpose of this memorandum is to 1) provide an overview of the Lakewood City Council (“City Council”) retreat held on March 27, 2021; and 2) provide an overview of results from the survey performed in follow-up of the aforementioned retreat.

Due to time limitations, at the March 27, 2021 retreat the City Council did not have the opportunity to comprehensively discuss all the items on the agenda, including future goals and priorities for the City. The City Council determined that a second retreat would be necessary to continue these efforts. Prior to this retreat, a survey was sent to the City Council to help enrich and expedite the prioritization of goals at the May 22, 2021 retreat. The results of this survey are provided below.

Previous Retreat Agendas/Materials:

[March 27, 2021](#)

[July 2020 materials](#)

[March 7, 2020](#)

RETREAT RECAP - MARCH 27, 2021: The City Council met on March 27, 2021 to discuss City Council goals, the APRA and prioritization of the City’s APRA funds, and City-led DEI efforts.

Accomplishments 2020: At the retreat, City Councilmembers listed what they considered the City’s greatest accomplishments during the pandemic disrupted 2020, see **Table A**.

TABLE A	
Lakewood City Council – Best Accomplishments 2020	
Accomplishment	Number of Councilmembers
Community Engagement efforts (in-person & virtual) <ul style="list-style-type: none"> • City Council meetings • Coffee with Mayor • Lakewood Farmers Market • Drive-thru movies • Reverse Parade 	6
Economic development efforts: <ul style="list-style-type: none"> • Long term efforts coming to fruition • Woodbrook Industrial Park 	5
Continued infrastructure improvements: <ul style="list-style-type: none"> • Curb, gutter, sidewalk • Onyx Dr & Veterans Dr Projects 	4
Allocation of CARES Act funds: <ul style="list-style-type: none"> • Assessment of actual need • Outreach to minority-owned businesses 	2
Park Improvements	1
Transition of City Council meetings to online	1
COVID-19 Guidelines / Responses	1
Street light resolution	1
Lakewood Police Department response to environment	1
Leadership and collaboration with JBLM: <ul style="list-style-type: none"> • I5/JLBM projects • North Clear Zone • Economic Impact • Schools on base 	1
Relationship with Legislators	1

The City Council also identified what they learned on the City Council in 2020. City Councilmembers highlighted the following elements:

- The City Council works well together and communication is good;
- There are notable differences in how the City operates compared to other jurisdictions;
- The City does essential work and provides core services to the community;
- The City Council can work remotely but would like more in-person interaction in the future, when permitted;
- COVID-19 impacted businesses in the community vary differently;
- The City can do hard things and adapted well during the pandemic;
- The City Council expressed appreciation for the City Manager and city personnel;

- The City's financial policies served the City well during the pandemic; and
- City-led community outreach continued in creative and innovative forms during the pandemic.

American Rescue Plan Act (ARPA): The main topic covered at the March 27 retreat was the ARPA. City personnel provided an overview of ARPA. After this overview, the City Council discussed policy directions and potential priority uses. Notably, U.S. Treasury rules were unavailable at the time of this discussion and, as a result, the City Council contemplated potential uses based on the ARPA bill.

The City Council agreed upon the following policy consideration in regards to future ARPA funding use:

- It was unanimously agreed that preference was to use ARPA for one-time costs; however, the City Council would consider making exceptions for certain programs or pilot programs.
- It was agreed that the City has ample time to expend ARPA funds. As a result, the City Council would like to have more research performed on community needs, including more community engagement with businesses, residents, human service providers and other non-profits, and other community stakeholders.
- The City Council agreed that the funds should be treated as general fund monies and as such subject to the City's one percent (1%) set-aside for human services.

Next, the City Council engaged in a priority assessment of possible ARPA uses. For the forthcoming City Council Retreat on May 22, 2021, it is recommended that the City Council only contemplate ARPA funding uses indirectly as part of a larger discussion on City Council goals and priorities for 2021 to 2022, or beyond.

City staff will continue to engage and lead future ARPA discussions and updates with the City Council.

TABLE B											
ARPA Prioritization Exercise – Top Five											
Internal External	Category	Items	Anderson	Whalen	Brandstetter	Farmer	Moss	Bocchi	Belle	Total	Overall
Internal	City revenues	Backfill City revenues/reserves	1	1	1	1	1	1	1	7	T1
External	Human and Social Services	Designate 1% through existing human services general fund process. 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.	1	1	1	1	1	1	1	7	T1
Internal	IT	Update City website to improve usability; provide a multilingual site with translated (or translatable) documents / improve online service delivery.	1	1	1	1		1	1	6	T2
External	Business Assistance	Support arts and entertainment venues and cultural activities. More funds to shuttered venues such as Lakewood Playhouse, and Thornewood Castle plus support of independent artists and groups (i.e. Lakewood Players); - More funds to International District businesses and minority/women owned/black owned businesses who have less access to funding; Showcase / highlight our cultural diversity through targeted marketing efforts, and on our website (guides to Lakewood for restaurants, entertainment, cultural activities.)	1	1		1	1	1	1	6	T2
Internal	IT	Enhance Council Chambers to facilitate “hybrid” in-person and virtual Council meetings including video and audio capabilities to allow remote public participation.			1	1	1	1	1	5	T3
Internal	Facilities	Provide public water access in City parks for handwashing and sanitation.			1	1	1	1	1	5	T3
External	Homeless/Emergency Housing	Provide funding to Living Access Support Alliance (LASA) to acquire property and construct transitional housing serving homeless persons impacted by COVID. LASA land acquisition & development. Leverage APRA HOME/CDBG funds.	1	1	1		1		1	5	T3
External	Human and Social Services	Lakewood Youth Corps Summer Employment Program (ages 16-18.)	1	1		1		1	1	5	T3
Internal	IT	Enhance Municipal Court technology to allow online (remote) court, including video and audio improvements in the main courtroom.	1			1	1		1	4	T4

Internal	IT	Expand city services utilizing “smart walls” and digital interactive smart boards at locations such as Sound Transit’s Train station, library, outdoor venues, etc. City Reader board.		1		1	1		1	4	T4
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Internal	Facilities	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.		1		1		1	1	4	T4
External	Business Assistance	Host a Small Business Resource and Education Center.	1		1		1	1		4	T4
External	Business Assistance	One-stop assistance for businesses, residents to access internal and external relieve/recovery resources	1	1		1			1	4	T4
Internal	IT	Expand Wi-Fi in all parks and throughout the City, utilizing existing fiber along with enhanced Wi-Fi access points and other network items.		1				1	1	3	T5
Internal	Emergency Equipment/Supplies	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.)	1					1	1	3	T5
Internal	City Plans, Codes, Etc.	Updated PWE non-motorized transportation plan using an equity and equal access lens to support access to city services, parks, and schools.		1	1				1	3	T5
External	Human and Social Services	Expand Lakewood Human Services Program: Drug, Alcohol and Domestic Violence Counseling and Assistance, Financial Education Program for Residents Health and Fitness Challenges	1				1	1		3	T5
External	Business Assistance	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. https://www.mercerislandnext.com/ https://425business.com/your-friendly-neighborhood-business-owner/		1	1	1				3	T5
External	Business Assistance	Reduce development permit fees for a specific period of time to incentivize revitalization and to boost the economy.		1	1				1	3	T5

