



## **LAKEWOOD CITY COUNCIL STUDY SESSION AGENDA**

Monday, August 23, 2021

7:00 P.M.

City of Lakewood

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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Page No.

### **CALL TO ORDER**

### **ITEMS FOR DISCUSSION:**

- (3) 1. Economic Development Update. – (Memorandum)
- (26) 2. Presentation of compiled community engagement feedback and review of draft Resolution formalizing City Council policies and priorities for American Rescue Plan Act (ARPA) funds. – (Memorandum)

### **ITEMS TENTATIVELY SCHEDULED FOR THE SEPTEMBER 7, 2021 REGULAR CITY COUNCIL MEETING:**

- 1. Proclamation declaring September 11, 2021 as Patriot Day and Day of Remembrance.
- 2. Youth Council Report.
- 3. Clover Park School District Report.
- 4. This is the date set for a Public Hearing on the draft Resolution formalizing City Council policies and priorities for American Rescue Plan Act (ARPA) funding. – (Public Hearings and Appeals – Regular Agenda)
- 5. Review of County Buildable Lands Report and GMA Population Allocation. – (Reports by the City Manager)

*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.*

**REPORTS BY THE CITY MANAGER**

**CITY COUNCIL COMMENTS**

**ADJOURNMENT**

*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.*



To: Mayor and City Councilmembers

From: Becky Newton, Economic Development Manager

Through: John J. Caulfield, City Manager; *John J. Caulfield*  
David Bugher, Assistance City Manager for Development Services

Meeting Date: August 23, 2021

Subject: Economic Development Update

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## Overview

This is an economic development update for Q2 2021. The focus is on our businesses and workforce trends, progress in our focus areas for development, and citywide efforts to promote a dynamic and robust local economy for Lakewood through sustainable economic growth and job creation.

The presentation includes a review of the draft Economic Development Strategic Plan presented to City Council September, 2019 as well as an update of analytics showing the progress made due to Council programs and policies. The intent is to finalize the Plan late this year or early 2022.

Details of the report will be shared at the study session.

Attachment  
PowerPoint



## Economic Development Update

Lakewood City Council  
Study Session  
August 23, 2021

### What Are We Talking About?

#### **Business and Outreach**

**Workforce**

**New Businesses**

**Permitting & Projects**

**Media & Attraction**

#### **Economic Development Strategic Plan**

- Regional Context
- Analytics (Retail Capture/Leakage & Trends)
- Council Vision/Goals
- Review of Strategies (Citywide & Focus Areas)



## Businesses & Outreach

### Businesses in Lakewood

Doing Business in Lakewood	5,085
Physically Located in Lakewood	3,228
-Homebased	1,138
New Businesses as of Q2 2020	322
New Businesses as of Q2 2021	493

Source: DOR.WA, Point in time, August 16, 2021

<b>CHALLENGES:</b>	<b>OPPORTUNITIES:</b>
Supply Chain	Innovation
Hiring, Retaining Talent	Strategic Location
Uncertainty/COVID-19	Access to Resources
Lack of Capital	Partnerships
Marketing & Advertising	Cash/Equity for Investment
Decrease in Profitability/	Expansion Support
Cost of Goods	Tech/Healthcare
Low Margins for	JBLM
Manufacturing	Supportive Council

### Q2 2021 Outreach

#### Outreach by Industry

Type	Number	Jobs
Construction	3	73
Manufacturing	3	165
Wholesale Trade	1	2
Retail Trade	12	1,285
Transportation and Warehousing	4	392
Information	2	89
Finance and Insurance	3	340
Real Estate and Rental and Leasing	2	167
Prof., Scientific, and Technical	2	51
Management of Companies	1	1
Admin., Waste Mngmt & Remediation	1	380
Educational Services	3	18
Health Care and Social Assistance	6	1,870
Arts, Entertainment, and Recreation	3	132
Accommodation and Food Services	6	844
Other Services (except Public Admin.)	2	101
<b>TOTALS</b>	<b>54</b>	<b>5,910</b>
<b>Daytime Population</b>		<b>66,535</b>

## Workforce Data

Lakewood is culturally diverse, with a younger population

Demographics	Percent			Value		
	Lakewood	Pierce County	Washington	Lakewood	Pierce County	Washington
Population	-	-	-	60,111	877,013	7,404,107
Median Age	-	-	-	35.7	36.1	37.7
Race: White	58.9%	72.9%	75.4%	35,421	639,612	5,581,128
Race: Black or African American	12.8%	6.8%	3.8%	7,667	59,213	281,683
Race: American Indian & Alaskan Native	1.4%	1.3%	1.3%	839	11,170	94,449
Race: Asian	8.6%	6.3%	8.5%	5,176	55,571	631,333
Race: Hawaiian & Other Pacific Islander	2.6%	1.5%	0.7%	1,528	12,848	49,090
Race: Other	6.0%	3.0%	4.5%	3,630	26,090	333,038
Race: Two or More	9.7%	8.3%	5.9%	5,840	72,509	433,386
Hispanic or Latino (of any race)	16.9%	10.9%	12.7%	10,180	95,327	937,579

Workforce Data Source: Workforce Central; Quarterly Census of Employment and Wages from the Bureau of Labor Statistics.

## Workforce Data

Lakewood's labor force participation is lower overall, with a higher percentage of Veterans participating. Opportunity exists to assist residents achieve higher education goals, and to become homeowners.

Economic & Education	Percent			Value		
	Lakewood	Pierce County	Washington	Lakewood	Pierce County	Washington
Labor Force Participation Rate	59.9%	64.0%	64.2%	28,117	432,579	3,781,609
Prime-Age Labor Force Participation Rate	77.6%	80.5%	82.4%	17,744	283,012	2,471,747
Veterans, Age 18-64	15.6%	10.4%	6.3%	5,660	55,700	288,387
Median HH Income	-	-	-	\$51,972	\$72,113	73,775
Educational Attainment, Age 25-64: Bachelor's	13.4%	18.2%	23.4%	4,321	85,582	932,550
Postgraduate	6.7%	8.6%	13.4%	2,142	40,708	533,758
Housing: Renter-Occupied	56.6%	37.9%	37.0%	13,985	122,460	1,055,157
Occupied Housing Units w/No Vehicle Available	9.0%	5.2%	6.8%	2,218	16,726	194,383

Workforce Data Source: Workforce Central; Quarterly Census of Employment and Wages from the Bureau of Labor Statistics.

## Workforce Data

Lakewood's poverty rate is higher than Pierce County, and the state, but trending downward. Opportunity exists to help residents obtain good paying jobs, or start a business.

Social	Percent			Value		
	Lakewood	Pierce County	Washington	Lakewood	Pierce County	Washington
Poverty Level (All)	16.6%	10.4%	10.8%	9,793	89,714	785,244
HH w/Food Stamps	18.4%	12.7%	11.9%	4,557	41,043	338,160
Children in Single Parent Households	41.1%	30.7%	28.5%	4,786	60,110	447,471
Uninsured	9.3%	6.0%	6.3%	5,380	51,554	457,471
With a Disability, Age 18-64	15.9%	11.8%	10.4%	5,704	62,977	475,578
Foreign Born	15.7%	9.8%	14.3%	9,414	86,037	1,056,534
Speak English less than very well (Age, 5+)	8.3%	5.5%	7.6%	4,613	45,207	525,988

### Cost of Living

The cost of living is 11.0% higher in the City of Lakewood, WA than the U.S. average, but lower than the state.

	Annual Average Salary	Cost of Living Index (Base US)	US Purchasing Power
City of Lakewood, WA	\$61,101	111.0	\$55,065
Pierce County, WA	\$57,853	111.0	\$52,138
Washington	\$76,592	130.4	\$58,752
USA	\$63,393	100.0	\$63,393

Workforce Data Source: Workforce Central; Quarterly Census of Employment and Wages from the Bureau of Labor Statistics.

# Workforce Data

## Employment Trends

As of 2021Q1, total employment (full time) for the City of Lakewood, WA was 30,974 (based on a four-quarter moving average). Over the year ending 2021Q1, employment declined 5.4% in the region due to COVID-19.

## Wage Trends

The average worker in the City of Lakewood, WA earned annual wages of \$61,101 as of 2021Q1. Average annual wages per worker increased 7.8% in the region over the preceding four quarters. For comparison purposes, annual average wages were \$63,393 in the nation as of 2021Q1.

## Industry Snapshot

The largest sector in the City of Lakewood, WA is Health Care and Social Assistance, employing 11,057 workers. The next-largest sectors are Retail Trade (3,309) and Educational Services (2,469).

Sectors in the City of Lakewood, WA with the highest average wages per worker are Finance and Insurance. (\$91,247), Public Administration (\$87,787), and Management of Companies (\$85,740).

Best job growth (or most moderate job losses) over the past 5 years are Health Care and Social Assistance (+799 jobs), Transportation and Warehousing (+422 jobs), and Construction (+294).

The complete Economic Overview may be obtained on the [City Website](#).

Workforce Data Source: Workforce Central; Quarterly Census of Employment and Wages from the Bureau of Labor Statistics.

# New Businesses

Business Name	Number of Employees	Industry
AERO PRECISION	598	Advanced Manufacturing
KOREAN WOMEN'S ASSOCIATION	533	Home Care
TORRES CONTRACTORS LLC*	200	Construction
THE OAKS AT LAKEWOOD	75	Healthcare
HOPE HUMAN SERVICES LLC	75	Healthcare
EXTRUSION TECHNOLOGY GROUP, INC	48	Manufacturing
SA FOOD SERVICE LLC	23	Restaurant
BLUEPEARL VETERINARY HOSPITAL	23	Veterinary Healthcare
DAMCO DISTRIBUTION SERVICES INC.	16	Transportation & Warehousing
ACEITUNOS MEXICAN FOOD	15	Restaurant
PRECISION COUNTERTOPS INC.	15	Manufacturing
BBQ PETE'S	15	Restaurant
ALADDIN FOOD MANAGEMENT SVCS	14	Food Service
AMERICAN ONCOLOGY PARTNERS	13	Healthcare
BENCHMARK PINNACLE PARTNERS, LLC	12	Healthcare
AUTO-CHLOR SYSTEM OF WASHINGTON, INC.	12	Retail
RAPID RELIABLE TESTING, LLC	10	Transportation & Warehousing
WOODSPRING SUITES	10	Hotel
YUMM & YUMMER II LLC	10	Restaurant
LET FOUNDATION*	10	Social Services

- 1,900 new jobs in companies with 5 or more employees
- Significant uptick in new Homebased

\*Homebased  
Note: DAMCO left Lakewood in 2019 and returned in 2021

# Permitting: Comparisons

[View the Business Update and July Permit Report](#)

Permit Valuation					
Sample Permit Type Description	2019	End of Q2 2019	2020	End of Q2 2020	End of Q2 2021
Commercial Addition	\$10,582,060	\$49,154	\$21,836,280	\$78,000	\$158,864
New Commercial Building	\$40,797,590	\$1,800,578	\$67,947,656	\$12,932,641	\$17,814,332
New Commercial Building - Multifamily	\$1,102,392	-	\$8,850,680	\$4,973,332	-
Commercial Remodel	\$7,801,427	\$3,467,096	\$23,416,462	\$7,756,992	\$35,683,322
New Single Family Residential	\$2,703,254	\$2,703,254	\$20,498,217	\$6,814,207	\$20,401,412
Residential Addition	\$2,756,971	\$765,845	\$3,179,267	\$1,019,752	\$962,023
Residential Remodel/Repair	\$62,261,968	\$1,828,116	\$6,237,812	\$3,234,042	\$2,905,849
Total Valuation*	\$88,335,917	\$14,647,920	\$160,600,776	\$40,950,667	\$88,923,591

\*Sample types listed do not equal totals

## New Single Family

As of June 30, 2021, there were 41 market rate new single family residences completed as compared to 25 in all of 2020, and 48 in 2019. Another 80 new single family residences have been applied for this year.

# Permitting: Downtown

- Contaminated Sites Status (Chevron, Ken's Tire, SWAN, BG Olsen)
- Downtown Park
  - Land Value
  - Retail Market Analysis
- Projects
  - Former QFC Mixed Use Proposal
  - Bristol Apartments
  - Other Activity

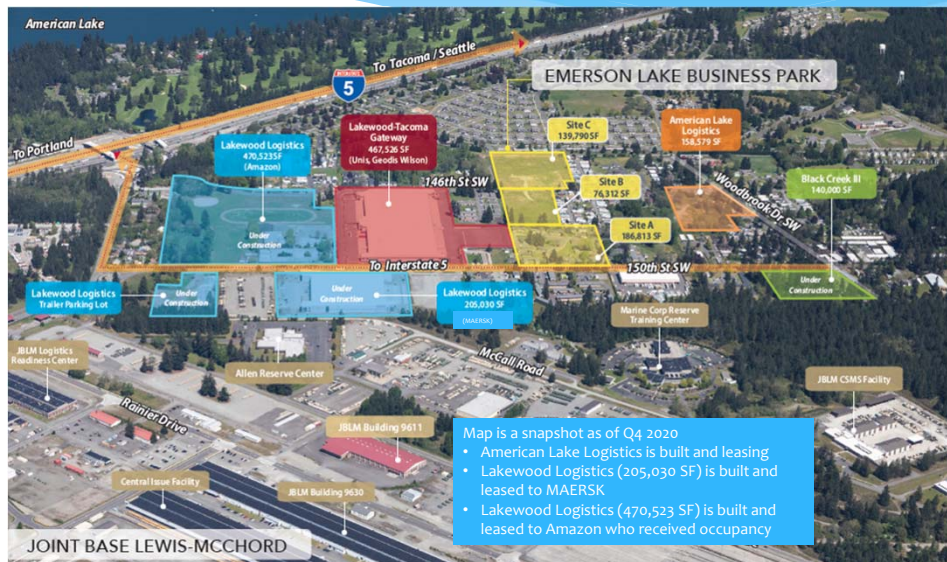


## Permitting: Lakewood Landing

- PSA on 9.2 acres for Phase I, Aug. 2
- 60-day due diligence, 30-day closing
- Mixed use
- Pre-application
- Increment area



## Permitting: Woodbrook



## Media & Attraction

### [Build Your Better Here Refresh](#)

- Updated website
- New Videos
- Authored Articles
- Lead Generation
- Social Media

[Nearcation.com](#) (lodging tax grant funded)

Monthly Business Updates

View the [2020-2021 Editorial Calendar](#)

## Context and Contents

### \* **Purpose of the Economic Development Strategy**

- \* Advance the City Vision and Implement Goal 1 of the City's Strategic Plan
- \* Align efforts across City departments

### \* **Objectives for this presentation**

- \* Provide an update on work-in-progress
- \* Prepare Council to review a full draft Economic Development strategy this Fall

### **Presentation Contents**

- \* City Vision and Strategic Plan
- \* Market Context
- \* Strategies
  - \* Citywide Strategies
  - \* Focus Area Strategies
- \* Close

# City of Lakewood Vision Statement

Adopted by City Council June 21, 2021

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

## Economic Development Goals

2021-2024 City of Lakewood City Council Goals (2021)

### GOAL 1.

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

An adaptive  
and growing  
economy

A diversified and  
resilient economy

An economy that  
supports local businesses  
and residents



# Economic Development Goals

2021-2024 City of Lakewood City Council Goals (2021)

**GOAL 1.** The City of Lakewood promotes and supports a dynamic and robust local economy.

**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.

**Our Focus**

- \* Wealth generation for Lakewood residents
- \* Encourage desirable development in geographic Focus Areas with distinct and complementary functions and land uses

# Economic Development Goals

2021-2024 City of Lakewood City Council Goals (2021)

**GOAL 1.** The City of Lakewood promotes and supports a dynamic and robust local economy.

**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, Lakewood 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.

**Our Focus**

- \* Advance planning and attract investment in Focus Areas
- \* Invest in placemaking, community amenities, and quality of life





# Economic Development Goals

2021-2024 City of Lakewood City Council Goals (2021)

**GOAL 1.** The City of Lakewood promotes and supports a dynamic and robust local economy.

**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 ecological places of significance.

**Our Focus**

- \* Provide affordable housing options and attract middle income households
- \* Encourage development of a range of housing types and mixed-use projects in Focus Areas



# Economic Development Goals

2021-2024 City of Lakewood City Council Goals (2021)

**GOAL 1.** The City of Lakewood promotes and supports a dynamic and robust local economy.

**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.

**Our Focus**

- \* Align, collaborate, and coordinate efforts with partners
- \* Leverage the economic opportunities associated with JBLM



# Economic Development Goals

2021-2024 City of Lakewood City Council Goals (2021)

**GOAL 1.** The City of Lakewood promotes and supports a dynamic and robust local economy.

**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, cultural amenities, activity hubs, and utilities

**Our Focus**

- \* Establish a strong brand and pursue citywide business outreach and media promotion strategies
- \* Retain and grow small and local businesses
- \* Use placemaking to strengthen Lakewood's identity and sense of community and attract visitors and business investment

## Market Context

- \* Retail leakage analysis
- \* Employment
  - \* Trends over time
  - \* Journey to work

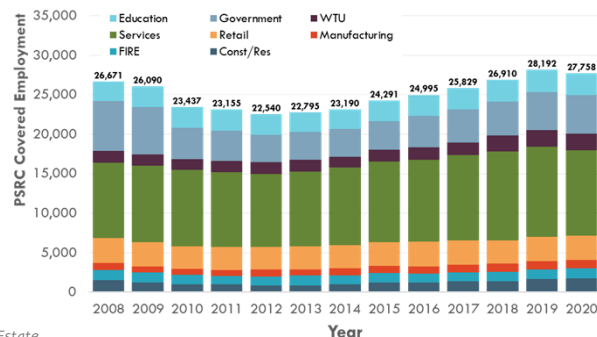
## Market Context: Leakage Analysis

Changes between 2014 and 2019 suggest local retail is becoming **stronger with attracting retail business** from outside of Lakewood:

NAICS (3-digit)	2014 Pull Factor	2019 Pull Factor	Change
441 Motor Vehicle and Parts Dealers	0.98	1.48	+0.50
442 Furniture and Home Furnishings Stores	1.66	1.69	+0.03
443 Electronics and Appliance Stores	0.77	0.82	+0.05
444 Building Material and Garden Equipment and Supplies Dea	0.98	1.20	+0.21
445 Food and Beverage Stores	1.62	1.67	+0.05
446 Health and Personal Care Stores	1.49	1.26	-0.23
447 Gasoline Stations	1.25	1.23	-0.03
448 Clothing and Clothing Accessories Stores	1.06	1.28	+0.23
451 Sporting Goods, Hobby, Musical Instrument, and Book Store	1.37	1.61	+0.24
452 General Merchandise Stores	1.32	1.83	+0.51
453 Miscellaneous Store Retailers	1.59	1.06	-0.53
454 Nonstore Retailers	0.74	0.97	+0.23
722 Food Services and Drinking Places	1.55	1.82	+0.27
<b>TOTAL</b>	<b>1.20</b>	<b>1.40</b>	<b>+0.20</b>

## Market Context: Employment

Local covered employment has increased from **22,540 jobs in 2012** to **27,758 jobs in 2020**, an average increase of **3.1% per year**.