Diversity, Equity, and Inclusion (DEI) Efforts: In addition to discussing APRA uses, at this retreat, the City Council had a preliminary discussion on potential City-led (and City-involved) DEI efforts. During the retreat, City Councilmembers engaged in a brainstorming exercise on this topic that resulted in the following list of future DEI considerations:

1. Lakewood Police Department (LPD):
 - Increase LPD’s reflectiveness of the greater community;
 - Increase youth participation and engagement with LPD, as well as enhancing City-led youth programs in general in collaboration with existing community partners; and
 - Enhance LPD community engagement efforts in general.
2. Historical/structural issues and continued impacts:
 - Understanding what happened in the past to set up the current environment;
 - Understanding what past stumbling blocks and barriers existed and their long-term impact on the community; and
 - Understanding what is the real or perceived problem the City is trying to solve, including what are the root causes of these issues and what types of role the City can take in the future.
3. Community collaboration and engagement:
 - Increase in community engagement and collaboration – online, in-person, town halls, etc.; and
 - Increase in language accessibility for key City materials, including digital, print, and signage materials.
4. City Policy Items:
 - Consider changing the existing City Council Vision 2026 statement;
 - Consider DEI as a City Council goal area;
 - Consider internal procurement policies and processes; and
 - Perform an assessment, collect data, use data to inform the process moving forward, identify gaps, create an action plan, monitor effectiveness of action items, and modify plan if necessary, based on results by what the City can directly control.

As noted above, this was an initial brainstorming exercise. Due to a shortage of time, the City Council did not have the opportunity to fully discuss City DEI priorities. As a result, at the upcoming retreat, the City Council continue to the discussion on this topic.

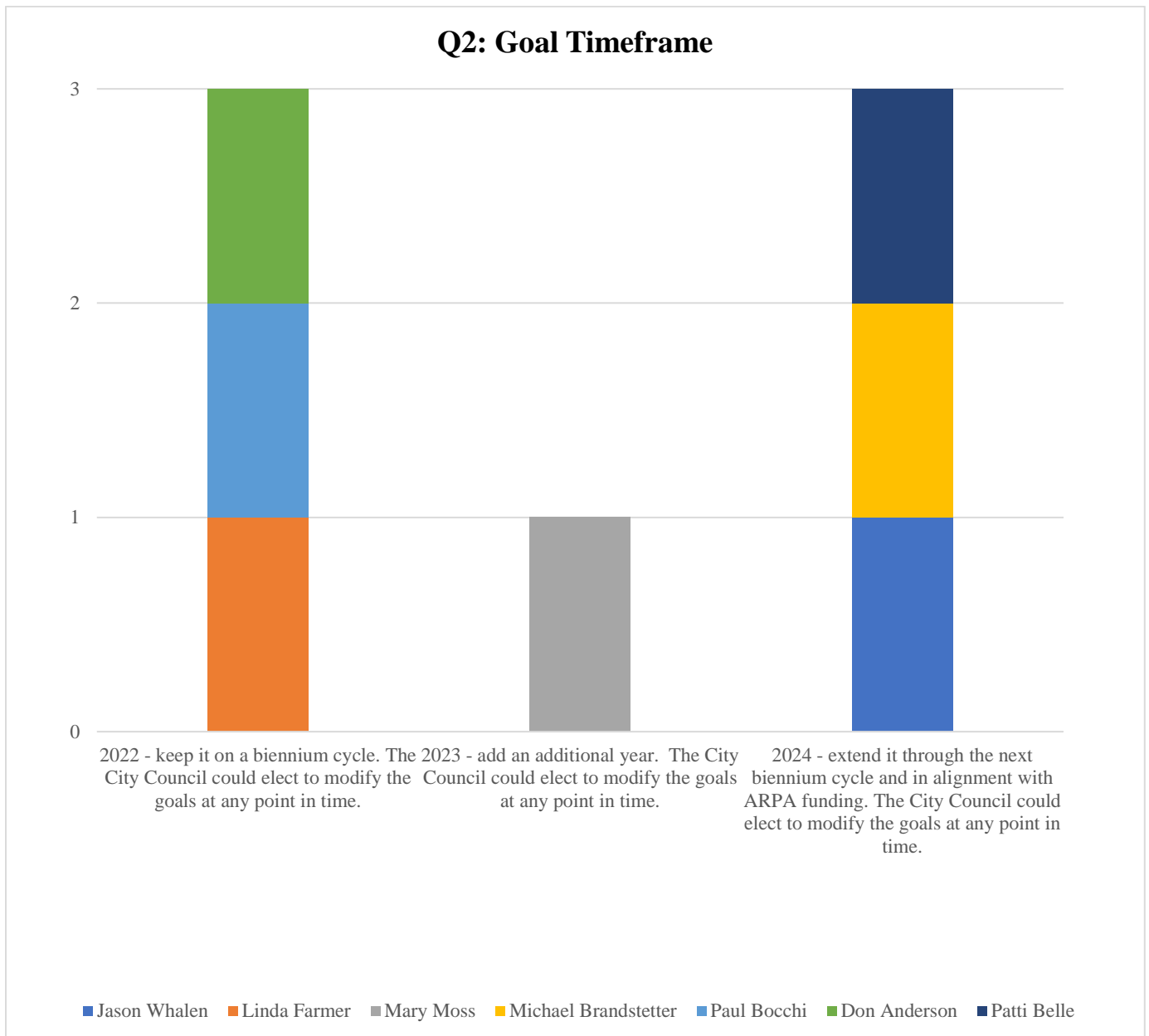
In addition to the list above, the City Council decided at the retreat to create a standalone Statement on Equity – rather than a joint resolution with the Clover Park School District.

POST-RETREAT SURVEY RESULTS:

Following the March 27, 2021 retreat, the City Council was asked to take a survey in preparation of a second retreat scheduled for May 22, 2021. The following provides an overview of the survey results by question.

2. The City Council's goals should be from 2021...

Result: The 42.8% of Councilmembers (3) indicated that the City Council's goals should extend from 2021 to 2022. The 42.8% of Councilmembers (3) indicated that the City Council's goals should extend from 2021 to 2024.



3. Additional “High Priorities” (List no more than 2):

Results: Include enhancing DEI efforts, communication/engagement efforts, Downtown development (specifically a Downtown park), and post-COVID economic recovery/growth.

TABLE C	
Councilmember	Additional "High Priorities" for 2021-2023 (List no more than 2):
Linda Farmer	Diversity, Equity and Inclusion
Linda Farmer	Communications and community engagement
Paul Bocchi	Recovery from COVID-19 shutdown. Including business and social capital recovery. Social capital includes community events.
Patti Belle	Diversity, Equity and Inclusion
Michael Brandstetter	Youth Employment Program/Low Income Families Focused
Michael Brandstetter	Business Retention Initiatives / COVID impact related assistance
Jason Whalen	Downtown Park property acquisition
Mary Moss	The downtown plan implementation
Mary Moss	Rental Housing Safety Program – affordable housing
Don Anderson	Articulate DEI policies and practices
Don Anderson	Assist small business navigation of COVID relief

4. Additional Priorities (Unlimited):

Results: Remove accomplished priority items or those no longer applicable from the priority list. Re-organize how priorities are listed/grouped.

TABLE D	
Councilmember	Additional "Priorities" for 2021-2023 (Unlimited):
Linda Farmer	<p>Reframe a few of our items and then ask if we wanted/needed to prioritize.</p> <p>For example, "Mental Health and Homelessness" should probably have a connection to "Housing Balance," and "Housing Balance" may need to be re-framed to something more like "Affordable housing availability."</p> <p>I would also combine "Other forms of community engagement," with both "fixing longstanding and misguided reputation of the city" and "community surveys" as these are related.</p> <p>Some of them are tools or portions of an overall effort. I would link these to an overall "communications and community engagement" priority. I would also include "language access" aka translations and other forms of language outreach into an overall "communications and community engagement" priority.</p> <p>Revive neighborhood associations. This could possibly be a tool under "communications and community engagement."</p>
Michael Brandstetter	<p>Delete these priorities from list:</p> <ol style="list-style-type: none">1. Advocate for Tax Increment Financing2. Lakewood Station District3. Evaluation of Law Enforcement Innovations4. Review of Finance options in Light of I 9765. Unfunded State Mandates6. Blight/Unsafe Conditions (Duplicative with CSRT/Abatement priority) <p>Move out of Top Ten:</p> <ol style="list-style-type: none">1. Western State Hospital impact and potential2. Housing Balance3. Fixing Long Standing Misguided Reputation of the City4. Continued lack of General Fund Revenue versus expenditures <p>Move up to Top Ten:</p> <ol style="list-style-type: none">1. Community Outreach/ (Upgrade programs with equity/diversity lenses.
Jason Whalen	<p>Creative active zone (spray park) in downtown urban center.</p>

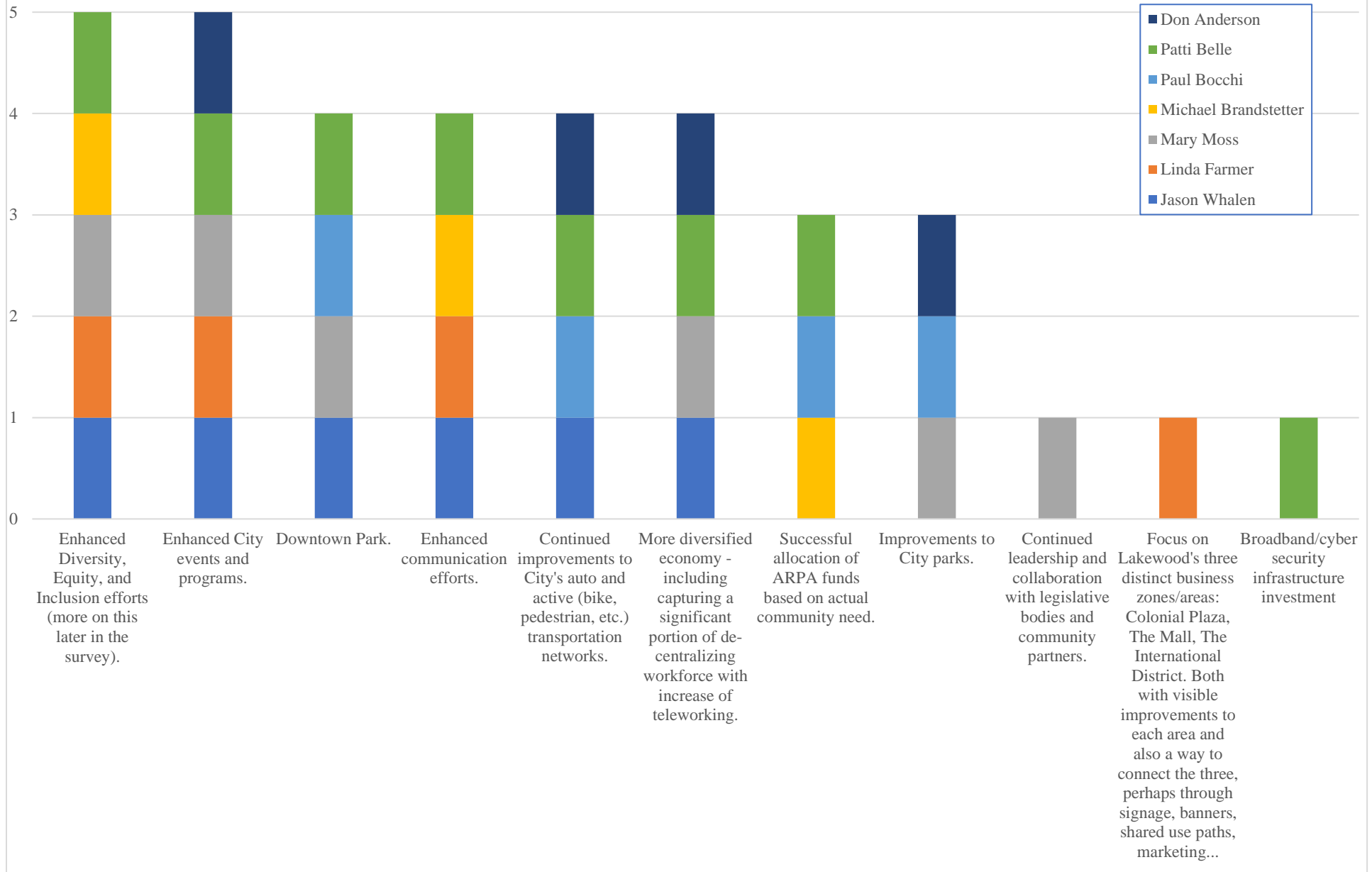
Mary Moss	Finding a way to support for our local small businesses.
Don Anderson	Coordinate COVID relief efforts with other jurisdictions Contain street homelessness and refer to available resources

5. At past retreats, you were asked to identify what accomplishments are you most proud of achieving in the previous biennium.

Results: Enhancing DEI efforts, City events, and communications. Develop a Downtown Park. Focus economic activities on professional industry opportunities related to significant changes to office organization during and post- COVID, e.g., increase in teleworking.

TABLE E			
Source	Accomplishments	Total	Rank
Survey	Enhanced Diversity, Equity, and Inclusion efforts (more on this later in the survey).	5	1
Survey	Downtown Park.	4	T2
Survey	Enhanced City events and programs.	4	T2
Survey	Enhanced communication efforts.	4	T2
Survey	Continued improvements to City's auto and active (bike, pedestrian, etc.) transportation networks.	3	T3
Survey	More diversified economy - including capturing a significant portion of de-centralizing workforce with increase of teleworking.	3	T3
Survey	Successful allocation of ARPA funds based on actual community need.	3	T3
Survey	Improvements to City parks.	2	4
Survey	Continued leadership and collaboration with legislative bodies and community partners.	1	T5
Linda Farmer	Focus on Lakewood's three distinct business zones/areas: Colonial Plaza, The Mall, The International District. Both with visible improvements to each area and also a way to connect the three, perhaps through signage, banners, shared use paths, marketing...we don't have one downtown and it might not be best to put all our eggs in one bucket when we have three distinct and wonderful places of business/community life.	1	T5
Pattie Belle	Broadband/cyber security infrastructure investment	1	T5