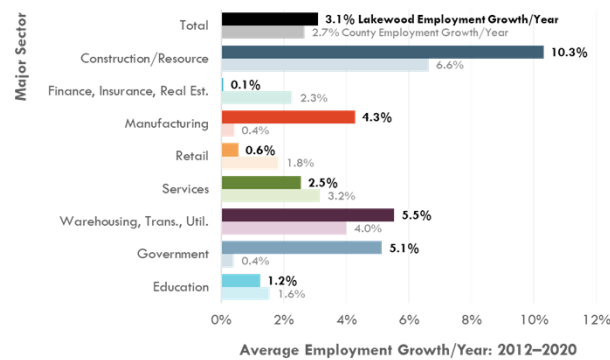


FIRE = Finance, Insurance, Real Estate  
WTU = Warehousing, Transportation, Utilities  
Const/Res = Construction and Resource

Covered employment means wages that are covered by unemployment insurance.

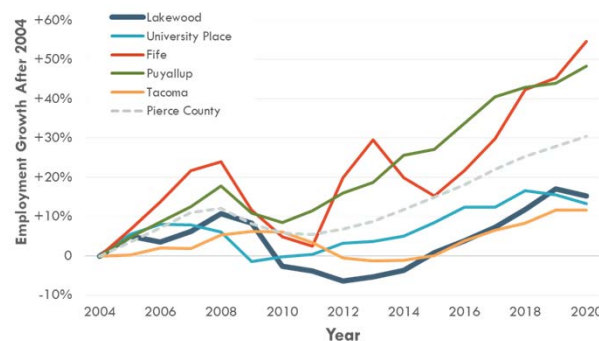
# Market Context: Employment

Lakewood's **3.1% per year** growth in employment is led by higher increases in **Construction/Resource, Manufacturing, WTU, and Government**.



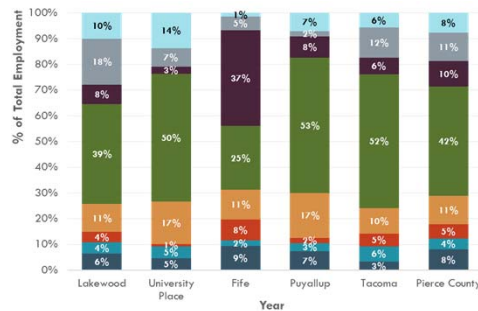
# Market Context: Employment

Lakewood's employment was impacted by the Great Recession, but recent employment gains have **outpaced Tacoma and the County overall**, with employment in Lakewood **increasing by 23% since 2012**.



# Market Context: Employment

Lakewood's local employment is generally the same as the County overall, with a **higher proportion of employment in Government**.



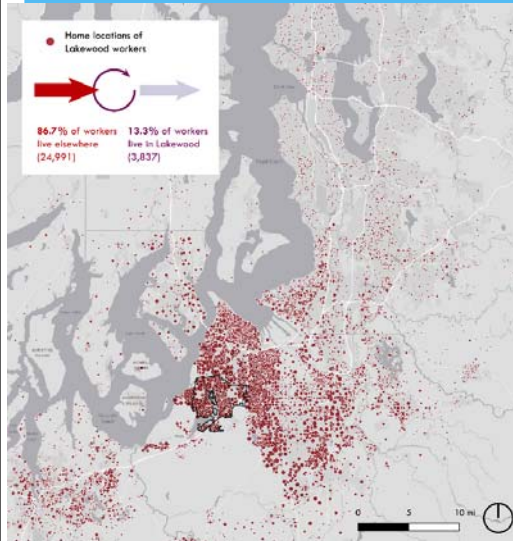
FIRE = Finance, Insurance, Real Estate  
WTU = Warehousing, Transportation, Utilities  
Const/Res = Construction and Resource

# Market Context: Journey to Work

- \* **Based on 2018 US Census data:**
  - \* 3,837 people live and work in Lakewood
  - \* 24,991 people are employed in Lakewood but live elsewhere
  - \* 20,004 people live in Lakewood but work elsewhere
- \* **About 13% of Lakewood workers live in Lakewood**
  - \* Lower than Tacoma (25%)
  - \* Higher than Puyallup (8%), Fife (2%)

About **13% of workers live in Lakewood**, with employees of city businesses drawn from surrounding communities.

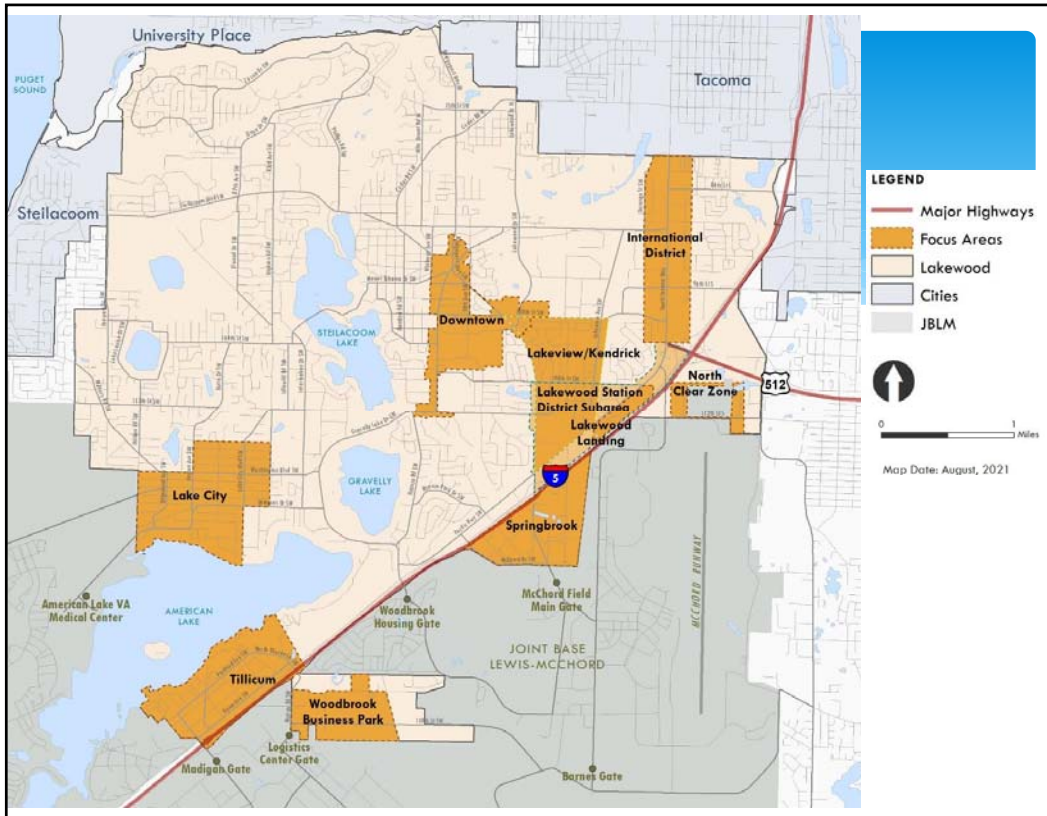
#### Where do Lakewood workers live?



#### Where do Lakewood residents work?







## Strategies

- \* **Citywide strategies**
- \* **Place-based strategies in distinct Focus Areas**
  - \* Downtown
  - \* Lakeview/Kendrick
  - \* Station District with Lakewood Landing
  - \* International District
  - \* North Clear Zone
  - \* Springbrook
  - \* Woodbrook Business Park
  - \* Tillicum

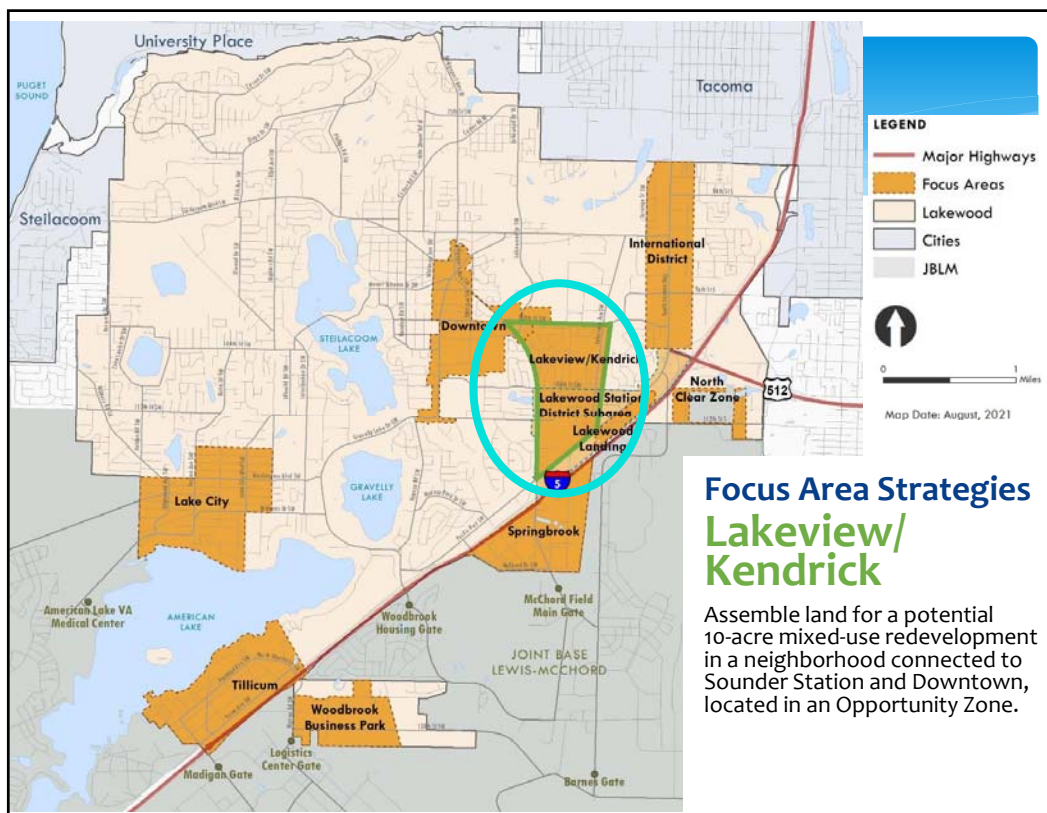
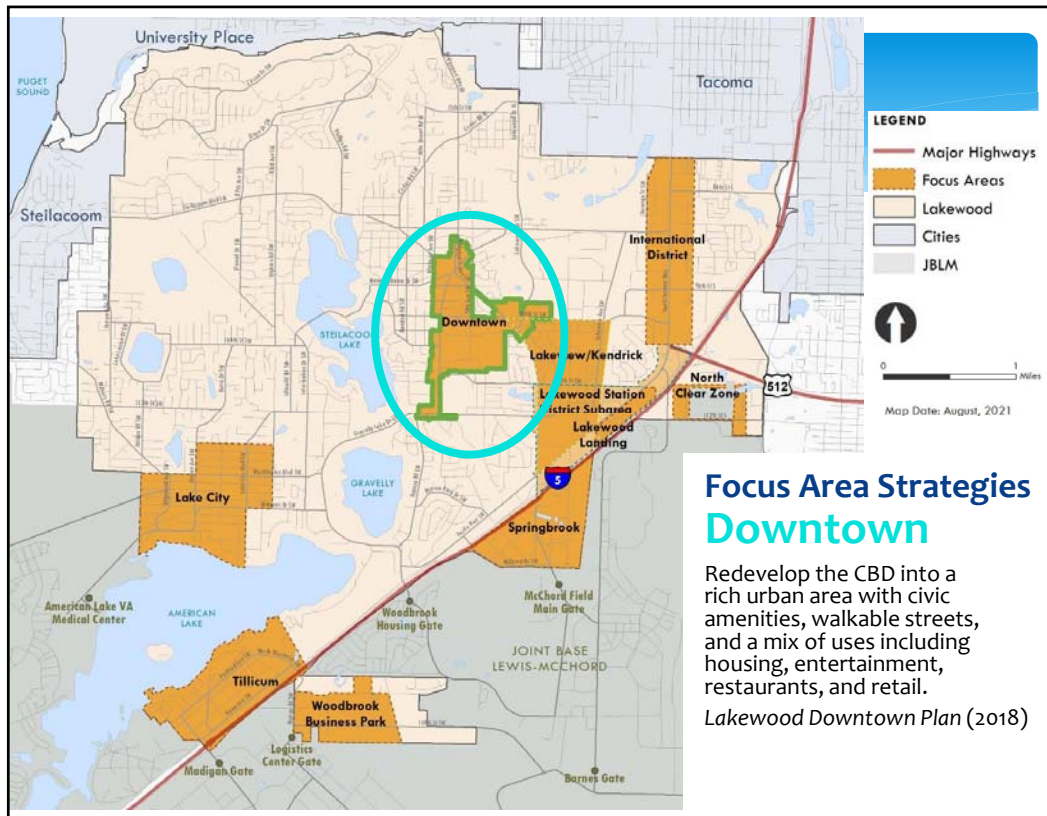
## Citywide Strategies

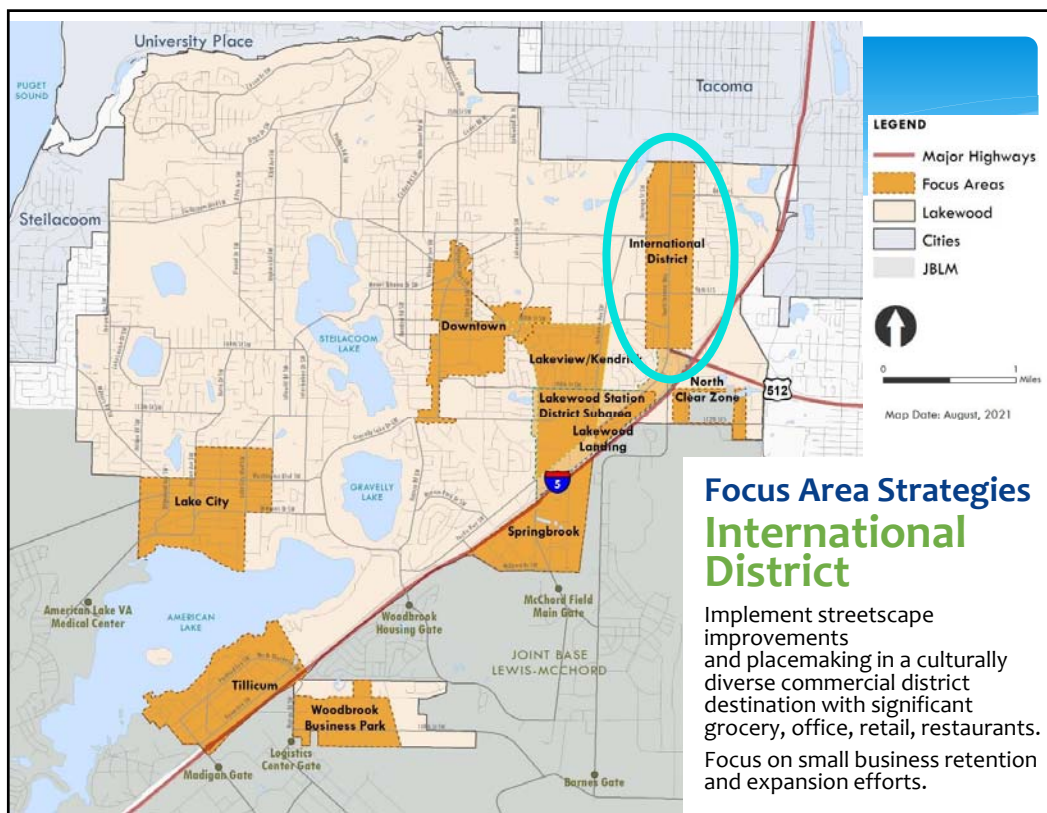
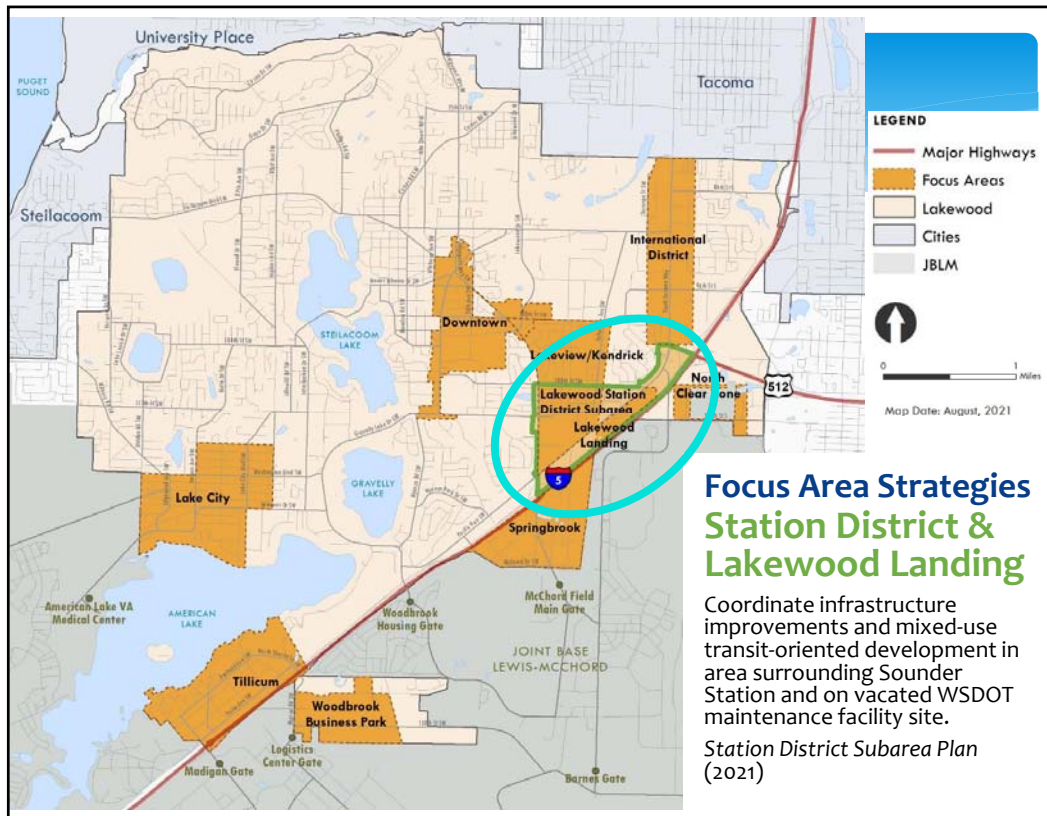
- \* **Business Retention and Expansion**
  - \* Outreach to businesses and business organizations
  - \* Identifying barriers and opportunities, ensuring the City is poised to be adaptive and responsive to changing business and development climate
- \* **Media and Promotion Strategy for Recruitment and Attraction**
  - \* Build strong Lakewood brand
  - \* Promote benefits of investing, living, and working in Lakewood
  - \* Coordinate messaging with other agencies, including importance of supporting JBLM