Q5: Future Accomplishments



6. Strengths, Weaknesses, Threats, Opportunities Assessment

Information & communication	
Strengths: <hr/> Michael Brandstetter Build your better Here initiative <hr/>	Weaknesses: <hr/> Paul Bocchi Need multiple channels to reach a higher percentage of citizens. <hr/> Patti Belle Not enough staff and support for effective communications. Not enough staff for all the communication needs. Various communication methods need to be utilized more and consistently <hr/> Michael Brandstetter Weakness in innovative outreach across the diversity of the city <hr/> Mary Moss Sharing our successful stories <hr/> Don Anderson Cybersecurity threats <hr/>
Opportunities: <hr/> Patti Belle FTE in Communications. Upgrade tech - equip, services like https://www.citibot.io/e texting. Build the communications team to more than 1 FTE <hr/> Mary Moss Improve ways of getting the success stories out <hr/>	Threats: <hr/> Linda Farmer I see us needing a strategic communications plan to reach the city's goals. This will require stronger technological platforms, more FTEs and/or more contracts for the work. We will need high level strategy as well as boots on the ground to write and produce. Just keeping a website updated is a full-time job let alone social media, video, talking points...not to mention anything about preparing items in multiple languages and access formats for disabilities. <hr/> Paul Bocchi Difficult to get to all groups of people. <hr/> Patti Belle Ransomware <hr/> Mary Moss Effective ways to communicate Lakewood's success stories. <hr/> Don Anderson Public communication w/o local media <hr/>

Transportation network (auto and active, e.g., pedestrian, bike, etc.)			
Strengths:		Weaknesses:	
Paul Bocchi	Vastly improved arterial network. Committed to improvement.	Paul Bocchi	Much of the system is inadequate .
Michael Brandstetter	Sidewalk and street light plans and vision		
Mary Moss	The upkeep of our roads		
Don Anderson	Well situated geographically		
Opportunities:		Threats:	
Paul Bocchi	City is seen as successfully completing projects. We are willing in to commit our resources where others may not be.	Linda Farmer	We are a car-centric city. Until we have a stronger transit system, we should build our systems with cars in mind. Adding bike lanes and shared use paths is fantastic and if we can embark on proper signage (painting pictures of wheels/strollers and feet onto shared use paths like they do at Greenlake in Seattle) will be helpful. A sidewalk isn't a sidewalk anymore and some of our folks need "just in time" signage because sending a Tweet or putting it once in a newsletter might not get the message out. Also, I'd love to see our main "centers" visibly and purposefully connected (Mall, Colonial Plaza, International District)
Patti Belle	Continue to build-out sidewalks and connectors		
Don Anderson	Well situated geographically	Paul Bocchi	Funding.
		Michael Brandstetter	Loss of projects balance and shift to a primarily arterial focus
		Don Anderson	Lack of local funding. Disproportionate funding to transit.

Built environment			
Strengths:		Weaknesses:	
Mary Moss	Our parks have a Huge influence on people's moods	Michael Brandstetter	Stalled development in downtown
Opportunities:		Threats:	
Mary Moss	Services & resources for improving positive impacts on people's physical, mental and social health		

Parks and Recreation			
Strengths:		Weaknesses:	
Paul Bocchi	Continue to improve what we have and expand where we can.	Paul Bocchi	Some neighborhoods are not well served by parks.
Patti Belle	Have continued to engage community throughout the pandemic	Don Anderson	Increased demand on general fund
Michael Brandstetter	Strong master plans for parks across the city		
Don Anderson	Fort Steilacoom is regional jewel		
Opportunities:		Threats:	
Paul Bocchi	Parks have strong and loyal supporters. There has been renewed interest in urban parks.	Paul Bocchi	Lack of available land to expand.
Patti Belle	Wi-Fi in Parks		
Michael Brandstetter	Robust post COVID events calendar		

City financials			
Strengths:		Weaknesses:	
Paul Bocchi	Good finance team and policies are in place.	Paul Bocchi	We need a better tax base . It has improved, but it still needs to improve.
Patti Belle	solid management	Don Anderson	Costs rising faster than revenue
Michael Brandstetter	Very smart comment staff/solid policies		
Mary Moss	our financial situation is strong		
Opportunities:		Threats:	
Paul Bocchi	Leverage strong financials to improve services and make capital improvements.	Paul Bocchi	Wage pressure. Cannot skinny down forever.
Patti Belle	Would like to add to the Finance "opportunities" - take a look at Balancing Act - "Balancing Act is a civic engagement tool that makes public budgets fun , educational, and ultimately, engaging for citizens. It increases financial transparency and community participation in the budget process by publishing an entity's budget in an easy-to-understand manner, with intuitive graphics and responsive layers of budget detail. But it also has a built-in simulation, where residents can attempt to balance the budget as they see fit, subject to the same constraints public officials have."	Don Anderson	Inflation. Unfunded mandates.

Public safety & policing			
Strengths:		Weaknesses:	
Paul Bocchi	Professional police force.	Paul Bocchi	High crime rate remains, but pressure is to reduce policing .
Michael Brandstetter	Professional standards within LPD; Innovative thinking at Municipal Court	Patti Belle	Educate public more regarding PD - highlights, policy, general info
Don Anderson	Well trained officers	Michael Brandstetter	Significant potential retirements at LPD
Opportunities:		Threats:	
Patti Belle	Increase education on PD policies and good PR.	Paul Bocchi	Rapid changes may not all be positive.
Patti Belle	Create a community immersion law enforcement project.	Patti Belle	Unforeseen social issue and happenings. Increased mental health issues . Current social climate, legislation
Pattie Belle	Body cameras	Michael Brandstetter	Broad national and regional criticism of public safety and loss of local control over policy changes.
Michael Brandstetter	Strengthened Veterans Court; New therapeutic court(s)	Don Anderson	Police recruiting, especially BIPOC

Housing			
Strengths:		Weaknesses:	
Paul Bocchi	Variety of housing types are available.	Paul Bocchi	Portion of housing stock is in poor condition .
Michael Brandstetter	Rental Housing Safety Program	Patti Belle	Not enough Affordable housing
	Cheaper than King County	Don Anderson	Lack of affordable middle-class housing
Don Anderson	Maintaining existing stock.		
Opportunities:		Threats:	
Paul Bocchi	Strong demand for SFR that we have. Preservation & enhancement of neighborhoods is essential.	Linda Farmer	Like other cities, we do not have enough housing types , particularly missing starter homes and step-down homes. We also lack affordability --and new housing stock even if smaller is bound to be much more expensive than the average person can afford.
		Paul Bocchi	Legislative efforts to meddle in local zoning decisions
		Patti Belle	Lack of affordable and low-income housing . Affordable housing vs low income, lack of inventory, pandemic
		Michael Brandstetter	Threat of loss of local control of policies
		Mary Moss	Lacking affordable housing , no room to build
		Don Anderson	Available land, building code

Economy and employment			
Strengths:		Weaknesses:	
Paul Bocchi	Open for business. Available land. No B&O.	Paul Bocchi	Needs to be stronger.
Patti Belle	build on the momentum and success of bringing new business to Lakewood	Patti Belle	Lack of engagement in International District
Michael Brandstetter	New logistics related commercial development	Michael Brandstetter	Weakness as we will be in COVID recovery
		Don Anderson	No class A office space. Little manufacturing.
Opportunities:		Threats:	
Paul Bocchi	Business sees Lakewood as a good place to do business.	Paul Bocchi	Recovery from COVID lockdowns.
Patti Belle	Engage and expand reach at international district	Patti Belle	Pandemic
Michael Brandstetter	Youth Employment Program	Michael Brandstetter	Threat of slow post COVID recovery
Don Anderson	Business friendly reputation	Don Anderson	Inflation, unemployment

Others			
Strengths:		Weaknesses:	
Paul Bocchi	Council policies have remained consistent over the years.	Paul Bocchi	As a limited city government , not all things are under our control.
Opportunities:		Threats:	
Paul Bocchi	Behavioral health spending is increasing. How will we use?	Linda Farmer	DEI: Not everyone recognizes that this is a systemic issue .
Patti Belle	Leverage ARPA dollars for pandemic recovery	Paul Bocchi	Continued COVID impacts.

10. Please rank the following potential City-led and involved Diversity, Equity, and Inclusion Efforts.

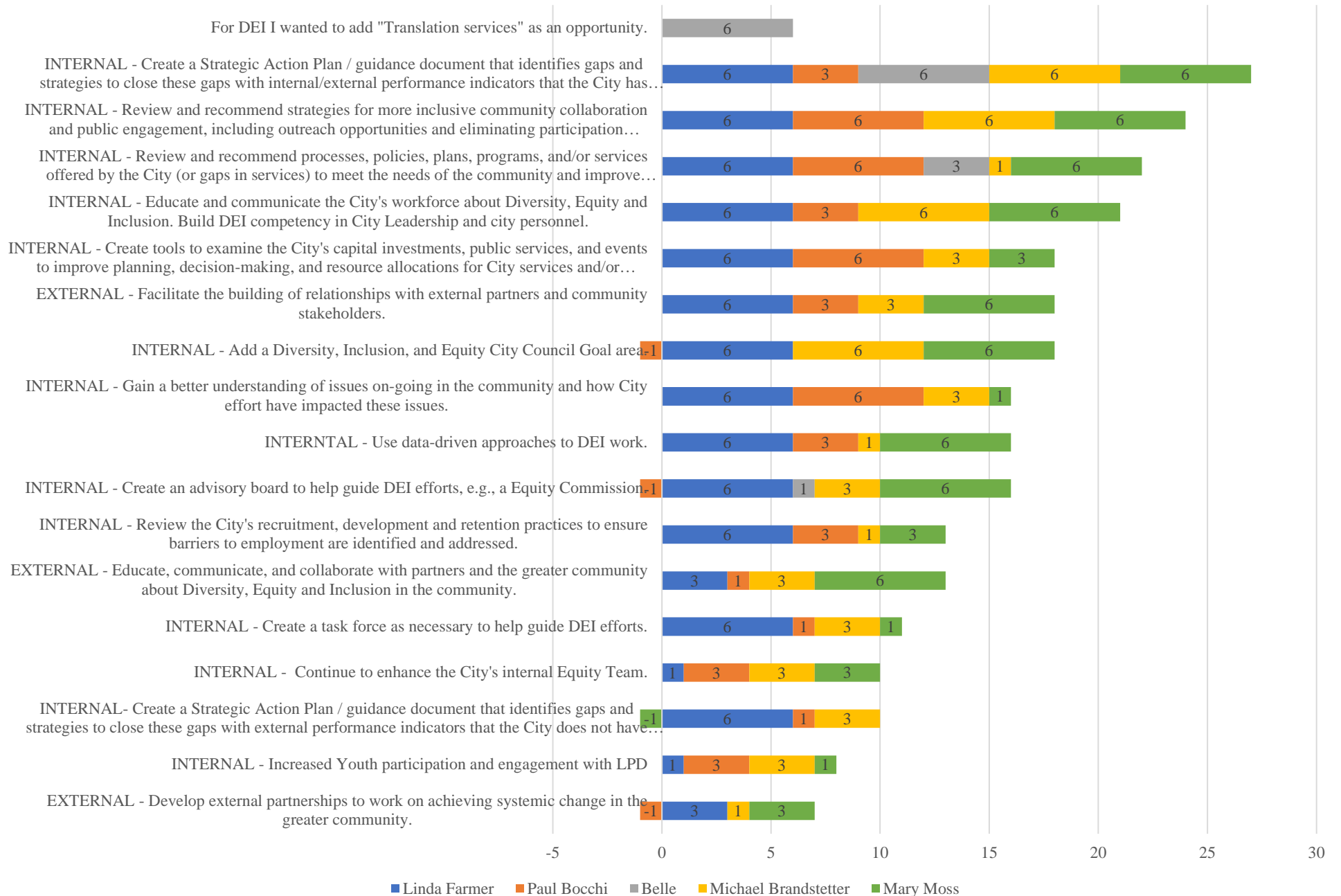
For this question, the following point scale was used for each priority level:

- 6 points = High Priority
- 3 points = Priority
- 1 point = Low Priority
- -1 point = Not a priority
- -6 points = Opposed

TABLE G								
Councilmember	Linda Farmer	Paul Bocchi	Patti Belle	Michael Brandstetter	Jason Whalen	Mary Moss	Total	Rank
INTERNAL - Create a Strategic Action Plan / guidance document that identifies gaps and strategies to close these gaps with internal/external performance indicators that the City has direct control of to guide DEI efforts.	6	3	6	6		6	27	1
INTERNAL - Review and recommend strategies for more inclusive community collaboration and public engagement, including outreach opportunities and eliminating participation barriers, such as language access.	6	6		6		6	24	2
INTERNAL - Review and recommend processes, policies, plans, programs, and/or services offered by the City (or gaps in services) to meet the needs of the community and improve decision-making.	6	6	3	1		6	22	3
INTERNAL - Educate and communicate the City's workforce about Diversity, Equity and Inclusion. Build DEI competency in City Leadership and city personnel.	6	3		6		6	21	4
EXTERNAL - Facilitate the building of relationships with external partners and community stakeholders.	6	3		3		6	18	T5
INTERNAL - Create tools to examine the City's capital investments, public services, and events to improve planning, decision-making, and resource allocations for City services and/or programs.	6	6		3		3	18	T5
INTERNAL - Add a Diversity, Inclusion, and Equity City Council Goal area.	6	-1		6		6	17	6

INTERNAL - Use data-driven approaches to DEI work.	6	3	1	6	16	T7	
INTERNAL - Gain a better understanding of issues on-going in the community and how City effort have impacted these issues.	6	6	3	1	16	T7	
INTERNAL - Create an advisory board to help guide DEI efforts, e.g., an Equity Commission.	6	-1	1	3	6	15	8
EXTERNAL - Educate, communicate, and collaborate with partners and the greater community about Diversity, Equity and Inclusion in the community.	3	1	3	6	13	T9	
INTERNAL - Review the City's recruitment, development and retention practices to ensure barriers to employment are identified and addressed.	6	3	1	3	13	T9	
INTERNAL - Create a task force as necessary to help guide DEI efforts.	6	1	3	1	11	10	
INTERNAL - Continue to enhance the City's internal Equity Team.	1	3	3	3	10	11	
INTERNAL- Create a Strategic Action Plan / guidance document that identifies gaps and strategies to close these gaps with external performance indicators that the City does not have direct control of to guide DEI efforts.	6	1	3	-1	9	12	
INTERNAL - Increased Youth participation and engagement with LPD	1	3	3	1	8	13	
EXTERNAL - Develop external partnerships to work on achieving systemic change in the greater community.	3	-1	1	3	6	14	
ADDED - For DEI, I wanted to add "Translation services" as an opportunity. (See #2 above for language access) Patti Belle			6			15	

Q 10: DEI Priorities



Don Anderson on equity prioritization:

“For the most part, these questions require answers that are too nuanced to be neglected to a weighted button that can be taken out of context. For example, some initiatives may be very appropriate for individual or group initiatives, but not well suited for municipal action. To start with, there is no agreed definition of “equity.” Is that equal opportunity, weighted/assisted opportunity, equal outcomes or critical race theory? We need to address that first.”