## Focus Area Strategies

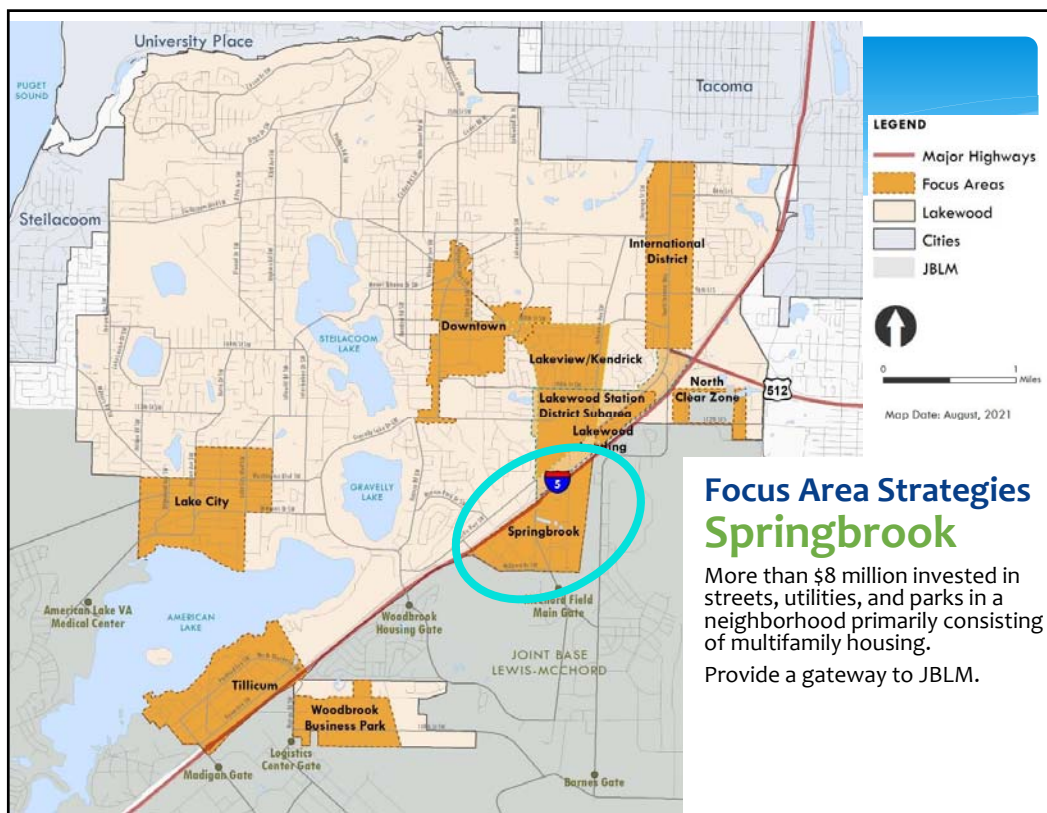
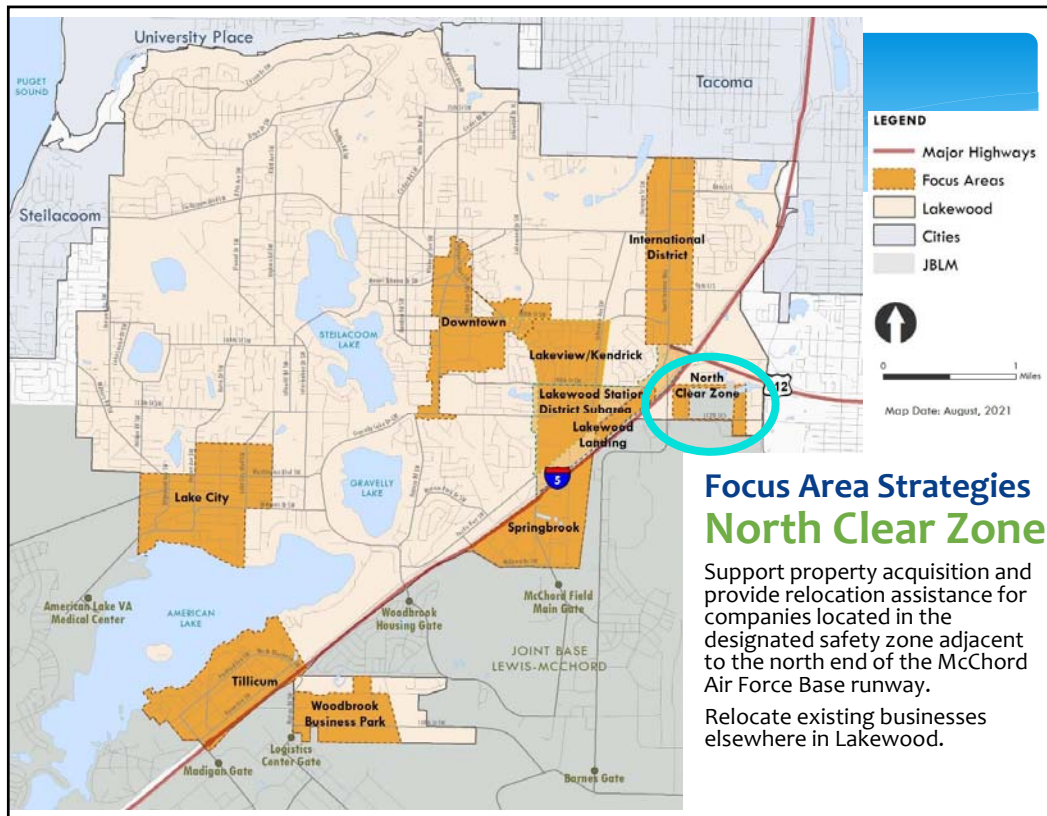
- \* Plan, invest in, and promote each Focus Area to support a robust and diverse economy in Lakewood
- \* Each of these areas have distinct strengths, opportunities, and challenges that will require specific, tailored strategies

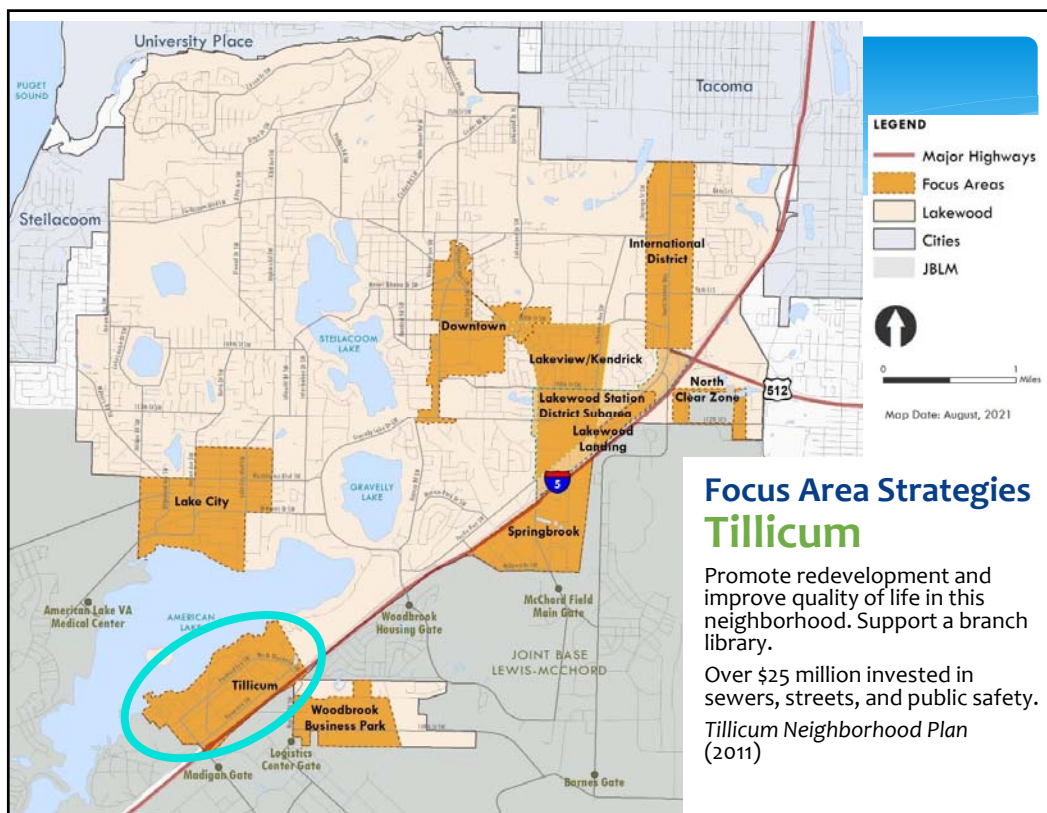
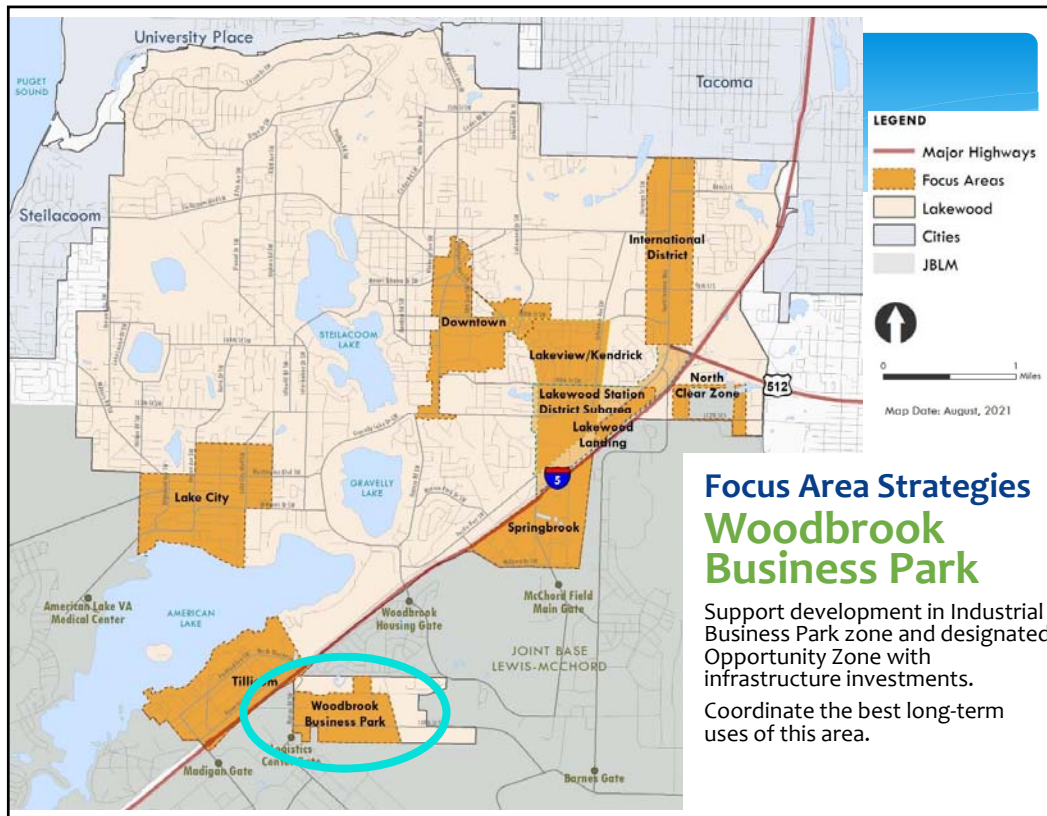




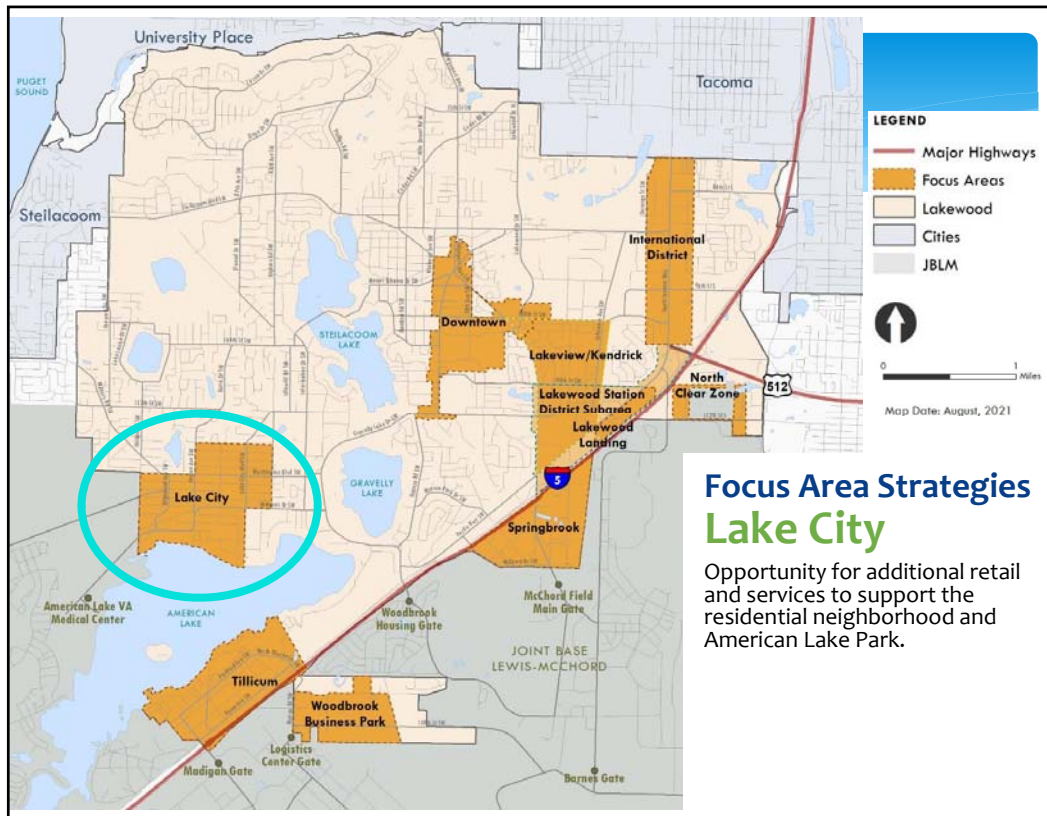













## Next Steps

- \* **Continued work on Draft Economic Development Strategy**
  - \* Interviews with select City partners
  - \* Engagement of staff across City departments
  - \* Development of timebound and resourced action plans
- \* **Review with City Council in Fall 2021**



TO: City Council

FROM: Tiffany Speir, Long Range & Strategic Planning Manager

THROUGH: John Caulfield, City Manager 

DATE: August 23, 2021

SUBJECT: Lakewood American Rescue Plan Act (ARPA) Program

ATTACHMENTS: Draft Ordinance (**Attachment A with Exhibits A-C**) establishing Lakewood ARPA Policies and Priorities and allocating a portion of the City of Lakewood ARPA funds; Community Engagement Responses (**Attachment B**); List of Initial Ideas and Funding Requests from Third Parties (**Attachment C**); City Council's Adopted 2021-2024 Goals (**Attachment D**)

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### BACKGROUND

Classified as a Metropolitan City (i.e., having more than 50,000 residents), the City of Lakewood was directly allocated \$13,766,236 from the 2021 American Rescue Plan Act (ARPA); these funds are available in two equal tranches of \$6,883,118 in 2021 and 2022. The use of the funds must be incurred or obligated by December 31, 2024, and the funds must be exhausted by December 31, 2026.

At its March 27, 2021 retreat, the Lakewood City Council established its initial ARPA program policy direction and discussed a number of items for potential funding. The Council also directed the City to conduct a comprehensive community engagement effort to incorporate stakeholder, partner and public input into the final decisions about how to best spend the City's ARPA funds.

This memorandum includes a summary of the information gathered during the community engagement process as well as updated information and guidance from the US Department of the Treasury, National League of Cities (NLC), the Government Financial Officers Association (GFOA), and Association of Washington Cities (AWC.) Attached is a draft Ordinance (**Attachment A**) establishing ARPA policies and priorities and allocating a portion of the City's ARPA funds; also attached are the Community Engagement Responses (**Attachment B**) gathered between June and August 2021 and a list of funding requests from third parties (**Attachment C**) (these requests will be updated during the City's call for grant applications once the City Council has adopted its ARPA policies and priorities.) **Attachment D** is the City Council's adopted 2021-2024 Goals for reference.

### RECOMMENDATION

It is recommended that the City Council adopt the proposed Ordinance identifying policies and priorities for use of Lakewood's ARPA funds and allocating an initial portion of the ARPA funds. It is also recommended that the Council consider the allocation of the remainder of the funds in 2022 or later, once opportunities to collaborate with other organizations are clarified and information about other opportunities becomes available.

### **City Council Schedule (subject to change)**

- September 7: Public hearing on draft Ordinance
- September 14: City Council study session
- September 21: Action to adopt Ordinance

### **DISCUSSION**

**Note: All costs included within this memorandum are preliminary and subject to change.**

### **ARPA Allocations to Date**

Since March 2021, the City Council has acted to allocate \$3,178,692 of ARPA funds:

- \$137,660 (\$68,830 twice) for allocation by the Community Services Advisory Board (CSAB) in 2022 and 2023;
- \$1,972,627 for police body cameras (including equipment purchase and 5 years of program costs);
- \$68,405 to support the Clover Park School District's 2021 Warriors of Change program; and
- The Council has authorized the City to continue negotiations with Tacoma, Pierce County and LIHI to use \$1M of Lakewood's ARPA funds for the purchase of the Comfort Inn at 86<sup>th</sup> & Hosmer to be used as an emergency housing shelter and then permanent supportive housing. (Assuming LIHI successfully receives a state rapid acquisition grant, a portion of Lakewood's contribution will be reimbursed and can be used for the 10% operating costs to cover the 12 beds reserved for Lakewood's use during the planned two years while the hotel is a shelter.)

**If the recommended 10% of Lakewood's ARPA share is set aside for administrative costs, \$9,210,920.40 is available for other allocation by the City Council. If the City Council adopts the proposed Ordinance's Exhibit C as presented in this packet, \$3,588,971 remains available for future allocation by the City Council.**

### **City of Lakewood ARPA Policies**

At its March 27 retreat, the City Council discussed the following policy positions and actions related to the use of ARPA funding:

- Treat ARPA funds as general fund monies and as such subject to the City's one percent (1%) set-a-side for human services in 2022 and 2023.
- Generally use ARPA for one-time costs; however, consider making exceptions for certain programs or pilot programs.
- Use Lakewood ARPA funds to "fill the gaps" versus duplicating services and resources available from federal, state or county sources.
- Conduct community engagement effort focused on community needs, including outreach to businesses, residents, human service providers and other non-profits, and other community stakeholders.

## **ARPA Community Engagement**

Between June and August 2021, the City collected community (i.e., residents, landlords, businesses, nonprofit partners, government partners, City Boards and Commissions, human service providers, and more) feedback from a variety of in-person and online sources, including but not limited to:

- [www.cityoflakewood.us/ARPA](http://www.cityoflakewood.us/ARPA) online survey
- Call for feedback at Farmers' Markets and Summer Concert Series, on City social media and in *Lakewood Connections Magazine*
- Focused one-on-one outreach by ARPA Intern to:
  - Military Community
  - Faith-Based Community
  - Cultural Groups and Organizations
  - Human and Social Services Partners
  - Neighborhood Councils and Springbrook Connections
  - Public Partners
- Stakeholder Meetings:
  - Stakeholder Summit with Neighborhood Councils, Public Agency Partners, and Municipal Partners
  - Stakeholder Summit with LTAC members, Chamber & City Business Owners, RHSP contacts, Cultural Points of Contact
  - Coffee with the Mayor
- City Board and Commission Meetings:
  - Lakewood's Promise
  - Community Collaboration
  - Youth Council
  - PRAB
  - LMCC
  - Planning Commission, CSAB, LASA, & CLR meeting
  - LHAB
  - Lakewood Arts Commission
  - PSAC

During the community engagement process, participants provided initial ideas regarding how ARPA funds could be allocated; these ideas are included in Attachment C. Some of these ideas are proposed for immediate funding support due to time sensitivity. In keeping with the March 27 policy direction from the City Council, proposed allocations are generally structured to not duplicate what is available at the county, state or federal levels.