11. Other Items

Results:

Councilmember	Other Items	Other Priorities	Other Concerns
Paul Bocchi	Lakewood’s behavioral health priorities as it pertains to new funding opportunities. Relationship with school district going forward.	Our role in housing programs. What types of housing are we looking for? Willing to accept? What is the public’s role?	
Michael Brandstetter	Updates of Non-Motorized Transportation and Tillicum Neighborhood Plans		
Mary Moss			I just hope that we can stay on target and follow through with what we have chosen. It is a lot of work and I would like to see if we can collaborate with existing boards, committees and other organizations without creating another

DRAFT CITY COUNCIL GOALS 2021-2024

Based on the first retreat and the survey results, the following items are recommended to be incorporated to the City Council Goals. Notably, the City is actively engaged in and continues to make progress on many of the priorities listed on this table as demonstrated by the **Strategic Plan Progress Report: 2018 to 2020** provided to the Lakewood City Council at the [March 27, 2021 retreat](#).

TABLE G				
All Priorities: Top Priorities by Total Score w/ draft new Additions				
Rank	Item	Score	Primary Goal Area	Draft 2021-22 Council Goals
NEW	Enhance City-led and involved DEI efforts	-	Robust & Active Community	6.2A
NEW	Enhance communication and civic engagement opportunities	-	Robust & Active Community	6.2. B
NEW	Enhance City programs and events	-	Robust & Active Community	6.1A
NEW	Develop a Downtown Park	-	Dependable Infrastructure	2.1. B
NEW	Effective use of ARPA funds	-	Fiscal Responsibility	4.3. F
NEW	OTHERS?	-		
T1	Downtown Plan implementation	28	Economic Development	1.2. A
T1	Attract high wage jobs / careers – including teleworking Professional services	28	Economic Development	1.1A
2	Behavioral health and homelessness	27	Public Safety	3.4. D
T3	Road improvements	26	Dependable Infrastructure	2.1.A/C
T3	Sidewalk improvements (sidewalks, curb, gutter, lights)	26	Dependable Infrastructure	2.1. A
T3	CSRT / Abatement programs – tackling blight and unsafe conditions	26	Public Safety	3.3. A
T4	Analysis of economic incentives	22	Economic Development	1.1. B
T4	Western State Hospital impact & potential	22	Economic Development	1.2. B
T4	Housing balance and affordability : Preservation & changing community needs	22	Economic Development	1.3. A
T4	Rental Housing Safety Program	22	Public Safety	3.3. A
T4	Advocate for Tax Increment Financing (TIF)	22	Economic Development	5.2. E

T4	Fixing long standing & misguided reputation of city	22	Transparency	5.1.C
T5	Commercial developments – e.g., Woodbrook	20	Economic Development	1.2. B
T5	Lakewood Landing	20	Economic Development	1.2. A
T6	Relationships with JBLM / Camp Murray & NCZ	18	Transparency	1.4.B 5.2.C
T6	Park improvements	18	Dependable Infrastructure	2.1.B/D
T6	Review of funding options and programs – including impacts of I-976	18	Dependable Infrastructure	2.1. A
T6	Continue strong leadership role – legislative & local levels	18	Transparency	5.2. A
T7	Cyber security	17	Dependable Infrastructure	2.4. D
T7	Continued lag of general fund revenues to expenditures	17	Fiscal Responsibility	5.2. E
T8	Lakewood Station District (implementation)	16	Economic Development	1.2. A
T8	Blight / Unsafe conditions	16	Public Safety	3.3. A
9	Libraries	15	Transparency	1.2.C
T10	Rail Safety	14	Public Safety	2.4.C
T10	Improving reputation of CPSD	14	Transparency	5.4. F
T10	Events	14	Transparency	1.6
T11	LPD relationships with youth	13	Transparency	3.4.A/B
T11	Succession planning	13	Fiscal Responsibility	4.3. A
T12	Community Surveys	12	Transparency	5.1. E
T12	"Build your better here" campaign and marketing	12	Transparency	5.1.C
T13	Transition to PALs	11	Economic Development	1.1.C
T13	Unfunded state mandates	11	Fiscal Responsibility	5.2. E
T13	Partnership with Lakewood Multicultural Coalition (LMCC)	11	Transparency	5.3. B
T14	Evaluation of innovative programs / partnerships (e.g., regional police services, animal shelter, community court, tech advances, etc.)	10	Fiscal Responsibility	4.3. D
T14	Other forms of community outreach	10	Transparency	5.1
15	Transit improvements	9	Dependable Infrastructure	2.4. A

16	Climate and environmental policies	7	Public Safety	3.5. D
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The above priorities were incorporated into a draft City Council Goals for 2021-2022 (2024), see **Attachment A (redlines)** and **Attachment B (no redlines)**. The intent of the draft City Council Goals for 2021-2022 (2024) is to provide a starting point for further discussion, additions, and edits at the May 22, 2021 retreat.

ATTACHMENTS:

Attachment A – Draft City Council Goals for 2021-2024 – with redlines

Attachment B – Draft City Council Goals for 2021-2024 – without redlines

Appendix A													
ARPA Prioritization Exercise – Full Results													
Internal External	Category	Items	Anderson	Whalen	Brandstetter	Farmer	Moss	Bocchi	Belle	Total	Overall	Top Internal	Top External
Internal	Backfill City	City revenues/reserves	1	1	1	1	1	1	1	7	T1	1	
External	Human and Social Services	Designate 1% through existing human services general fund process. 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.	1	1	1	1	1	1	1	7	T1		1
Internal	IT	Update City website to improve usability; provide a multilingual site with translated (or translatable) documents / improve online service delivery.	1	1	1	1		1	1	6	T2	2	
External	Business Assistance	Support arts and entertainment venues and cultural activities. More funds to shuttered venues such as Lakewood Playhouse, and Thornewood Castle plus support of independent artists and groups (i.e. Lakewood Players); - More funds to International District businesses and minority/women owned/black owned businesses who have less access to funding; Showcase / highlight our cultural diversity through targeted marketing efforts, and on our website (guides to Lakewood for restaurants, entertainment, cultural activities.)	1	1		1	1	1	1	6	T2		2
Internal	IT	Enhance Council Chambers to facilitate “hybrid” in-person and virtual Council meetings including video and audio capabilities to allow remote public participation.			1	1	1	1	1	5	T3	T3	
Internal	Facilities	Provide public water access in City parks for handwashing and sanitation.			1	1	1	1	1	5	T3	T3	
External	Homeless/Emergency Housing	Provide funding to Living Access Support Alliance (LASA) to acquire property and construct transitional housing serving homeless persons impacted by COVID. LASA land acquisition & development. Leverage APRA HOME/CDBG funds.	1	1	1		1		1	5	T3		T3