The City's Community Engagement results are graphically summarized below. Full results are included in Attachment B.

**Figures 1 and 2:** Results from 9 Board and Commission meetings, 2 Stakeholder meetings and 26+ One-on-One discussions regarding how to spend ARPA funds.

**Figures 3 and 4:** Results from online survey (175 responses) asking how Lakewood's ARPA funds should be spent.

**Figures 5 and 6:** Results from online survey (17 responses) asking how people have experienced the COVID-19 pandemic.



**Community Engagement Feedback**

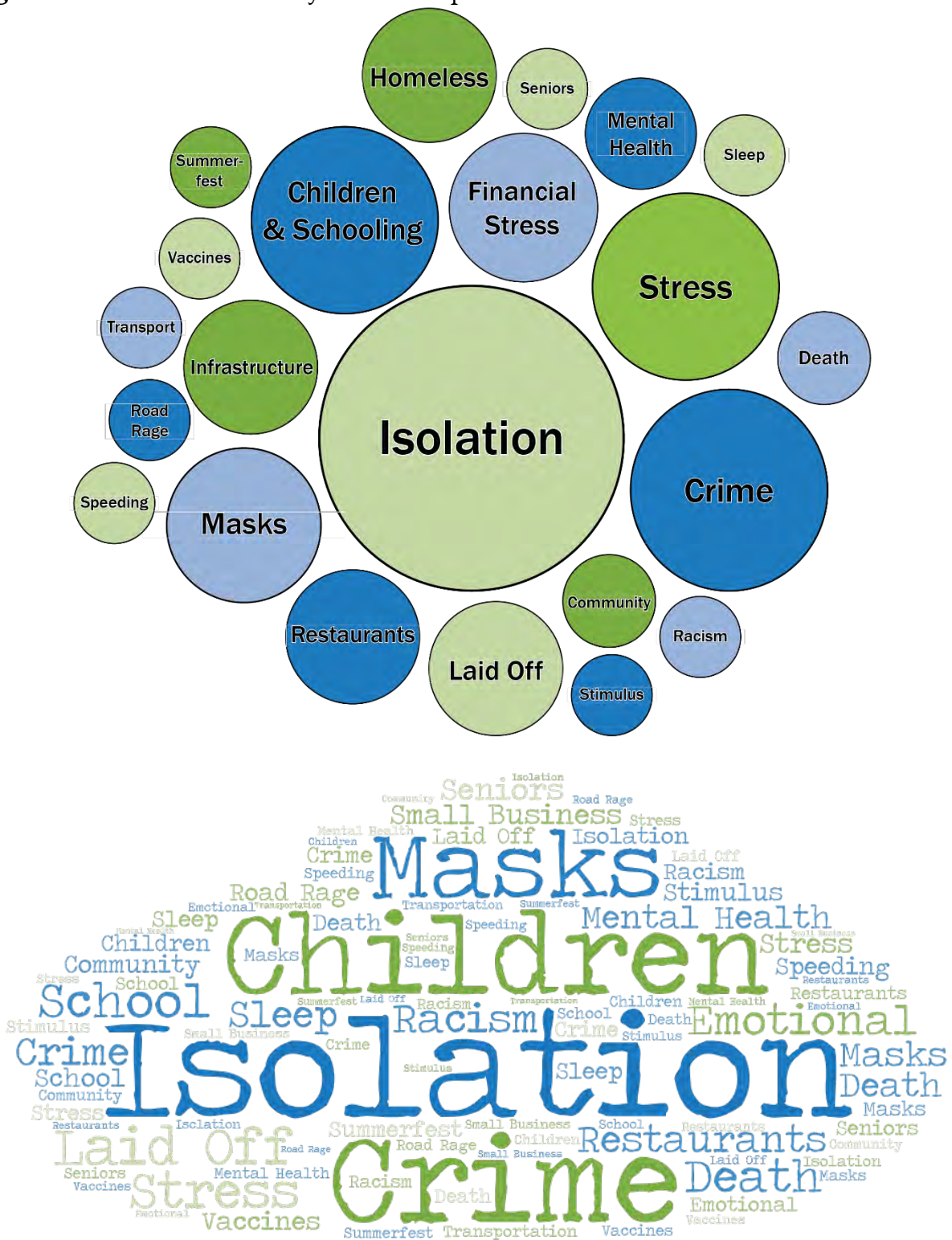
- Business**
  - Labor Shortage
  - Restaurants hit hard, especially labor
  - Grants & rent assistance
  - People unsure if businesses are open
  - Prices are up, stock is light
- Navigators**
  - Translation
  - Interpretation
  - Coaching & followup
  - Central resource for referral routing
  - Orgs underfunded for these services
- Transportation**
  - Dangerous pedestrian routes across I-5 bridge
  - Solo trips to medical & aid appointments
  - Health risks for immuno-compromised
  - More sidewalks off major roads
- Community Groups and Organizations**
  - Operational funds depleted
  - Community meeting space
  - Food gardens
  - Vaccination rates
  - Diversity festival
- Affordable Housing & Homeless**
  - Additional long-term density housing
  - Additional emergency housing
  - Childcare services
  - Rent & utilities assistance
  - Military housing

**CITY OF LAKEWOOD, WA**  
1996

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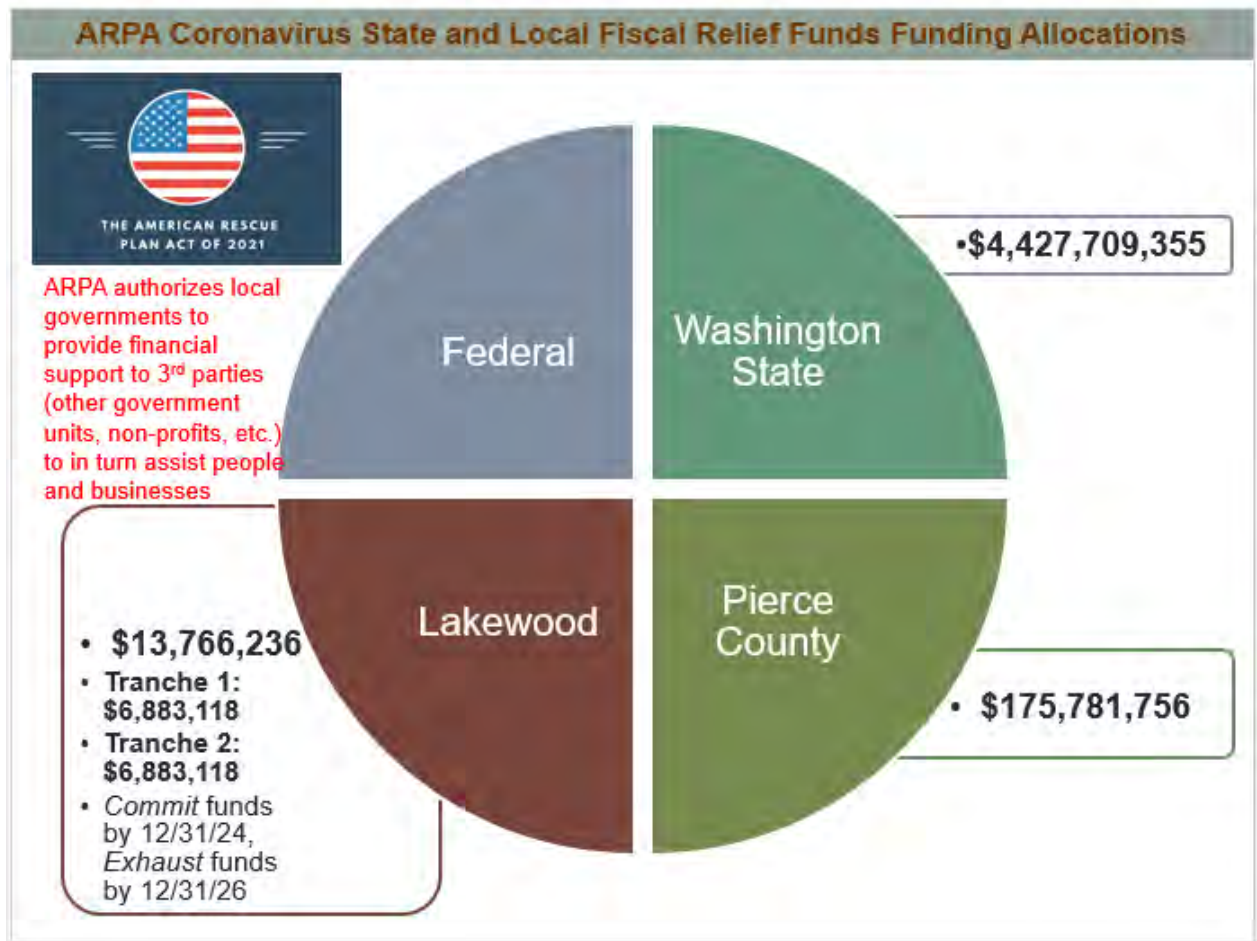
Figures 5 and 6: Online Survey COVID Experience





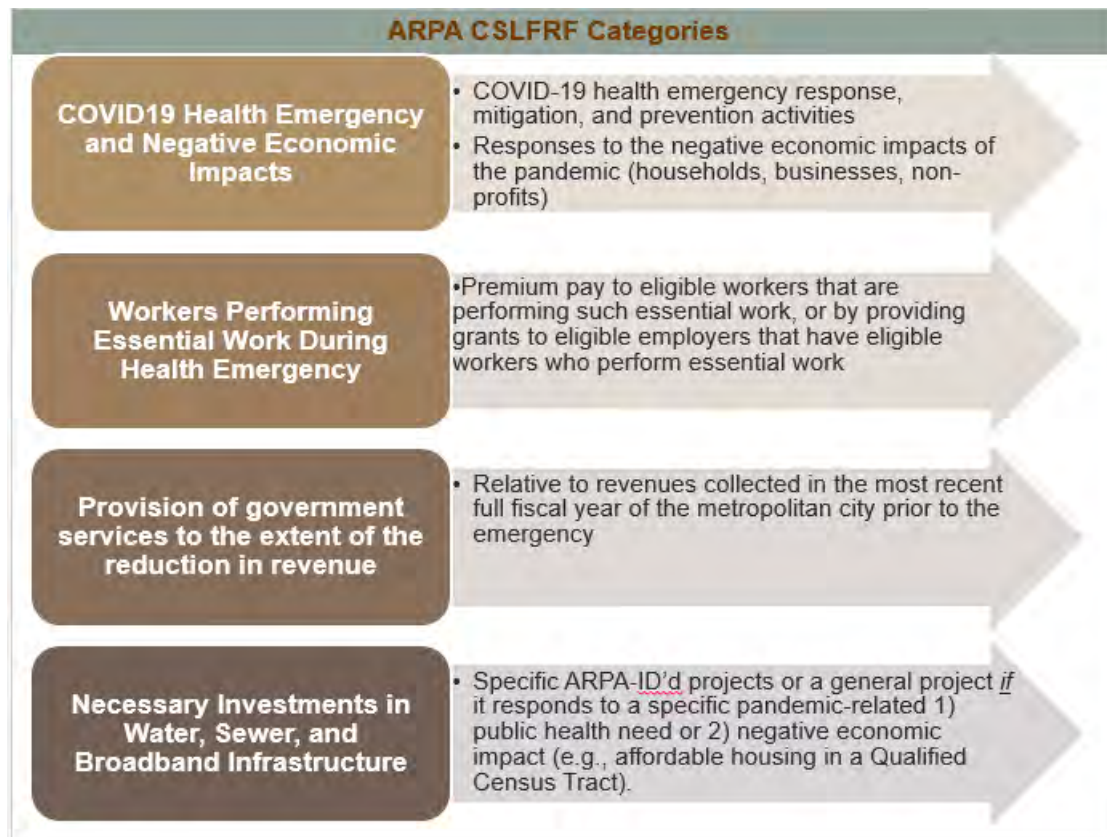
### ARPA Federal State, County, City Allocations

ARPA funds were allocated to the federal government, Washington State, Pierce County, and the City of Lakewood:



## **ARPA State & Local Fiscal Recovery Funds (CSLFRF) Categories**

The ARPA itself identifies four broad allocation categories for funds:



### **Federal ARPA Allocations:**

- Housing - \$37.5B:
  - Homeowners (\$10B);
  - Renters (\$21.6B); and
  - Persons Experiencing Homelessness (\$5B)
- Unemployment Compensation: Extending employment assistance, starting in March 2021, and waived some federal taxes on unemployment benefits to assist those who lost work due to the COVID-19 crisis.
- Child Tax Credit: Increasing the Child Tax Credit and expanded its coverage to better assist families who care for children.
- Small Business Tax Credit Programs: Extending a number of critical tax benefits, particularly the Employee Retention Credit and Paid Leave Credit, to small businesses.
- Emergency Capital Investment Programs: Supporting the efforts of low- and moderate-income community financial institutions.
- Paycheck Protection Program: Providing small businesses with the resources to maintain their payroll, hire back employees who may have been laid off, and cover applicable overhead.

**WA State ARPA Allocations to Date:**

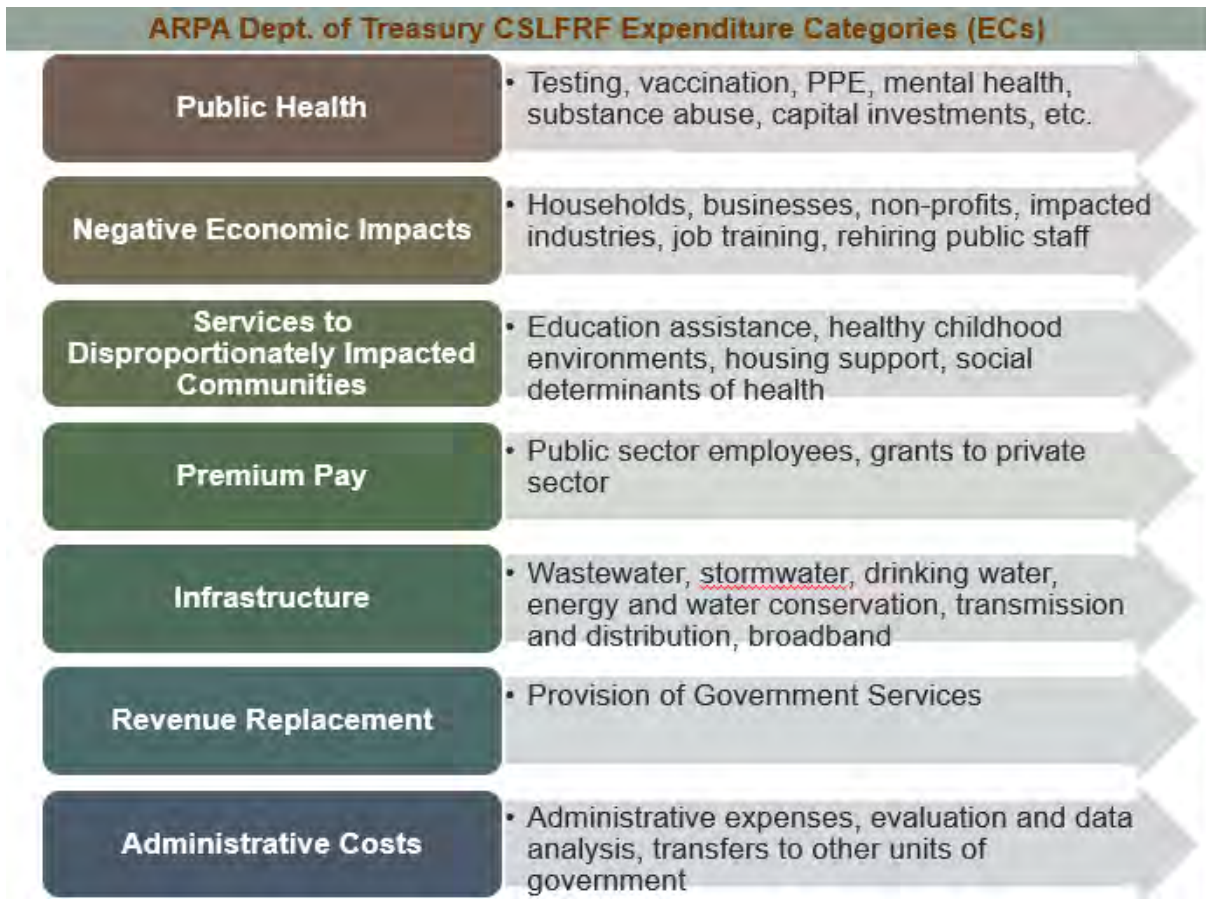
- \$658 million to extend the state's rental assistance program
- \$187 million to help prevent foreclosure for individuals under 100 percent area median income
- \$1.7 billion for reopening, addressing learning loss and other education costs for schools
- \$528 million for childcare grants and provider rates
- \$500 million in state funds for Unemployment Insurance benefit relief
- \$170 million for family leave during the period of the pandemic
- \$340 million for grants to adults who have been impacted by COVID-19 but are unable to access other benefits due to their citizenship status
- \$1.1 billion for the vaccine deployment, recruitment of public health workers, contact tracing and testing

**Pierce County ARPA Allocations to Date (Ordinances 2021-32 and 2021-53):**

- \$2.4 million for housing and homelessness
- \$2 million to support local food banks and pantries
- \$4 million to the Rollback Relief Grant Program to support small, local businesses with grants up to \$10,000. (\$4M from GF as well for total of \$8M)
- \$5 million to support entrepreneurship and technical assistance grants with a focus on Black, Indigenous and People of Color (BIPOC) communities
- \$1.5 million for a summer jobs program to return people to work
- \$1.5 million for summer youth support programs
- \$3 million to Pierce County's court system to help address a backlog of cases due to the pandemic.
- \$15 million to support expansion of broadband services in the county's underserved areas
- \$5 million for housing and homelessness to support acquisition of hotel/motel space in Tacoma for emergency and permanent supportive housing.
- \$1 million for the Mustard Seed Project to support services to seniors on the Key Peninsula.
- \$500,000 for a centralized agricultural facility.
- \$8 million to support small business.

**Department of the Treasury Expenditure Categories (ECs)**

The Department of the Treasury has created 7 categories and 62 subcategories to track ARPA expenditures as governments report their activities over time. It is recommended that the City use these categories to allocate and expend funds for ease of administration.



### **City Administrative Costs**

Per Treasury’s Interim Final Rule and Compliance and Reporting Guidance Manual, the City will have significant administrative duties to handle, and report on the use of, ARPA funds. In addition to its own use of the funds, the City is also responsible to develop policies and procedures for “subrecipients” (i.e., third party organizations allocated ARPA funds for their own use or for distribution to individuals or businesses) as well as for the evaluation of “subrecipient” compliance with ARPA over time.

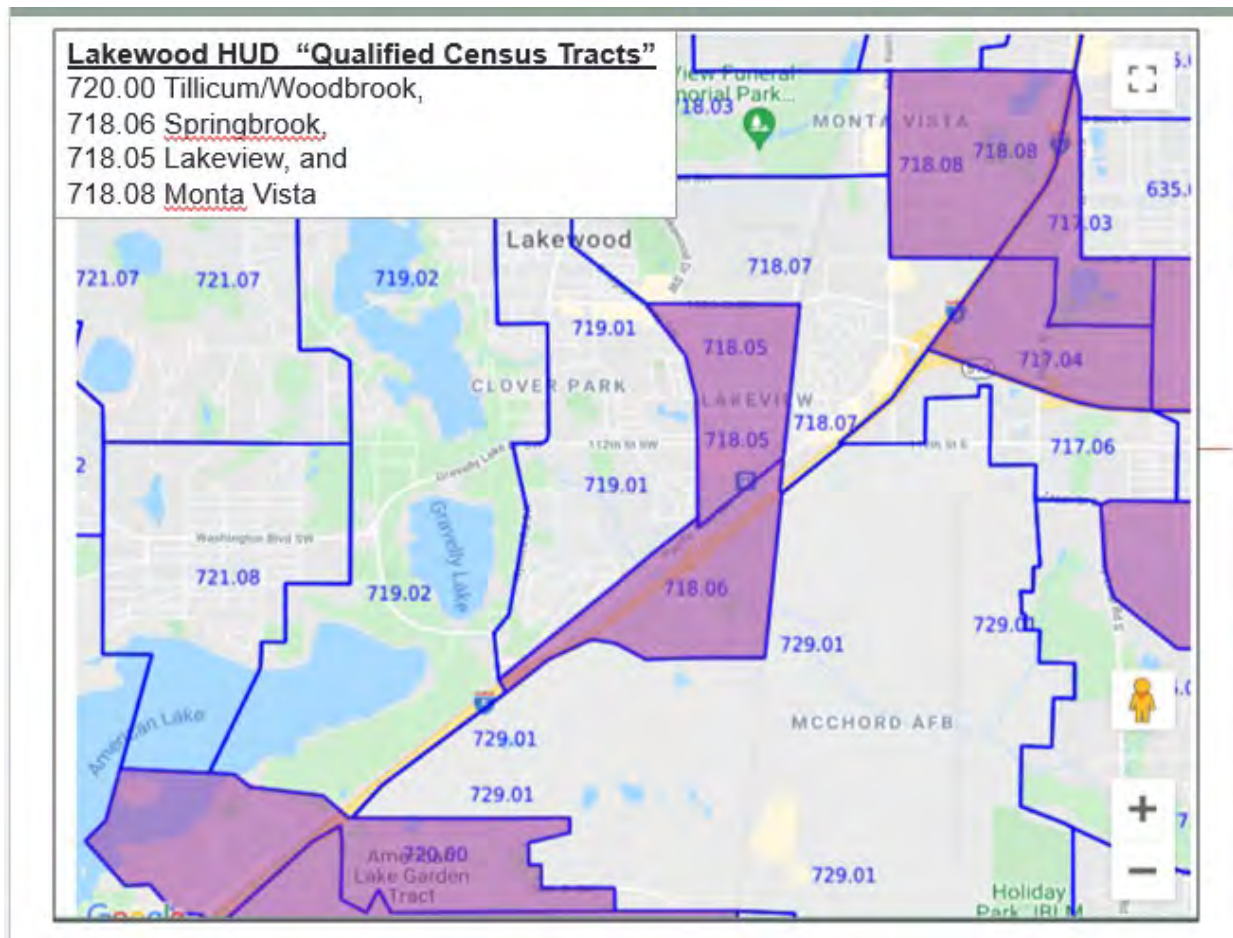
It is recommended that the City hire additional staff to administer the ARPA program. Up to 10% of ARPA funds (\$1.37M in Lakewood’s case) can cover program administration costs. One Finance Grant Accountant would cost an estimated \$105,000 per year, or \$525,000 over a 5 year period. Additional staff and administrative resources will be needed beyond those related to Finance duties, the actual amount depending on the decisions the City Council makes when allocating funds.

### **Use of Funds to Benefit “Disproportionately Impacted Communities”**

The Department of the Treasury is strongly encouraging local governments to utilize ARPA funds in ways that benefit “Disproportionately Impacted Communities” (i.e., low-income families and communities of color that have experienced exacerbated systemic health and economic inequities. Low-income and socially vulnerable communities have experienced



the most severe ARPA-related health impacts.) The City will be asked to report whether each ARPA expenditure made benefits these communities.

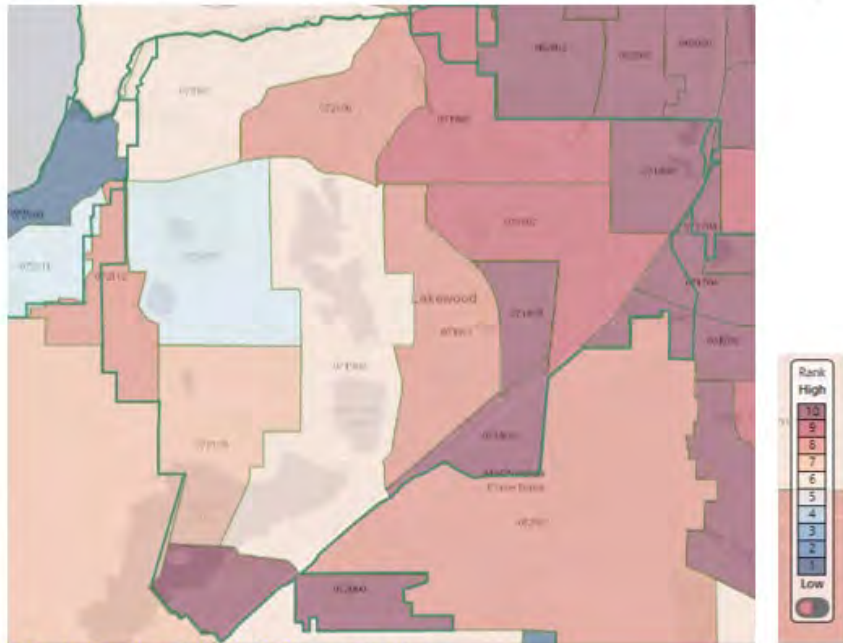


As shown below and per information gathered by the State Department of Health, the four Lakewood QCTs rank at the highest level for environmental health disparities, including socioeconomic factors.



## Overall Environmental Health Disparities V. 1.1

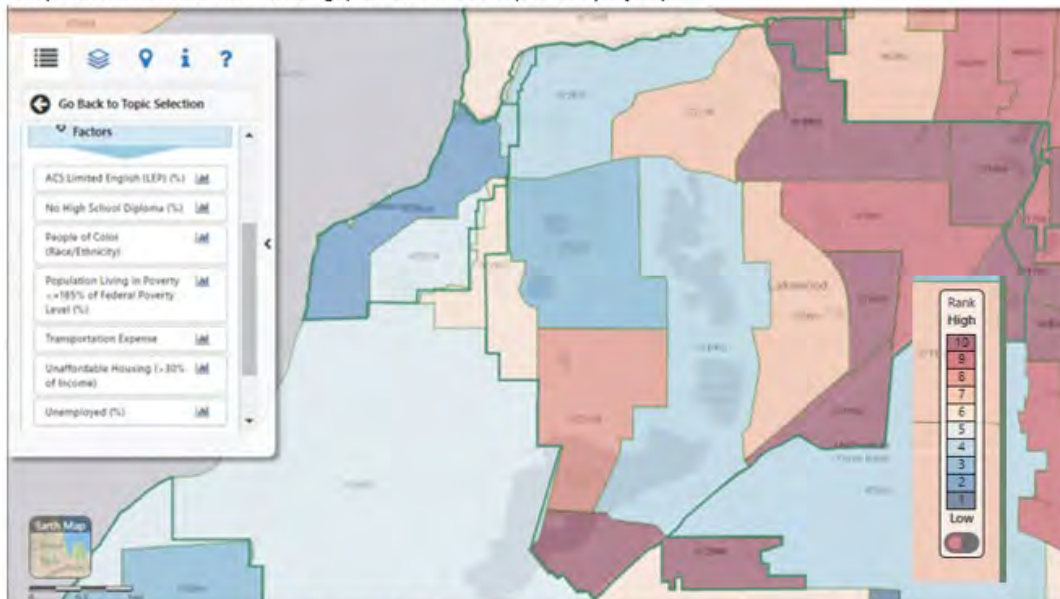
(environmental exposures, environmental effects, socioeconomic factors, sensitive populations)



Source: [WA Environmental Health Disparities Map](#)

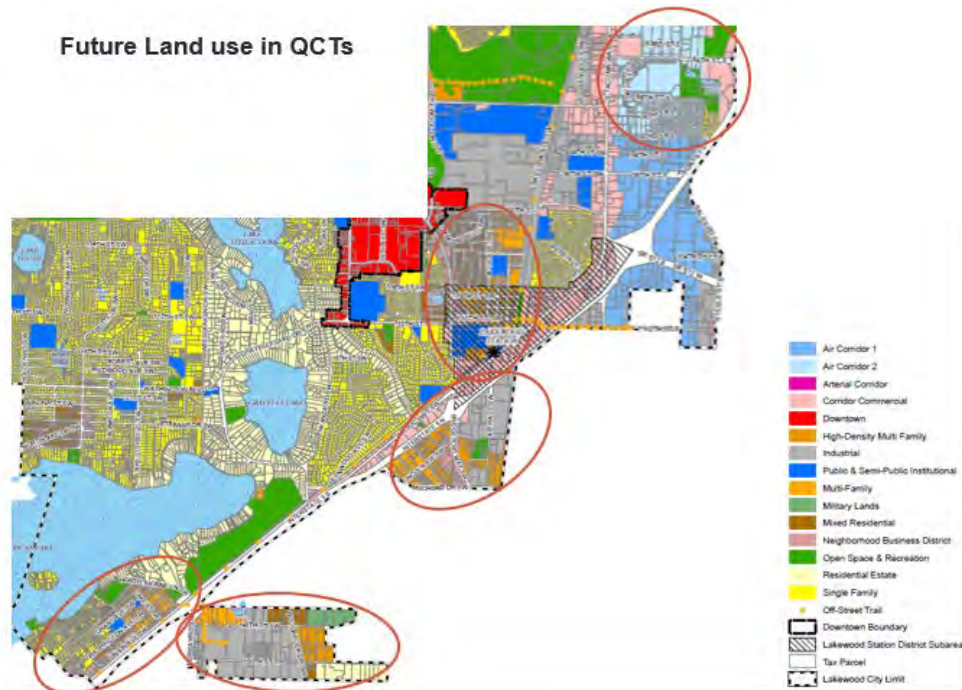
## Socioeconomic factors

(limited English, no high school diploma, People of Color, people living in poverty, transportation expense, unaffordable housing (>30% of income), unemployed)



Source: [WA Environmental Health Disparities Map](#)

The future land use planned for the four QCTs is shown below. Regardless of ARPA, these areas have been identified in numerous other City planning documents and strategies as places for investment to promote economic development and/or housing growth. There is an opportunity to leverage ARPA and non-ARPA expenditures to maximize benefit to these areas.



Several of the QCTs are directly adjacent to Lakewood Landing, currently the City's premier economic development project, and the Sounder Station.



One QCT, located in Monte Vista in the northeast corner of Lakewood, is zoned Air Corridor 1 (AC1) because of its proximity to the North McChord Airfield on JBLM. The City has planned that non-conforming residential uses in this area will be replaced over time with lower density, non-residential uses in order to follow safety guidance from the Department of Defense.

Treasury-identified and suggested uses of ARPA funds to benefit Disproportionately Impacted Communities include:

- Addressing **educational disparities** exacerbated by COVID-19, including:
  - Early learning services;
  - Increasing resources for high-poverty school districts;
  - Educational services like tutoring or afterschool programs;
  - Programs that address learning loss and keep students productively engaged;
  - Supports for students' social, emotional, and mental health needs; and
  - Summer camps, recreation, education and enrichment programs.
- Promoting **healthy childhood environments**, including:
  - Child care,
  - Home visiting programs for families with young children, and
  - Enhanced services for child welfare-involved families and foster youth.
- **Addressing health disparities and the social determinants of health**, including funding:
  - Community health workers,
  - Public benefits navigators,
  - Remediation of lead paint or other lead hazards, and
  - Community violence intervention programs.
- **Building stronger neighborhoods and communities**, including:
  - Supportive housing and other services for individuals experiencing homelessness,
  - Development of affordable housing, and
  - Housing vouchers and assistance relocating to neighborhoods with higher levels of economic opportunity.
- Programs or services that provide or facilitate **access to health and social services** and address health disparities exacerbated by the pandemic. This includes Community Violence Intervention (CVI) programs, such as:
  - Evidence-based practices like focused deterrence, street outreach, violence interrupters, and hospital-based violence intervention models, complete with wraparound services such as behavioral therapy, trauma recovery, job training, education, housing and relocation services, and financial assistance; and,

- Capacity-building efforts at CVI programs like funding more intervention workers; increasing their pay; providing training and professional development for intervention workers; and hiring and training workers to administer the programs.

It is recommended that the City target its use of ARPA funds within its 4 QCTs and also maximize opportunities to leverage the expenditures with other ongoing housing, economic development and infrastructure improvements.

### **ARPA Collaborations Update**

- ARPA authorizes local governments to provide financial support to 3<sup>rd</sup> parties (other government units, non-profits, etc.) to in turn assist people and businesses.
- The City is continuing negotiations regarding the purchase of a hotel in conjunction with Tacoma and Pierce County for use as emergency housing through 2023 and then transitioning in 2024 to permanent supportive housing.
- Lakewood has committed to discussing leveraging ARPA funds in partnership with Pierce County and cities (specific expenditures TBD.)
- Lakewood has been invited to provide \$500,000 to support a Pierce County-run BIPOC business support program designed to run for at least a 5 year period.
- Lakewood is in communications with Pierce County to coordinate business navigation services either within an SBA-funded “Community Navigator” program or as part of a County-run and funded system.
- Infrastructure Funding: Per the Association of Washington Cities (AWC), the Legislature has reserved a portion of the state’s ARPA funding for the 2022 biennial budget. AWC is considering requesting funding for programs to help cities build and maintain basic non-transportation infrastructure such as water, sewer, and stormwater.
- The South Sound Housing Affordability Partners (SSHA<sup>3</sup>P) is considering requesting ARPA funds as a contribution toward a capital project fund.

It is recommended that the City not allocate 100% of its ARPA funds prior to considering how it may wish to collaborate with other governments and organizations.

### **2021-2024 LAKEWOOD CITY COUNCIL GOALS**

The proposed ARPA policies and priorities included below are consistent with the City Council’s adopted 2021-2024 goals, including in particular 1.2 (C), 1.3 (A) and (B), 1.4 (C) and (D), 2.1 (A), 2.4 (A), 3.1 (A), 3.3 (E), 4.3 (D), (E), and (F), 5.1 (D), 5.3, 6.1, 6.2 (D), 6.3 (C). The Council’s goals are included in Attachment D for reference.

## SUMMARY OF RECOMMENDATIONS

It is recommended that the City Council adopt the proposed Ordinance identifying policies and priorities for use of Lakewood's ARPA funds and allocating an initial portion of the ARPA funds. It is also recommended that the Council consider the allocation of the remainder of the funds in 2022 or later, once opportunities to collaborate with other organizations are clarified and information about other opportunities becomes available.

The Department of the Treasury has created 7 categories and 62 subcategories to track ARPA expenditures as governments report their activities over time. It is recommended that the City use these categories to allocate and expend funds for ease of administration.

It is recommended that the City hire additional staff to administer the ARPA program. Up to 10% of ARPA funds (\$1.37M in Lakewood's case) can cover program administration costs. One Grant Accountant would cost an estimated \$105,000 per year, or \$525,000 over a 5 year period. Additional staff and administrative resources will be needed beyond those related to Finance duties; the actual amount will depend on the decisions the City Council makes when allocating funds.

It is recommended that the City target its use of ARPA funds within its 4 Qualified Census Tracts and also maximize opportunities to leverage the expenditures with other ongoing housing, economic development and infrastructure improvements.

It is recommended that the City not allocate 100% of its ARPA funds prior to considering how it may wish to collaborate with other governments and organizations.

## POLICIES AND PRIORITIES FOR USE OF LAKEWOOD ARPA FUNDS

### **Proposed Policies in addition to those adopted in March 2021:**

1. Provide ARPA and other COVID-19 related resource navigation services to Lakewood residents and businesses.
2. Provide support to people living in, and agencies and organizations operating in, Lakewood's "Disproportionately Impacted Communities" as defined in Department of the Treasury guidance.
3. Improve infrastructure in Lakewood to mitigate historical inequality and health issues in "Disproportionately Impacted Communities" as defined by the Department of the Treasury as well as to spur economic recovery.
4. Improve Lakewood's delivery of municipal services to its residents and businesses in light of COVID (i.e. facility, communications and operations improvements)

### **Proposed Priorities for Use (not listed in order of importance):**

1. **Responding to Public Health Emergency**
  - Support COVID-19 vaccination efforts, including providing financial incentives



**2. Assistance to households, small businesses, and nonprofits, or aid to impacted industries:**

- Partner with United Way and other nonprofit navigation service providers, Pierce County, and other cities to provide ARPA and COVID-19 resource navigation services to Lakewood residents.
- Partner with Pierce County and other jurisdictions and organizations to provide ARPA and COVID-19 resource navigation services to the City's businesses with an emphasis on BIPOC and small businesses.
- Provide financial assistance to non-profits and human services organizations operating in Lakewood and providing ARPA-eligible services.
- Support efforts to maintain existing, and to create new, affordable housing capacity in Lakewood.
- Support the creation of emergency shelter housing units.

**3. Provision of government services:**

- Coordinate with public partners such as power utilities (TPU, PSE, LL&P), West Pierce Fire & Rescue, Pierce County Library Services District, Lakewood Water District, Pierce County Sewer, and others to financially support facility improvements, infrastructure improvements, payment arrears forgiveness programs, and other ARPA-eligible program expenditures.
- Improve remote access to City services to accommodate post-COVID-19 resident and business needs.
- Fund capital and non-capital improvements to City facilities related to COVID-19 and post-COVID-19 operations.
- Maintain a supply of non-capital ARPA-eligible supplies, including PPE for City employees and the public attending City meetings and events.
- Fund City lost revenue replacement caused by the COVID-19 pandemic per ARPA criteria and Department of Treasury guidance.