External	Human and Social Services	Lakewood Youth Corps Summer Employment Program (ages 16-18.) Seniors?	1	1		1		1	1	5	T3		T3
Internal	IT	Enhance Municipal Court technology to allow online (remote) court, including video and audio improvements in the main courtroom.	1			1	1		1	4	T4	T4	
Internal	IT	Expand city services utilizing “smart walls” and digital interactive smart boards at locations such as Sound Transit’s Train station, library, outdoor venues, etc. City Readerboard.		1		1	1		1	4	T4	T4	
Internal	Facilities	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.		1		1		1	1	4	T4	T4	
External	Business Assistance	Host a Small Business Resource and Education Center.	1		1		1	1		4	T4		T4
External	Business Assistance	One-stop assistance for businesses, residents to access internal and external relieve/recovery resources	1	1		1			1	4	T4		T4
Internal	IT	Expand Wi-Fi in all parks and throughout the City, utilizing existing fiber along with enhanced Wi-Fi access points and other network items.		1				1	1	3	T5	T5	
Internal	Emergency Equipment/Supplies	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.)	1					1	1	3	T5	T5	
Internal	City Plans, Codes, Etc.	Updated PWE non-motorized transportation plan using an equity and equal access lens to support access to city services, parks, and schools.		1	1				1	3	T5	T5	
External	Human and Social Services	Expand Lakewood Human Services Program: Drug, Alcohol and Domestic Violence Counseling and Assistance, Financial Education Program for Residents Health and Fitness Challenges	1				1	1		3	T5		T5
External	Business Assistance	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. https://www.mercerislandnext.com/ https://425business.com/your-friendly-neighborhood-business-		1	1	1				3	T5		T5

		owner/ https://425business.com/your-friendly-neighborhood-business-owner/											
External	Business Assistance	Reduce development permit fees for a specific period of time to incentivize revitalization and to boost the economy.		1	1				1	3	T5		T5
Internal	IT	Install security cameras in high crime areas of the City.				1	1			2			
Internal	Facilities	Consolidate and reconfigure City staff to 1 st and 2 nd 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)	1				1			2			
Internal	Facilities	Convert City Hall 3 rd floor to leasable office space.				1	1			2			
Internal	Facilities	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 and help them get the resources they need)					1	1		2			
Internal	Human Resources	Expand access for employees to Castlight wellness resources.					1		1	2			
External	Public Partners	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.				1			1	2			
External	Rental Assistance, Mortgage Assistance, Utility Assistance	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.			Not LASA		1		1	2			
External	Homeless/Emergency Housing	Coordinate the creation of a Veterans Homeless and Resource Center (in partnership with Pierce County and possibly others)	1			1				2			
External	Human and Social Services	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.				1	1			2			
External	Business Assistance	Tax preparation and accounting, businesses marketing, social media, etc.			1			1		2			
External	Business Assistance	Fund a city Restaurant Rally program, Innovation Contests, parklets for outdoor seating, heaters, canopies at restaurants, etc.			1				1	2			
External	Business Assistance	Coordinate workforce development with city colleges; provide set aside for individuals' incentive programs. Provide funds for contract management, mentoring, coordination of support		1				1		2			

		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											
Internal	Facilities	Install elevator key card system in Main City Hall Elevator.							1	1			
Internal	Facilities	Install hands-free door access system (i.e., scan access badge to open secured doors.)							1	1			
Internal	Facilities	Utilize tall cubicle or plexiglass dividers in double occupancy cubicles to facilitate communication among staff while remaining safe.					1			1			
Internal	Facilities	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.)					1			1			
Internal	Facilities	Consistent with City policy, acquire ergonomic equipment (all to remain City property) for remote workers similar to equipment provided for on-site workers.						1		1			
Internal	Facilities	Portland Loo metal Sani-Can type structure at City parks that do not have restrooms.							1	1			
External	Human and Social Services	Expand housing rehabilitation efforts through support of Rebuilding Together South Sound (RTSS) to supplement the City's current CDBG and HOME programs.	1							1			
External	Business Assistance	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.			1					1			
Internal	IT	Learning Management System for providing and tracking City employee training. (Will require ongoing subscription.)								0			
Internal	Facilities	Install information kiosks in City parks and buildings to communicate emergency information, sanitation policies, etc.								0			
Internal	Emergency Equipment/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.								0			

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~~
 - **That actively cultivates, embraces, and continually strives to create a more inclusive community with equitable access to City services; and**
 - Supportive of Joint Base Lewis McChord (JBLM), Camp Murray, service members and their families.

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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 next two biennial budgets (2021-2022 biennial budget and 2023-2024)**. 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~~

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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~~ **community members**.
- **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 **City goals**. The City will identify meaningful metrics and determine a series of ~~benchmark goals~~ **benchmarks to convey City efforts within goal areas**. The City will track performances over the next ~~three~~ **four years**, adjusting when necessary, to optimize services ~~and efforts~~.

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- 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.

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ECONOMIC DEVELOPMENT

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

Objectives:

1.1 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.

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1.2 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, Souder Station District Plan, and the development of the Woodbrook Business Park; and "Lakewood Landing," and the Souder Station District.
- B. Improve underutilized commercial land and mixed-use areas, e.g., the WSDOT facility, 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.

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1.3 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/ecological places of significance.

1.4 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 communication and 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.

1.5 Promote and facilitate sustainable economic development.

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

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. Construct a Downtown Park that serves as a catalyst for the Downtown area.
- B-C. Expand neighborhood ~~and active transportation~~ infrastructure improvements to increase accessibility and connectivity to roadways, parks, public spaces, and public buildings.
- C-D. Provide ~~a~~ quality and diverse park and recreation system making strategic additions when prudent.
- D-E. Implement innovative technology solutions to enhance accessibility, operations, and City services.
- E-F. 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 wayfaring and reader board 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~~active transportation projects that enable safe access for all users, and increases connectivity between neighborhoods, parks, and commercial areas. Update the ~~Non-Motorized~~Active Transportation Plan: (Non-motorized 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 to eliminate blight and unsafe conditions.
- 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 citizenscommunity stakeholders to develop effective solutions, increase trust, and encourage mutual accountability.
- B. Continue to improve communication efforts with youth and multiculturalunderserved communities to bridge gaps and remove barriers. increase trust. and provide opportunities for meaningful engagement.
- C. Emphasize crime prevention through public education.
- D. ContinueUse innovative approaches and partnerships to address mentalprovide connections to services to individuals experiencing behavioral health incidents and reduce/or 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~~ of benefit to the community.
- ~~E.~~ Continue to enhance cyber security measures to protect City systems.
- ~~E.F.~~ Effectively use American Rescue Plan Act funds to help the community recover from the COVID-19 pandemic.