**4. Providing grants to eligible employers that have eligible workers who perform essential work:**

- TBD

**POTENTIAL ARPA ALLOCATIONS**  
**(TOTAL POTENTIAL EXPENDITURES EXCEED AVAILABLE FUNDS)**

**Shaded items already allocated;  
further explanations for requested amounts are included in Attachment C**

External Request Allocations	Amount
2021 Warriors of Change (Clover Park High School)	\$68,450
Boys & Girls Club ( 5 years)	\$226,000
Comfort Inn Purchase & 2 yrs' Emergency Shelter Operation	\$1,000,000
Emergency Services (Alert & Warning System)	TBD
Habitat for Humanity Boat Street Project (utilities and road improvements)	\$242,000
Home Ownership Center of Tacoma (2 years)	\$500,000
Lakewold Gardens Programs	\$300,000
Lakewood Water New Well at District's Ponders Site	\$1,000,000
Living Access Support Alliance (LASA)	TBD
LMCC	TBD
Pierce Co. BIPOC Economic Development Program	\$500,000
Pierce Co. Business Navigators	TBD
Pierce County Library (Lakewood) 24/7 Lockers	\$70,000
Rebuilding Together South Sound (5 years)	\$325,000
South Sound Alliance - Future of Labor in the South Sound Study	\$10,000
Springbrook Connections Community Meeting Space Acquisition	\$1,000,000
United Way Center for Strong Families (3 years)	\$150,000
Utility Payment Arrears (Sewer = PPW \$335K; Water = LWD \$82K; Power = LL&P (\$513K), PSE (\$895K), TPU (pending)	\$1,824,500
Violent Crime Victim Services Staff and Program Support	\$250,000
West Pierce Fire & Rescue	\$230,000
Workforce Central	\$295,000
YMCA (\$339,000 per year for 5 yrs)	\$1,695,000
<i>Cohen Clinic (Veterans' services) (\$150K per year for 5 yrs)</i>	<i>\$625,000</i>
<i>ARPA Collaboration w County and Cities</i>	<i>TBD</i>
<i>SSHA<sup>3</sup>P Affordable Housing</i>	<i>TBD</i>
<b>SUBTOTAL</b>	<b>\$10,310,950</b>

**Shaded items already allocated;  
further explanations for requested amounts are included in Attachment C**

<b>City Allocations</b>	<b>Amount</b>
ARPA Program Administration (10% for Finance FTE, ARPA Coordinator, Tracking and Reporting Resources) (5 years)	\$1,300,000
City Council Chambers (dais expansion for social distancing)	TBD
City Hall Space Reorganization Analysis	\$30,000
City Reader Boards (\$160K each)	\$320,000
City Website Multilingual Services	\$35,000
Community Services Advisory Board 1% of Funds	\$137,660
Court Chambers (IT for hybrid proceedings)	\$133,000
COVID-19 Vaccination Incentives	\$100,000
Handwashing Facilities at City Parks	TBD
Human Resources Technology to handle hybrid workplace (purchase & 3 years operation)	\$151,000
HVAC Cooler System Replacement with Bipolar Ionization	TBD
Lost City Revenue	\$3,797,405
Police Body Cameras (Equipment, 5 yrs. program costs)	\$1,972,627
Residents' ARPA Resource Navigator Services (211? Other?)	TBD
Youth Employment Program (\$84,000 per year for 3 yrs)	\$252,000
<b>SUBTOTAL</b>	<b>\$8,228,692</b>
<b>TOTAL</b>	<b>\$18,539,642</b>
<b>Total Remaining ARPA Funds</b>	<b>-\$4,773,406.00</b>

## **ATTACHMENT A**

### **ORDINANCE NO. 7XX**

#### **AN ORDINANCE OF THE CITY COUNCIL OF THE CITY OF LAKEWOOD, WASHINGTON ADOPTING POLICIES AND PRIORITIES CONCERNING ALLOCATION OF AMERICAN RESCUE PLAN ACT (ARPA) FUNDS AND ALLOCATING ARPA FUNDS TO CERTAIN EXPENDITURES**

#### **FINDINGS**

**WHEREAS**, COVID-19 is a contagious and potentially deadly virus that has been declared a pandemic event by the World Health Organization; and

**WHEREAS**, President Biden, Governor Inslee, Pierce County Executive Dammeier and Lakewood City Manager John Caulfield have each declared states of emergency within their respective jurisdictions; and

**WHEREAS**, actions taken to mitigate the spread of COVID-19 have resulted in widespread social and economic disruption throughout the City of Lakewood; and

**WHEREAS**, on March 11, 2021, the federal government enacted the American Rescue Plan Act (ARPA) that is expected to provide \$13,766,236 to the City of Lakewood, which is considered a Metropolitan City under the Act; and

**WHEREAS**, the United States Department of the Treasury will allocate funding to the City of Lakewood in two equal tranches, with the first tranche of an estimated \$6,883,118 expected to be received in 2021, and the second equal tranche in 2022; and

**WHEREAS**, the ARPA specifies eligible expenditures that include responding to the public health emergency with respect to the Coronavirus Disease 2019 (COVID-19), its

negative economic impacts, and necessary investments in water, sewer, or broadband infrastructure; and

**WHEREAS**, on March 27, 2021 the City of Lakewood City Council established four initial policies regarding the City’s ARPA allocation, namely, that: ARPA funds would be subject to a one percent (1%) set-a-side for human services; ARPA funds would generally be used for one-time costs, although the Council would consider making exceptions for certain programs or pilot programs; Lakewood’s ARPA funds would be used to “fill the gaps” versus duplicating services and resources available from federal, state or county sources; and the City would conduct a robust community engagement effort with businesses, residents, human service providers and other non-profits, and other community stakeholders to seek input and recommendations concerning community needs that could be funded with the ARPA funds; and

**WHEREAS**, community engagement was conducted between April and August, 2021 through: discussions at the City’s boards and commissions and two community stakeholder summits; personal outreach to neighborhood associations, cultural organizations, municipal partners such as utilities, special districts, and economic development organizations; City publications; Coffee with the Mayor; and an online public survey; and

**WHEREAS**, on September 7, 2021, the City Council held a duly noticed public hearing on the proposed policies and allocations of the ARPA funds; and

**WHEREAS**, the City Council completed its consideration of public input and its deliberations regarding policies and allocations of the ARPA funds on September 20, 2021;



**NOW, THEREFORE, THE CITY COUNCIL OF THE CITY OF LAKEWOOD, WASHINGTON, DO ORDAIN AS FOLLOWS:**

**Section 1. Adoption of City Council Findings.**

The Findings of the City Council are adopted as part of this Ordinance.

**Section 2. Adoption of ARPA Allocation Policies and Priorities.**

The policies and priorities included in **Exhibit A** to this Ordinance are adopted as part of this Ordinance.

**Section 3. Adoption of ARPA Allocations.**

The general allocations of ARPA funds as described in **Exhibit B** to this Ordinance are hereby adopted.

**Section 4. Approval of ARPA Expenditures.**

The expenditures of ARPA funds as described in **Exhibit C** to this Ordinance are hereby adopted.

**Section 5. Emergency.**

This Emergency Ordinance is necessary for the immediate preservation of the public peace, health, safety, or support of the City of Lakewood government and its existing institutions to provide relief to its citizens and businesses during the Coronavirus pandemic.

**Section 6. Severability.**

If any portion of this Ordinance or its application to any person or circumstances is held invalid, the remainder of the Ordinance or the application of the provision to other persons or circumstances shall not be affected.

**Section 7. Effective Date.**

This emergency Ordinance shall be in full force and effect immediately after final passage.

**ADOPTED** by the City Council of the City of Lakewood this 20<sup>th</sup> day of September, 2021.

CITY OF LAKEWOOD

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Don Anderson, Mayor

Attest:

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Briana Schumacher, City Clerk

Approved as to Form:

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Heidi Ann Wachter, City Attorney

**EXHIBIT A**  
**POLICIES AND PRIORITIES FOR USE OF**  
**AMERICAN RESCUE PLAN ACT (ARPA) FUNDS**

**Policies in addition to those adopted as part of this Ordinance per its Findings:**

1. Provide ARPA and other COVID-19 related resource navigation services to Lakewood residents and businesses.
2. Provide support to people living in, and agencies and organizations operating in, Lakewood’s “hardest hit communities” as defined in Department of the Treasury guidance.
3. Improve infrastructure in Lakewood to mitigate historical inequality and health issues in “hardest hit communities” as defined by the Department of the Treasury as well as to spur economic recovery.
4. Improve Lakewood’s delivery of municipal services to its residents and businesses in light of COVID (i.e. facility, communications and operations improvements)

**Priorities for Use (not listed in order of importance):**

**1. Responding to Public Health Emergency**

- Support COVID-19 vaccination efforts, including providing financial incentives

**2. Assistance to households, small businesses, and nonprofits, or aid to impacted industries:**

- Partner with United Way and other service providers, Pierce County, and other cities to provide ARPA and COVID-19 resource navigation services to Lakewood residents.
- Partner with Pierce County and other jurisdictions to provide ARPA and COVID-19 resource navigation services to the City’s businesses with an emphasis on BIPOC and small businesses.
- Provide financial assistance to non-profits and human services organizations operating in Lakewood and providing ARPA-eligible services.
- Support efforts to maintain existing, and to create new, affordable housing capacity in Lakewood.
- Support the creation of emergency shelter housing units.

**3. Provision of government services:**

- Coordinate with public partners such as power utilities (TPU, PSE, LL&P), West Pierce Fire & Rescue, Pierce County Library Services District, Lakewood Water District, Pierce County Sewer, and others to support facility improvements, infrastructure improvements, payment arrears forgiveness programs, and other ARPA-eligible program expenditures.
- Address and backfill City revenue shortfalls caused by the COVID-19 pandemic per ARPA criteria and Department of Treasury guidance.
- Improve remote access to City services to accommodate post-COVID-19 resident and business needs.

- Capital and non-capital improvements to City facilities related to COVID-19 and post-COVID-19 operations.
- Maintain a supply of non-capital ARPA-eligible supplies, including PPE for City employees and the public attending City meetings and events.

**4. Providing grants to eligible employers that have eligible workers who perform essential work:**

- TBD

**EXHIBIT B**  
**AMERICAN RESCUE PLAN ACT (ARPA) FUND**  
**EXPENDITURE GENERAL ALLOCATIONS**

**Expenditure Categories**



ARPA Expenditure Categories	ARPA Share in Dollars	ARPA Share in Percentages
<b>A: Public Health</b>	<b>\$100,000</b>	<b>0.7%</b>
<b>B: Negative Economic Impacts</b>	<b>\$3,000,000</b>	<b>21.8%</b>
<b>C: Services to Disproportionately Impacted Communities</b>	<b>\$3,592,207.40</b>	<b>29.0%</b>
<b>D: Premium Pay</b>	<b>\$0</b>	<b>0.0%</b>
<b>E: Infrastructure</b>	<b>\$1,500,000</b>	<b>10.9%</b>
<b>F: Revenue Replacement</b>	<b>\$3,797,405</b>	<b>27.6%</b>
<b>G: Administrative Costs</b>	<b>\$1,376,623.60</b>	<b>10.0%</b>
<b>TOTAL</b>	<b>\$13,766,236.00</b>	<b>100%</b>

The amounts identified in the table categories above are subject to change based on actual costs once available.



**EXHIBIT C**  
**ARPA ALLOCATIONS\***

Allocations	Amount
2021 Warriors of Change (Clover Park High School)	\$68,450
Comfort Inn (Purchase & Emergency Shelter Operation for 2 years)	\$1,000,000
Lakewood Community Services Advisory Board 1% of Funds	\$137,660
LPD Police Body Cameras* (Equipment, 5 yrs. program costs) (Approved via Motion 2021-47)	\$1,972,627
Resident and Business Utility Payment Arrears* (PC Sewer \$335K; Water = LWD \$82K; Power = LL&P \$513K, PSE \$895K)	\$1,824,500
ARPA Program Administration* (10% for Finance FTE, ARPA Coordinator, Tracking and Reporting Resources) (5 years)	\$1,376,623
City of Lakewood Lost Revenue*	\$3,797,405
<b>SUBTOTAL</b>	<b>\$10,177,265</b>
<b>Remaining ARPA funds</b>	<b>\$3,588,971</b>

\* Amounts are subject to change once actual costs are known

## **ATTACHMENT B**

### **Community Engagement Themes and Responses**

#### **One-on-One Outreach Themes**

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##### **Community**

###### Childcare/Daycare

- Not many options in lakewood
- Limits people's options/time
- Getting parents in need involved in training

###### Community Space

- Meeting space, especially for remote communities
- Diversity Festival/Block Party/etc
- Space for community organizations to show up in remote communities (possibly a communal space with a rotating schedule of services)
- Space for medical/govt response like covid vaccines
- Space for services
  - Areas for people
  - Warehouse space for food/supplies
- Voting areas
- Community food gardens, especially in food deserts

##### **Housing**

- Affordable housing
- Military base causes high prices
  - Officers can live in lakewood, difficult for enlisted to live in lakewood

##### **Home Ownership**

- Funding
    - Pierce county has loans and grants available, lakewood only has loans
    - Target groups of homes (i.e. repair a neighborhood, not just a house)
  - HUD limits
    - 342K in Tacoma, 380K in lakewood
    - Difficult to purchase, renovate, and sell a home in lakewood for under 380K
- 

##### **Non-profits**

###### Speed of Aid

- Rental assistance taking upwards of 6 months
  - Previous LASA program was working well

##### **Community Chest/Incentivized engagement**

- City Community Chest for community organizations to pull out of for rudimentary/basic home items. (essentially free-to-spend funds that can only be distributed through a community organization)
- Host classes which 'pay' in benefits
  - Citizens learn something/connect with other services
  - Receive small amounts of immediate aid
    - Incentivizes participation
    - Do not require continuing participation/no missed meetings

#### Health Concerns

- Hispanic population 60% not vaccinated (per centro latino)
  - Misinformation/Lack of information
  - Fear of govt
  - Some undocumented
- Community orgs opening their doors for cooling/heat relief during heat wave are incurring costs

#### Funding non-profits/community orgs

- Non-profits have spent operational funds on ppe/food drives/etc.
- Failing to deliver services due to lack of funding
  - ESL Classes
  - Parenting Classes
  - Educational Support Services
  - Employment Coaching/Help with applications

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### **Navigators/Connecting with Resources**

#### Navigators

- Citizen Navigators
  - Not just direction to services
    - Language
    - Interpretation
    - Coaching/Follow up (Don't wait for people to come to us over and over, reach out to continue aid process)
    - Re-entry to civilian life (military, prison, etc)
- Organizations are out there providing these services to varying degrees
  - Fund these programs
  - Hire city navigators from the community

#### Organizational Navigators/Literature

- Orgs don't necessarily know where to send people for help they do not provide
  - i.e., a food bank may not have great connections with mental health facilities, housing resources
  - PERSONAL connections are imperative here. Orgs need to know that when they call xyz resource that "person a" will be there.

- Telling people to call 211 or contact xyz organization is ok, but mixed results
- Centralized, current resource for organizations to make better recommendations
  - Food banks, non-profits may be first/only point of contact

### Transportation

- Limits people's access to govt/aid/medical
  - Many organizations/club members end up providing rides for people who cannot drive
    - Community meetings
    - Medical appointments
    - Voting/govt appointments
  - Possible opportunity to provide a service/better service
- Springbrook
  - Needs sidewalks off main street
  - Bridgeport way over I-5 sidewalks are dangerous, thin, crosses traffic

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### **Small Business**

- Labor Shortage
- Grants better than loans, as many business owners have already taken loans/debt to continue operating

People are not sure if businesses are open or not

## Summer 2021 Public Survey results via [www.cityoflakewood.us/ARPA](http://www.cityoflakewood.us/ARPA)

Homelessness, affordable housing		Just pooling around:
General Community Help		Yes Fort Steilacoom park pool would be good
	help community	Not sure what you mean but pools are a good resource for the community and offering swim lessons
	I would invest in local neighborhoods, helping tenants and owners get back on their feet.	yes if those pooled projects directly benefit the residents of the community, not the pay checks of the government officials
	Help all in need	As a business owner of a Daycare Center in Lakewood that has been truly impacted!
	Help the people in the community most impacted by loss of employment and housing.	Nothing, It is a waste of money. Give it back to help pay the dept. Biden put us in..
Homelessness		
	I would use the money to 1st fix up these motels and use them for human rehabilitation with a job coach to get some of these homeless people and more people working, 2nd I would use the money to assist non sold commercial buildings to give a incentive for 1st time owners and landlord to generate income in the city, Once the business is established they can pay back the assistance.	
	Work to resolve homelessness and create 24 hour restrooms with showers	
	Please consider starting with low and moderate income individuals and families by offering additional child care, education, health, financial, social services support. We need to help level the playing field for all local residents.	
	Help people that have become homeless due to losing their job because of COVID.	
	Give to the under served, give a hand up not hand out. Program to update low income home owners to bring up to code	
	I would like to see significant investment in determining the likely needs of the lowest income and homeless in Lakewood. We have truly amazing parks in Lakewood and I don't think anyone wants to see them become homeless camps like in Seattle and parts of Tacoma, but if we aren't proactive in meeting current needs for shelter and anticipating future needs, we will end up in the same boat. The Lakewood City Council is known for common sense decisions and strong fiscal responsibility. Let's build on our strong community foundation and leadership to learn from the cities around us. I believe Lakewood can do a much better job than neighboring cities because instead of endless handwringing and debate, Lakewood is a City of Action. Smart Action.	
	I would try to set up easier access to rental and utilities assistance but these problems before the pandemic. I would also try to set up more community outreach programs or make the ones that already exist more known about. I'm if speaking honestly there were already a number of problems that existed in the city of Lakewood that the pandemic help exacerbate.	
	Provide more support for people experiencing homelessness in our regional communities.	
	Lower taxes, freshen up downtown, find a place for the homeless	
	Invest in permanent solutions to homelessness	
	help homeless	
Affordable Housing		
	Building more owner occupied family housing. Apartment buildings help with the spread of contagious diseases and increase stress and the crime rate. These are researched based facts. Home ownership promotes healthy communities as people are invested in the community. Apartment dwellers rarely invest in community assets and in cases such as a pandemic increase homelessness.	
	People need permanent supportive housing services. This might include a tiny house village with a central kitchen and bathing facility as well as gathering area and an experienced social worker. Housing the destitute is the first step in their well-being.	
	Provide affordable housing for working class citizens of the community that worked throughout the pandemic.	
	Build affordable housing, move homeless families in need, and ban tent cities and make it illegal to take residence in public areas. Make the city look nicer with no homelessness encampment popping everywhere.	
	1) cover the cost for low-income individuals to pursue education that leads to living-wage jobs; 2) Increase affordable housing and transitional housing for our residents.	
	Provide low income housing in Lakewood. You don't have much and you have already identified that is as one of your goals.	



	Provide, add and expand low income housing in Lakewood with some this money.		
	Build affordable housing and implement rent control to curb skyrocketing rental costs.		
	Address affordable housing issues and back rent		
	invest in housing, child care and mental health		
	Provide housing and mental health treatment to homeless population		
	Provide long term housing and support services for homeless citizens.		
	Increase support of affordable housing and anti-displacement		
	Small business loans, affordable housing		
	Provide Affordable Housing		
	Build affordable housing		
	Improve low income housing		
	Assist with Mental Health and housing		
	houseing for homeless		
<b>Rent/Utility Assistance</b>			
	I would give the money to the people based off of the income you make, anyone who makes \$60,000 or less should get a check. Give the money to the people, they know what bills they need to pay to stay afloat. Also forgive anyone that owes back pay on rent or mortgages in Lakewood. Help the people that service our communities.		
	Provide grants of up to \$1500 per resident for recovery efforts not covered by current financial programs. (i.e. a sewer bill due to your landlord and not in your name). Provide money to Pierce Transit to offer a 2-week free bus pass mailing to get people out. Host a picnic for the city.		
	Landlords are going to be raising rents for tenants across the board when the moratorium ends. There's nothing inherently wrong with this, it's just good business and we're all essentially two years behind and we need to get our tenants to market rates as we haven't had an easy time through the pandemic either, but this can sometimes mean that rates will be raised quickly and by increments that most landlords would have preferred to spread out over longer periods of time. It would be beneficial, then, for both landlords and tenants, if there were to be a program that would aid in subsidizing the costs of suddenly increased rents for tenants who have been paying the same rate for the past two years. For example, I have tenants paying 1200 for a recently renovated four bedroom, and though this was a decent rate quite some time ago, the market has heavily changed since then. As such, I'll be raising their rent in two different increments of \$150 over the course of a six month period by utilizing three months leases and then locking into a year long lease. This was the best method I could come up with to not blindside my tenant and risk losing them, while still maintaining a certain level of fairness to me and my family. Most landlords do not how to do this, and as such they'll just raise the rents to their desired level in one increment, potentially causing many notices to be turned in and even possible evictions. This will be catastrophic for both tenants and landlords, so if there was a program that essentially paid a portion of rent for income qualified tenants who recently incurred rent increases of a disproportionate percentage after the moratorium ended to aid in softening the transition for both sides, then I think that could be of real benefit to both the stability of the local economy, as well as the maintenance of landlord/renter relationships.		
	I am a Lakewood landlord and I know here are people who are struggling with rent and food still. I would tr to help these people.		
	Support working people who are struggling because of lost income		
	Help those who have lost wages and or financial support to those in need.		
	support tenants rents who lost employment		
	Provide a portion of funding to businesses that hff ave been negatively impacted by Covid19 and another sum to Lakewood residents to help pay for housing shortfalls over the last 16months.		
	Provide financial assistance to the community and businesses.		
	Give as much vaccine to the residents as possible. Provide residents with epidemic prevention materials-face masks, hand sanitizer. Pay the rent for low-income residents. Bailout funding for the landlord to ease pressure from banks		
	Help businesses that are struggling to stay open. Rent and utility assistance for those impacted by COVID.		
	Help the people who have just barely been getting their rent paid. So much money is going to people who owe 10-20+ thousand dollars in rent just because they didn't "have" to pay. Many people were scraping by making sure everything was paid and now they are really receiving the short, dirty end of the stick.		

	Help tenants pay landlords rents and utilities that are overdue and ensure tenants affected by the pandemic find new employment in order to support future expenses.			
	Help people with rents but make sure they are covid related			
	Pay for delinquent rents to keep tenants in the units and Landlords from losing their property and the City from losing their portion of taxes and licenses.			
	Focus on business grants and rent/mortgage relief for people in the city (including businesses)			
	Improve access to child care and continue assistance to renters. Both these measures counter economic impacts from pandemic.			
	Support restaurants, bars, and other businesses affected as well as allocate significant funds to renters affected.			
	Rental housing assistance			
	Address affordable housing issues and back rent			
	Help people pay their back rent!			
	rental housing support			
	Help renters pay their rent			
<b>Homeless Shelters</b>				
	Invest in the Tillicum Woodbrook Community Center. Support the opening of a homeless shelter in Lakewood			
<b>Mental Health</b>				
	I would invest in mental health programs and drug addiction programs for our homeless. Also landlords have Suffered greatly from the moratorium.			
	Provide housing and mental health treatment to homeless population			
	Assist with Mental Health and housing			
	invest in housing, child care and mental health			
<b>Business Support</b>				
<b>Small/Local Business</b>				
	Support investment in new small businesses by subsidizing permit or impact fees in Central Business District.			
	support recovery and growth of small businesses through tax write off and other tax relief incentives			
	Provide incentives to help small businesses succeed. This can be in form of one time tax breaks or subsidies for new small business that are attempting to launch.			
	Provide businesses with low or zero interest loans so that they can use it for deferred maintenance or additional development of business opportunities.			
	Invest it back into small businesses and outdoor development so people have a place to exercise safely when indoor activities are not advised around typically other people.			
	Small business loans, affordable housing			
	I would try to locate the very small business owners who were forced out of business and use the grant money to pay a new landlord, or old landlord, rent for 6 months to a year if the people who lost their business due to the pandemic are willing to start here again.			
	Assist local businesses that are individually owned and not part of a corporation. Insure that all residents have access to affordable broadband service.			
	Assist small businesses to get back on their feet... help landlords recover rent due to rent freezes. Our property taxes increased 23 1/2 % and we have had to shoulder the additional cost not only with taxes but utility increases. Inslee put a rent freeze on landlords and we have not been able to pass down some of these through small rent increases.			
	Help small businesses and landlords recover.			
	Give small business a certain amount of money and residents in need money			
	support small businesses			
	impact on small business			
	Support of struggling small business			
	Assist small businesses			
	Help local businesses.			

	Help small businesses			
	help small businesses			
<b>Help businesses affected</b>				
	Help businesses get back on their feet after the pandemic			
	Help struggling Business and help The homeless community			
	Address the negative impact on business owners from the Pandemic.			
	Assist business owners			
	Reimburse Business Owners and Landlords for Verified Losses as a result of the Shutdown and Moratorium. This will encourage them to continue to rent to and engage in business with those in the greatest need, and they will remain viable and valuable.			
	1) Vaccination, 2) Use it to support businesses that lost revenue from Covid-19.			
	Support businesses, education, and public safety			
	Set up a program to determine the losses to local businesses/landlords and a method of distributing the funds based upon a ratio if necessary			
	Help businesses that are struggling to stay open. Rent and utility assistance for those impacted by COVID.			
	Give businesses help that got hurt during the pandemic. And get people to start going back to work. We have a very big labor shortage because there are so many benefits to staying home right now instead of for working.			
	Focus on business grants and rent/mortgage relief for people in the city (including businesses)			
	help landlords that had renters that refused to pay their rent just because they could. These renters are not likely to pay back rent and leaves the landlords in a financial crisis all their own. Provide \$ to businesses and restaurants that were forced to close because of the pandemic. These would be only "small" business not large corporations.			
	Tear down red posts at town center and reinvigorate businesses and restaurants			
	Provide financial assistance to the community and businesses.			
	Provide a portion of funding to businesses that hff ave been negatively impacted by Covid19 and another sum to Lakewood residents to help pay for housing shortfalls over the last 16months.			
<b>Back to work</b>				
	Create programs to help get Lakewood residents back to work. Covid-19 rental assistance programs			
	Put people back to work. Invest in higher education specifically trade. Put businesses back to viability including housing providers.			
	Bring back the economy by creating jobs. Allow people to work to pay their bills.			
	Give businesses help that got hurt during the pandemic. And get people to start going back to work. We have a very big labor shortage because there are so many benefits to staying home right now instead of for working.			
<b>Restaurants</b>				
	Support restaurants, bars, and other businesses affected as well as allocate significant funds to renters affected.			
	Give Grants to small restaurants			
	Assist struggling restaurants with \$\$\$.			
	Tear down red posts at town center and reinvigorate businesses and restaurants			
<b>Landlord Support</b>				
<b>Back Rent/Reimburing Landlords for Moratorium/Inability to Evict</b>				
	Personally the biggest impact was not being able to raise rental rates on units that were already rented well below market rates. Protections were helpful for tenants who were out of work but my tenants all remained employed during the shutdowns. I would like to see funds go to help small business owners who were affected by the closures and who may need that money to stay or reopen in Lakewood to support our community and tax base moving forward.			
	Put people back to work. Invest in higher education specifically trade. Put businesses back to viability including housing providers.			
	reimburse landlords for unpaid rent in a non discriminatory way			

	Reimburse Business Owners and Landlords for Verified Losses as a result of the Shutdown and Moratorium. This will encourage them to continue to rent to and engage in business with those in the greatest need, and they will remain viable and valuable.		
	Give as much vaccine to the residents as possible. Provide residents with epidemic prevention materials-face masks, hand sanitizer. Pay the rent for low-income residents. Bailout funding for the landlord to ease pressure from banks		
	Reimburse the landlords for rental money lost due to tenants who did not pay, waive business fee, lower taxes. Landlords suffered too from this. I had to support my tenant and no one offered assistance to me.		
	Rental assistance to landlords who have been prevented from evictions and rent increases		
	I have a 14 unit apartment and over \$25,000 in back rent. That's a HUGE LOSS for me. PLEASE HELP.		
	Help the landlords that did not get paid rent. We lost almost \$6000.00 for a rental house. This was a huge hardship for our family.		
	help landlords that had renters that refused to pay their rent just because they could. These renters are not likely to pay back rent and leaves the landlords in a financial crisis all their own. Provide \$ to businesses and restaurants that were forced to close because of the pandemic. These would be only "small" business not large corporations.		
	Set up a program to determine the losses to local businesses/landlords and a method of distributing the funds based upon a ratio if necessary		
	Help landlords deal with the financial impacts of the eviction moratorium		
	Provide Landlords with funds directly to overcome the finicial losses incurred through loss of income with Tenants who have vacated leaving huge debt behind. Provide funds to those buisnesses who were impacted by the Governor's Mandate.		
	Help small businesses and landlords recover.		
	Rent assistance for renters and landlords		
	Pay landlords lost income		
	Disburse the funds to landlords.		
<b>Infrastructure</b>			
<b>General Infrastructure</b>			
	Improve the utilities and lower the cost residents pay for these utilities, pass the improvment benefits to the residents, don't take it all for your pay checks.		
	Expand online services and capabilities for businesses and city services		
	Lakewood has always used our money wisely. We are far ahead of other cities in regard to maintaining a balanced budget. We don't need a new tire, we just need to fix the flat. I would ensure our cities basic services were up to date and secured from hazards, threats, and strengthened for the future to accommodate our increasing growth in people and business.		
	Invest in the long-term, not short-term. Be careful about dropping more money into social services programs.		
	First I would overhaul the building department in order to handle timely requests by developer so we can get some more housing. I wouldn't synchronize the traffic lights on the major arteries in order to reduce traffic and encourage more people to be shopping in our city center.		
	Increase infrastructures for sustainability and lower costs to residents		
	Infrastructure is the best investment we can make		
	Improve recovery through enhanced basic infrastructure, such as roads, improved broadband and other services that will make it easier to live and work in the city. Additionally, these infrastructure issues are within the proper scope of local Govt services that require sustainable attention, as opposed to just a one time or non-core investment.		
<b>Broadband</b>			
	The city of Lakewood, owned & operated, every resident should have broadband available at a reasonable cost. \$50		
	Infrastructure 100% would be the priority. This supports those that work from home (Broadband), new development and improvements such as multi-family housing and condos (Sewer & Water) and allows for us to stay leaders in the opportunities for local businesses to continue investing in the Lakewood Community.		
	Expand access to broadband internet for low income families.		
	improve public health and broadband infrastructure		

	Invest in utility, broadband services, law enforcement services			
	Expand access to broadband internet for low income families.			
	75% to utility infrastructure that supports working remotely; balance to business enterprises in need			
<b>Sewer + Water</b>				
	Infrastructure 100% would be the priority. This supports those that work from home (Broadband), new development and improvements such as multi-family housing and condos (Sewer & Water) and allows for us to stay leaders in the opportunities for local businesses to continue investing in the Lakewood Community.			
	Finish sewers			
<b>Roads</b>				
	Roads, pull people over for speeding, higher pay for seasonal workers, sidewalks, parks,			
	Improve roads, & police protection			
	First I would overhaul the building department in order to handle timely requests by developer so we can get some more housing. I wouldn't synchronize the traffic lights on the major arteries in order to reduce traffic and encourage more people to be shopping in our city center.			
<b>Alternatives to roads</b>				
(sidewalks, bike paths, bus, etc.)	Complete the sidewalks along Hipkins Rd and other heavily traveled roads in Lakewood so that more of the "regular" folks can get outside to safely walk and ride bikes along these increasingly heavily trafficked arterials			
	Finish the sidewalk project entering from Gravelly Lake Dr. north to Nyanja so people could walk a 3 mile walk for exercise... to be healthy. Offer swimming lessons at the high school pools to hopefully save drowning issues			
	Create more access to public land such as Gravelly Lake, make broadband more competitive so there are more providers, electric charging stations			
	Better bus routes			
<b>Parks &amp; Rec</b>				
	Improve Ft. Steilacoom park, more play activities			
	I would like to see significant investment in determining the likely needs of the lowest income and homeless in Lakewood. We have truly amazing parks in Lakewood and I don't think anyone wants to see them become homeless camps like in Seattle and parts of Tacoma, but if we aren't proactive in meeting current needs for shelter and anticipating future needs, we will end up in the same boat. The Lakewood City Council is known for common sense decisions and strong fiscal responsibility. Let's build on our strong community foundation and leadership to learn from the cities around us. I believe Lakewood can do a much better job than neighboring cities because instead of endless handwringing and debate, Lakewood is a City of Action. Smart Action.			
	Public's parks to facilitate walking & fitness.			
	Invest it back into small businesses and outdoor development so people have a place to exercise safely when indoor activities are not advised around typically other people.			
<b>Community Facilities/Community Groups</b>				
	Build community center in Lake City area of Lakewood to serve seniors, youth, young families and veterans. Support with financial counseling, nutrition and health support, job training, youth mentoring, tutoring and leadership, safe place for youth to gather and learn outside of school hours, senior activities to end isolationism, encourage healthy activities, community relationship building to reduce barriers to health and other services (including transportation, language, and financial barriers). Support to all groups to access services in Lakewood and Pierce County.			
	Work to resolve homelessness and create 24 hour restrooms with showers			
	Donate it to different non-profits that have been hit hard with a lack of donations and ever increasing needs. For example, I am a volunteer with the National Guard Association of Washington at Camp Murray. I put together their family programs. Usually, we help 300 families a year. In 2020, that number nearly doubled. This year will be even more and we have lost most of our funding from local Lakewood businesses. Families, especially our National Guard and Veterans need assistance and with struggling businesses we lose support. Local food banks and other organizations are desperately in need of assistance. Some of the relief funds should be given to these programs.			

	The City of Lakewood has invested much time and energy establishing relationships with nonprofit community partners that are serving the diverse needs of the citizens of Lakewood. It would seem beneficial to increase funding to those agencies that the City has already established relationships with who have shown their ability to serve the needs of citizens of Lakewood.			
<b>Tourism</b>				
	Invest to improve the tourism infrastructure to encourage people to visit the community: support the Lakewood Historical Society, Historic Fort Steilacoom, Lakewold Gardens, Lakewood Playhouse and other destinations.			
	Tear down red posts at town center and reinvigorate businesses and restaurants			
<b>Education</b>				
	Put people back to work. Invest in higher education specifically trade. Put businesses back to viability including housing providers.			
	Please consider starting with low and moderate income individuals and families by offering additional child care, education, health, financial, social services support. We need to help level the playing field for all local residents.			
	1) cover the cost for low-income individuals to pursue education that leads to living-wage jobs; 2) Increase affordable housing and transitional housing for our residents.			
	improve public education			
	Support businesses, education, and public safety			
<b>Taxes/Rebates/stimulus</b>				
<b>Stimulus/Rebates</b>				
	Give everyone that makes less than 70000 a year a Stimulus Check			
	Stimulus checks or gift cards to residents to use at local restaurants and stores.			
	rebate renters that maintained their rent payments throughout the pandemic			
	Distribute money to Lakewood residents.			
<b>Property Taxes</b>				
	No property taxes for people in Lakewood!			
	Write off any Veterans property taxes.			
	How property owners with their taxes			
<b>General Taxes</b>				
	Lower taxes, freshen up downtown, find a place for the homeless			
	Help pay unemployment taxes.			
<b>Corporate Relocation Tax Deductions</b>				
	attract companies from other cities. tax deduction for companies that relocate to Lakewood and bring jobs to Lakewood			
<b>Capturing Marijuana Revenues</b>				
	Maybe buy some opinions and open marijuana dispensaries so that you can reclaim millions of tax dollars from Tacoma and Puyallup.			
<b>Safety</b>				
<b>General Safety</b>				
	Support businesses, education, and public safety			
<b>Police</b>				



	Community services include police			
	Add police services and make the city safer, Covid has lead to more crimes of all types			
	Invest in utilitiea, broadband services, law enforcement services			
	Roads,pull people over for speeding, higher pay for seasonal workers,sidewalks , parks,			
	Invest in police training and increased presence			
	Improve roads, & police protection			
<b>Cleanliness</b>				
	Make Lakewood safe and clean			
	Paint over all grafitti in the city. Clean up the city in general, more garbage collection, street sweeping, etc.			
	I would say by orchestrating a Graffiti Removal team and cleaning up Bridgeport from UP all the way to the base. Looks bad right now.			
<b>Misc</b>				
	take picture of transients give to pierce transit refuse service transients spread covid 19			
<b>Vaccines/health</b>				
<b>General Health</b>				
	Support LASA, etc., environment, public health			
<b>Vaccines/Covid</b>				
	Encourage all citizens to get vaccinated			
	1) Vaccination, 2) Use it to support businesses that lost revenue from Covid-19.			
	Help the community by making more vaccines available in Lakewood, conduct a food drive,			
	take picture of transients give to pierce transit refuse service transients spread covid 19			

## June - July 2021 Online ARPA Survey Results

Timestamp	Among these investment categories, which do you think would most benefit Lakewood?	If you had \$13.77 million, what would you do to heal Lakewood from the effects of COVID-19?	Lakewood may elect to partner with local agencies to include Pierce County on collaborative projects. For example, we might contribute some of our funds to pool resources with other partner agencies. Do you support this?	Lakewood may elect to partner with local agencies to include Pierce County on collaborative projects.. Do you support this?
2021/06/08 3:09:44 PM MDT	Address negative economic impacts of the pandemic	Increase support of affordable housing and anti-displacement	Yes	yes
2021/06/11 4:03:52 PM MDT	Address negative economic impacts of the pandemic	As a business owner of a Daycare Center in Lakewood that has been truly impacted!	Yes	yes
2021/06/16 9:06:25 AM MDT	Address negative economic impacts of the pandemic	Please consider starting with low and moderate income individuals and families by offering additional child care, education, health, financial, social services support. We need to help level the playing field for all local residents.	Maybe.	maybe
2021/06/16 12:53:03 PM MDT	Address negative economic impacts of the pandemic	Help businesses get back on their feet after the pandemic	Washington	yes
2021/06/16 12:56:59 PM MDT	Address negative economic impacts of the pandemic	Rental assistance to landlords who have been prevented from evictions and rent increases		n/a
2021/06/16 12:59:27 PM MDT	Address negative economic impacts of the pandemic	Make Lakewood safe and clean	As long as it will help Lakewood	yes

2021/06/16 1:01:26 PM MDT	Address negative economic impacts of the pandemic	Rent assistance for businesses		n/a
2021/06/16 1:05:32 PM MDT	Address negative economic impacts of the pandemic	Help struggling Business and help The homeless community	Most definitely	yes
2021/06/16 1:06:06 PM MDT	Address negative economic impacts of the pandemic	Address the negative impact on business owners from the Pandemic.	Yes	yes
2021/06/16 1:13:18 PM MDT	Address negative economic impacts of the pandemic	Reimburse the landlords for rental money lost due to tenants who did not pay, waive business fee, lower taxes. Landlords suffered too from this. I had to support my tenant and no one offered assistance to me.	It depends. I'm sure there will be agencies with their hands out now.	maybe
2021/06/16 1:20:35 PM MDT	Address negative economic impacts of the pandemic	Support restaurants, bars, and other businesses affected as well as allocate significant funds to renters affected.	Not unless Lakewood receives value from those projects equal or greater than what was invested.	yes
2021/06/16 1:23:54 PM MDT	Address negative economic impacts of the pandemic	rental housing support	Yes	yes
2021/06/16 1:39:24 PM MDT	Address negative economic impacts of the pandemic	Assist business owners	yes	yes
2021/06/16 1:48:04 PM MDT	Address negative economic impacts of	Address negative economic impacts of the pandemic		n/a

	the pandemic			
2021/06/16 2:15:00 PM MDT	Address negative economic impacts of the pandemic	Create programs to help get Lakewood residents back to work. Covid-19 rental assistance programs	yes	yes
2021/06/16 2:15:46 PM MDT	Address negative economic impacts of the pandemic	Mortgage assistance to small landlords	No	no
2021/06/16 2:21:49 PM MDT	Address negative economic impacts of the pandemic	Rent assistance for renters and landlords	Yes	yes
2021/06/16 2:34:32 PM MDT	Address negative economic impacts of the pandemic	Support of struggling small business		n/a
2021/06/16 2:55:31 PM MDT	Address negative economic impacts of the pandemic	Put people back to work. Invest in higher education specifically trade. Put businesses back to viability including housing providers.	yes	yes
2021/06/16 3:17:03 PM MDT	Address negative economic impacts of the pandemic	I have a 14 unit apartment and over \$25,000 in back rent. That's a HUGE LOSS for me. PLEASE HELP.	ok	yes
2021/06/16 3:38:26 PM MDT	Address negative economic impacts of the pandemic	help community	no	no