TRANSPARENCY

GOAL: *The City of Lakewood communicates its goals, successes, and challenges to the community—and serves as a leader and champion for the community.*

Objectives:

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

5.1 Enhance communications with residents, businesses, and community stakeholders about City issues, projects, and services.

- A. Create and implement a Communication Strategic Plan that prioritizes inclusivity, community engagement, and meaningful civic participation.
- B. Leverage new and existing communication methods and innovative partnerships to effectively build trust, disseminate information, and reduce barriers to access.
- A.C. Enhance city's image through positive mixed media campaigns and spotlights, planning tools, land use codes, code enforcement, and infrastructure improvements.
- D. Continuously enhance online and digital services, including: the website and social media platforms.
- E. Regularly implement surveys that measure community priorities, satisfaction, and specific projects.

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.A. 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:partners.
- ~~D.B.~~ Support and collaboratively engage with neighborhood groups, civic associations, and non-profits.
- E.C. Support access to information on workforce development, healthcare, and

local services.

F.D. Strengthen relationship with local school districts, colleges, and other public entities.

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ROBUST & ACTIVE COMMUNITY

GOAL: The City of Lakewood is a livable, ~~healthy~~, resilient, and inclusive community that embraces and celebrates diversity and provides equitable opportunities for civic engagement.

NOTE: All Economic Development, Dependable Infrastructure, Public Safety, Fiscal Responsibility, and Transparency goals and objectives support the continued advancement of a robust and active 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 and partner entities to support the community's most vulnerable residents individuals, and improve self-sufficiency families.
- B. Support and encourage the physical, emotional, and mental behavioral 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 resilient community.

D. 6.2 Enhance City-led community programing and events.

6.2 Continue to build and support an inclusive and equitable community that embraces, celebrates, and enhances diversity.

- A. Develop a Diversity, Equity, and Inclusion Strategic Plan to identify and provide tools and solutions to equity gaps in processes, policies, plans, programs, and services offered by the City using data-drive approaches.
- B. Enhance and expand communication and outreach efforts to eliminate barriers to full civic engagement and participation, creating a more inclusive, connected, and active community.
- C. Continue to build diversity, equity, and inclusion competency in City leadership and across the organization.
- D. Facilitate relationships with external partners and community stakeholders to increase inclusion and equitable access to services in Lakewood and beyond.

6.3 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~~ and activity hubs with a sense of place, promote dynamic user experiences, and have multipurpose uses a diversity of opportunities.
- C. Strengthen community connections and support civic engagement.

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LAKEWOOD CITY COUNCIL GOALS

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- Characterized by the beauty of its lakes, parks and natural environment;
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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 community members.
- 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 is accountable to the community for the achievement of City goals. The City will identify meaningful metrics and determine a series of benchmarks to convey City efforts within goal areas. The City will track performances over the next four years, adjusting when necessary, to optimize services and efforts.
- 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, Sounder Station District Plan, and the development of the Woodbrook Business Park and Lakewood Landing.
- B. Improve underutilized commercial and mixed-use areas, e.g., the WSDOT facility, revise zoning regulations where appropriate and minimize nonconforming uses.
- 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 ecological 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 communication and 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, attraction, retention, and expansion.
- B. Promote an entrepreneurial environment, encourage a balance of manufacturing, commercial, professional, and retail and service businesses.
- C. Continue to leverage and improve City assets, e.g., location, access, lakes, parks, civic engagement opportunities, transit options, cultural amenities, activity hubs, and utilities.

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. Construct a Downtown Park that serves as a catalyst for the Downtown area.
- C. Expand neighborhood and active transportation infrastructure improvements to increase accessibility and connectivity to roadways, parks, public spaces, and public buildings.
- D. Provide a quality and diverse park and recreation system making strategic additions when prudent.
- E. Implement innovative technology solutions to enhance accessibility, operations, and City services.
- F. 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 and reader board 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 active transportation projects that enable safe access for all users, and increases connectivity between neighborhoods, parks, and commercial areas. Update the Active Transportation Plan (Non-motorized 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 to eliminate blight and unsafe conditions.
- 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 community stakeholders to develop effective solutions, increase trust, and encourage mutual accountability.
- B. Continue to improve communication efforts with youth and underserved communities to remove barriers, increase trust, and provide opportunities for meaningful engagement.
- C. Emphasize crime prevention through public education.
- D. Use innovative approaches and partnerships to provide connections to services to individuals experiencing behavioral health incidents and/or 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 “Well City” status.
- D. Continue to evaluate and implement strategic partnerships with other jurisdictions and entities for joint services when of benefit to the community.
- E. Continue to enhance cyber security measures to protect City systems.
- F. Effectively use American Rescue Plan Act funds to help the community recover from the COVID-19 pandemic.

TRANSPARENCY

GOAL: *The City of Lakewood communicates its goals, successes, and challenges to the community and serves as a leader and champion for the community.*

Objectives:

5.1 Enhance communications with residents, businesses, and community stakeholders about City issues, projects, and services.

- A. Create and implement a Communication Strategic Plan that prioritizes inclusivity, community engagement, and meaningful civic participation.
- B. Leverage new and existing communication methods and innovative partnerships to effectively build trust, disseminate information, and reduce barriers to access.
- C. Enhance city's image through positive mixed media campaigns and spotlights, planning tools, land use codes, code enforcement, and infrastructure improvements.
- D. Continuously enhance online and digital services, including: the website and social media platforms.
- E. Regularly implement surveys that measure community priorities, satisfaction, and specific projects.

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. Expand meaningful, two-way communication opportunities with community stakeholders and regional partners.
- B. Support and collaboratively engage with neighborhood groups, civic associations, and non-profits.
- C. Support access to information on workforce development, healthcare, and local services.
- D. Strengthen relationship with local school districts, colleges, and other public entities.

ROBUST & ACTIVE COMMUNITY

GOAL: *The City of Lakewood is a livable, resilient, and inclusive community that embraces and celebrates diversity and provides equitable opportunities for civic engagement.*

NOTE: All Economic Development, Dependable Infrastructure, Public Safety, Fiscal Responsibility, and Transparency goals and objectives support the continued advancement of a robust and active 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 and partner entities to support the community's most vulnerable individuals and families.
- B. Support and encourage the physical, emotional, and behavioral health of those that live, work, and visit Lakewood.
- C. Develop, partner, and implement innovative strategies that foster a more livable, healthy, equitable, and resilient community.
- D. Enhance City-led community programming and events.

6.2 Continue to build and support an inclusive and equitable community that embraces, celebrates, and enhances diversity.

- A. Develop a Diversity, Equity, and Inclusion Strategic Plan to identify and provide tools and solutions to equity gaps in processes, policies, plans, programs, and services offered by the City using data-driven approaches.
- B. Enhance and expand communication and outreach efforts to eliminate barriers to full civic engagement and participation, creating a more inclusive, connected, and active community.
- C. Continue to build diversity, equity, and inclusion competency in City leadership and across the organization.
- D. Facilitate relationships with external partners and community stakeholders to increase inclusion and equitable access to services in Lakewood and beyond.

6.3 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 events and activity hubs with a sense of place, dynamic user experiences, and a diversity of opportunities.