2021/06/16 4:38:47 PM MDT	Address negative economic impacts of the pandemic	Bring back the economy by creating jobs. Allow people to work to pay their bills.	Great idea. Need to address homelessness in Tacoma. Our tenants are affected by disturbance.	yes
2021/06/16 4:47:09 PM MDT	Address negative economic impacts of the pandemic	I would invest in local neighborhoods, helping tenants and owners get back on their feet.	Yes	yes
2021/06/16 4:54:51 PM MDT	Address negative economic impacts of the pandemic	How property owners with their taxes	Yes	yes
2021/06/16 6:02:50 PM MDT	Address negative economic impacts of the pandemic	Help people pay their back rent!	WA	yes
2021/06/16 6:27:53 PM MDT	Address negative economic impacts of the pandemic	Reimburse Business Owners and Landlords for Verified Losses as a result of the Shutdown and Moratorium. This will encourage them to continue to rent to and engage in business with those in the greatest need, and they will remain viable and valuable.	No. Pierce County has enough Federal Resources to play with. Focus on local and focus on people in your city. Look to the roots of your city, not the landscape.	no
2021/06/16 8:10:46 PM MDT	Address negative economic impacts of the pandemic	Pay landlords lost income	Yes	yes
2021/06/16 9:46:28 PM MDT	Address negative economic impacts of the pandemic	Support local businesses and landlords that suffered during the pandemic.	Depends on the priorities of the partner agency	yes
2021/06/17 12:58:38 AM MDT	Address negative economic impacts of	Address affordable housing issues and back rent		n/a

	the pandemic			
2021/06/17 1:02:50 AM MDT	Address negative economic impacts of the pandemic	help small businesses	no	no
2021/06/17 7:57:31 AM MDT	Address negative economic impacts of the pandemic	Support working people who are struggling because of lost income	Washington	yes
2021/06/17 9:40:02 AM MDT	Address negative economic impacts of the pandemic	Help the landlords that did not get paid rent. We lost almost \$6000.00 for a rental house. This was a huge hardship for our family.	WA	yes
2021/06/17 9:48:24 AM MDT	Address negative economic impacts of the pandemic	Provide incentives to help small businesses succeed. This can be in form of one time tax breaks or subsidies for new small business that are attempting to launch.		n/a
2021/06/17 9:57:17 AM MDT	Address negative economic impacts of the pandemic	support small businesses	provide interest-free loans to small businesses	yes
2021/06/17 4:00:40 PM MDT	Address negative economic impacts of the pandemic	Improve access to child care and continue assistance to renters. Both these measures counter economic impacts from pandemic.	Yes. Lakewood is part of the greater whole that is suffering.	yes
2021/06/17 5:04:43 PM MDT	Address negative economic impacts of the pandemic	1) Vaccination, 2) Use it to support businesses that lost revenue from Covid-19.	Yes	yes



2021/06/18 12:00:53 AM MDT	Address negative economic impacts of the pandemic	Support businesses, education, and public safety	Yes	yes
2021/06/18 6:29:22 AM MDT	Address negative economic impacts of the pandemic	Provide, add and expand low income housing in Lakewood with some this money.	Not sure. The funding given to Lakewood should be spent to benefit Lakewood.	maybe
2021/06/19 10:46:20 AM MDT	Address negative economic impacts of the pandemic	Disburse the funds to landlords.	No.	no
2021/06/21 11:48:51 AM MDT	Address negative economic impacts of the pandemic	Rental housing assistance	No	no
2021/06/22 1:28:32 PM MDT	Address negative economic impacts of the pandemic	Set up a program to determine the losses to local businesses/landlords and a method of distributing the funds based upon a ratio if necessary	Yes	yes
2021/06/22 3:30:04 PM MDT	Address negative economic impacts of the pandemic	I am a Lakewood landlord and I know here are people who are struggling with rent and food still. I would tr to help these people.	Yes.	yes
2021/06/22 6:46:40 PM MDT	Address negative economic impacts of the pandemic	invest in housing, child care and mental health	yes	yes
2021/06/23 10:20:07 AM MDT	Address negative economic impacts of	Build affordable housing	Yes	yes

	the pandemic			
2021/06/25 5:55:16 PM MDT	Address negative economic impacts of the pandemic	Provide low income housing in Lakewood. You don't have much and you have already identified that is as one of your goals.	NO	no
2021/06/29 5:01:18 AM MDT	Address negative economic impacts of the pandemic	Help landlords deal with the financial impacts of the eviction moratorium	Maybe	maybe
2021/06/29 10:54:56 AM MDT	Address negative economic impacts of the pandemic	Provide Affordable Housing	Yes	yes
2021/07/13 4:03:07 PM MDT	Address negative economic impacts of the pandemic	Invest in the Tillicum Woodbrook Community Center. Support the opening of a homeless shelter in Lakewood	Depends on how much and how its allotted	maybe
2021/06/08 8:48:11 PM MDT	Invest in water, sewer, and broadband infrastructure	No property taxes for people in Lakewood!	Yes	yes
2021/06/11 5:45:17 PM MDT	Invest in water, sewer, and broadband infrastructure	Infrastructure is the best investment we can make	No	no
2021/06/12 10:50:36 PM MDT	Invest in water, sewer, and broadband infrastructure	Community services include police	Yes!	yes

2021/06/16 1:15:30 PM MDT	Invest in water, sewer, and broadband infrastructure	Improve recovery through enhanced basic infrastructure, such as roads, improved broadband and other services that will make it easier to live and work in the city. Additionally, these infrastructure issues are within the proper scope of local Govt services that require sustainable attention, as opposed to just a one time or non-core investment.	Assuming they fit into the core responsibility of local govt and represent support for long term, sustainable priorities such as roads and other primarily functional infrastructure that will benefit all residents and property owners. I don't support one time, short term project expenditures that are outside of core local govt functions. We don't need studies, consultants or social engineering. We need physical engineering and improvements that benefit all residents.	maybe
2021/06/16 1:34:24 PM MDT	Invest in water, sewer, and broadband infrastructure	Public's parks to facilitate walking & fitness.	Yes	yes
2021/06/16 2:28:06 PM MDT	Invest in water, sewer, and broadband infrastructure	Give it to the utilities so landlords and tenants don't have to worry about shut offs or increases	Sure	yes
2021/06/16 4:13:51 PM MDT	Invest in water, sewer, and broadband infrastructure	Encourage all citizens to get vaccinated	No spend your money to support Lakewood	no
2021/06/16 4:40:42 PM MDT	Invest in water, sewer, and broadband infrastructure	improve public health and broadband infrastructure	yes	yes
2021/06/16 9:19:23 PM MDT	Invest in water, sewer, and broadband infrastructure	Add police services and make the city safer, Covid has lead to more crimes of all types	Maybe	maybe
2021/06/17 5:51:51 AM MDT	Invest in water, sewer, and broadband infrastructure	improve public education	yes	yes
2021/06/17 2:25:47 PM MDT	Invest in water, sewer, and	Give Grants to small restaurants	no	no

	broadband infrastructure			
2021/06/17 4:42:57 PM MDT	Invest in water, sewer, and broadband infrastructure	rebate renters that maintained their rent payments throughout the pandemic		n/a
2021/06/18 8:53:48 AM MDT	Invest in water, sewer, and broadband infrastructure	Utilize the funds to benefit and restore the life essentials in the City of Lakewood.	Yes, corroboration is sometimes needed to be force multiplier for the task at hand.	yes
2021/06/23 1:31:33 AM MDT	Invest in water, sewer, and broadband infrastructure	Invest in utilitiea, broadband services, law enforcement services		n/a
2021/06/08 9:19:24 PM MDT	Support public health expenditures	Maybe buy some opinions and open marijuana dispensaries so that you can reclaim millions of tax dollars from Tacoma and Puyallup.	Yes	yes
2021/06/11 4:35:36 PM MDT	Support public health expenditures	The City of Lakewood has invested much time and energy establishing relationships with nonprofit community partners that are serving the diverse needs of the citizens of Lakewood. It would seem beneficial to increase funding to those agencies that the City has already established relationships with who have shown their ability to serve the needs of citizens of Lakewood.	Yes	yes
2021/06/16 1:26:30 PM MDT	Support public health expenditures	Provide businesses with low or zero interest loans so that they can use it for deferred maintenance or additional development of business opportunities.	Seems fine on a surface level.	yes
2021/06/05 9:06:09 AM MDT	Address negative economic impacts of the pandemic	I would try to locate the very small business owners who were forced out of business and use the grant money to pay a new landlord, or old landlord, rent for 6 months to a year if the people who lost their business due to the pandemic are willing to start here again.	No	no
2021/06/07 10:48:13 PM MDT	Address negative economic impacts of the pandemic	Support investment in new small businesses by subsidizing permit or impact fees in Central Business District.	Yes.	yes

2021/06/08 8:28:32 AM MDT	Address negative economic impacts of the pandemic	I would say by orchestrating a Graffiti Removal team and cleaning up Bridgeport from UP all the way to the base. Looks bad right now.	Yes	yes
2021/06/08 8:43:33 AM MDT	Address negative economic impacts of the pandemic	Roads,pull people over for speeding, higher pay for seasonal workers,sidewalks , parks,	I believe you should use it to improve parks, roads,higher pay for seasonal workers,pull over speeders this is been bad and LWP Aren't pulling people over	yes
2021/06/08 5:01:57 PM MDT	Address negative economic impacts of the pandemic	Write off any Veterans property taxes.	N/A	n/a
2021/06/08 6:28:25 PM MDT	Address negative economic impacts of the pandemic	Provide affordable housing for working class citizens of the community that worked throughout the pandemic.	No.	no
2021/06/09 8:32:07 AM MDT	Address negative economic impacts of the pandemic	Donate it to different non-profits that have been hit hard with a lack of donations and ever increasing needs. For example, i am a volunteer with the National Guard Association of Washington at Camp Murray. I put together their family programs. Usually, we help 300 families a year. In 2020, that number nearly doubled. This year will be even more and we have lost most of our funding from local Lakewood businesses. Families, especially our National Guard and Veterans need assistance and with struggling businesses we lose support. Local food banks and other organizations are desperately in need of assistance. Some of the relief funds should be given to these programs.	Yes, as long as the organizations support the overall well being of Lakewood residents.	yes
2021/06/09 4:04:43 PM MDT	Address negative economic impacts of the pandemic	Assist local businesses that are individually owned and not part of a corporation. Insure that all residents have access to affordable broadband service.	Yes	yes

2021/06/11 5:48:54 PM MDT	Address negative economic impacts of the pandemic	Provide grants of up to \$1500 per resident for recovery efforts not covered by current financial programs. (i.e. a sewer bill due to your landlord and not in your name). Provide money to Pierce Transit to offer a 2-week free bus pass mailing to get people out. Host a picnic for the city.	Depends on their agenda	maybe
2021/06/11 9:07:52 PM MDT	Address negative economic impacts of the pandemic	Focus on business grants and rent/mortgage relief for people in the city (including businesses)	No, they have been allocated their own funds and the people of Lakewood need our dedicated funds	no
2021/06/11 10:41:24 PM MDT	Address negative economic impacts of the pandemic	Give everyone that makes less than 70000 a year a Stimulus Check	No	no
2021/06/12 11:14:19 AM MDT	Address negative economic impacts of the pandemic	Lakewood has always used our money wisely. We are far ahead of other cities in regard to maintaining a balanced budget. We don't need a new tire, we just need to fix the flat. I would ensure our cities basic services were up to date and secured from hazards, threats, and strengthened for the future to accommodate our increasing growth in people and business.	No. We have proved we are better at managing our city alone. Other cities may be interested in our money, but it's clear they are not interested in our city. The exception would be partnering with agencies that would enhance our infrastructure, like fire, water, electric, computer & internet improvements and security.	no
2021/06/13 5:52:18 PM MDT	Address negative economic impacts of the pandemic	I would use the money to 1st fix of this motels and use them for human rehabilitation with a job coach to get some of these homeless people and more people working, 2nd I would use the money to assist non sold commercial buildings to give a incentive for 1st time owners and landlord to generate income in the city, Once the business is established they can pay back the assistance.	yes	yes
2021/06/14 3:37:20 PM MDT	Address negative economic impacts of the pandemic	Help those who have lost wages and or financial support to those in need.	Homeless assistance	yes
2021/06/16 12:56:55 PM MDT	Address negative economic impacts of	Work to resolve homelessness and create 24 hour restrooms with showers	yes	yes



	the pandemic			
2021/06/16 1:04:38 PM MDT	Address negative economic impacts of the pandemic	support tenants rents who lost employment	sure	yes
2021/06/16 1:09:09 PM MDT	Address negative economic impacts of the pandemic	Provide Landlords with funds directly to overcome the financial losses incurred through loss of income with Tenants who have vacated leaving huge debt behind. Provide funds to those businesses who were impacted by the Governor's Mandate.	No. Pierce County and other Cities will have their own funding and agendas.	no
2021/06/16 1:13:26 PM MDT	Address negative economic impacts of the pandemic	Stimulus checks or gift cards to residents to use at local restaurants and stores.	No...keep the money in Lakewood.	no
2021/06/16 1:25:01 PM MDT	Address negative economic impacts of the pandemic	Help all in need	Washington	yes
2021/06/16 1:36:59 PM MDT	Address negative economic impacts of the pandemic	Pay for delinquent rents to keep tenants in the units and Landlords from losing their property and the City from losing their portion of taxes and licenses.	Not sure I understand the question. I would support if collaborating with someone creates jobs in Lakewood that pay enough so people would accept the jobs.	yes
2021/06/16 1:41:28 PM MDT	Address negative economic impacts of the pandemic	help homeless	yes	yes
2021/06/16 1:45:43 PM MDT	Address negative economic impacts of the pandemic	Help small businesses and landlords recover.	Yes	yes

2021/06/16 2:04:18 PM MDT	Address negative economic impacts of the pandemic	Help people that have become homeless due to losing their job because of COVID.	Yes.	yes
2021/06/16 2:38:17 PM MDT	Address negative economic impacts of the pandemic	Help people with rents but make sure they are covid related	yes	yes
2021/06/16 2:59:20 PM MDT	Address negative economic impacts of the pandemic	Improve Ft. Steilacoom park, more play activities	Yes Fort Steilacoom park pool would be good	yes
2021/06/16 4:25:46 PM MDT	Address negative economic impacts of the pandemic	Help renters pay their rent	yes	yes
2021/06/16 5:45:42 PM MDT	Address negative economic impacts of the pandemic	help landlords that had renters that refused to pay their rent just because they could. These renters are not likely to pay back rent and leaves the landlords in a financial crisis all their own. Provide \$ to businesses and restaurants that were forced to close because of the pandemic. These would be only "small" business not large corporations.	Yes, as long as there is complete visibility of the \$, and how it is spent.	yes
2021/06/16 6:49:13 PM MDT	Address negative economic impacts of the pandemic	take picture of transients give to pierce transit refuse service transients spread covid 19	yes i suport	yes
2021/06/16 10:42:33 PM MDT	Address negative economic impacts of the pandemic	Help tenants pay landlords rents and utilities that are overdue and ensure tenants affected by the pandemic find new employment in order to support future expenses.	Yes	yes

2021/06/16 10:46:46 PM MDT	Address negative economic impacts of the pandemic	People need permanent supportive housing services. This might include a tiny house village with a central kitchen and bathing facility as well as gathering area and an experienced social worker. Housing the destitute is the first step in their well-being.	Yes, as long as it is fiscally efficient.	yes
2021/06/16 11:18:49 PM MDT	Address negative economic impacts of the pandemic	Build affordable housing, move homeless families in need, and ban tent cities and make it illegal to take residence in public areas. Make the city look nicer with no homelessness encampment popping everywhere.	Yes. Partner with profit organization to help people in need directly n	yes
2021/06/16 11:52:04 PM MDT	Address negative economic impacts of the pandemic	Assist small businesses to get back on their feet... help landlords recover rent due to rent freezes. Our property taxes increased 23 1/2 % and we have had to shoulder the additional cost not only with taxes but utility increases. Inslee put a rent freeze on landlords and we have not been able to pass down some of these through small rent increases.	Yes if it creates economies of scale and efficiency	yes
2021/06/17 12:24:16 AM MDT	Address negative economic impacts of the pandemic	I would invest in mental health programs and drug addiction programs for our homeless. Also landlords have Suffered greatly from the moratorium.	Not really	no
2021/06/17 9:34:12 AM MDT	Address negative economic impacts of the pandemic	Help the people who have just barely been getting their rent paid. So much money is going to people who owe 10-20+ thousand dollars in rent just because they didn't "have" to pay. Many people were scraping by making sure everything was paid and now they are really receiving the short, dirty end of the stick.	Yes	yes
2021/06/17 9:41:18 AM MDT	Address negative economic impacts of the pandemic	Personally the biggest impact was not being able to raise rental rates on units that were already rented well below market rates. Protections were helpful for tenants who were out of work but my tenants all remained employed during the shutdowns. I would like to see funds go to help small business owners who were affected by the closures and who may need that money to stay or reopen in Lakewood to support our community and tax base moving forward.	Depends on what the projects are and how they impact the city and residents of Lakewood.	maybe
2021/06/17 12:00:41 PM MDT	Address negative economic impacts of	Expand online services and capabilities for businesses and city services	This is a meaningless statement. There's NO context or detail or examples. Bureaucratic no-speak.	maybe

	the pandemic			
2021/06/17 12:26:56 PM MDT	Address negative economic impacts of the pandemic	reimburse landlords for unpaid rent in a non discriminatory way	no use it in Lakewood	no
2021/06/19 7:31:22 AM MDT	Address negative economic impacts of the pandemic	Give to the under served, give a hand up not hand out. Program to update low income home owners to bring up to code..	Yes	yes
2021/06/22 8:46:38 AM MDT	Address negative economic impacts of the pandemic	Lower taxes, freshen up downtown, find a place for the homeless	No	no
2021/06/22 9:07:43 AM MDT	Address negative economic impacts of the pandemic	impact on small business	depends on project	maybe
2021/06/22 10:32:13 AM MDT	Address negative economic impacts of the pandemic	the listed categories are of high value for reinvestment and improvements	yes that is most often a great way to get a better value for investments, by all means if this is possible	yes
2021/06/22 2:39:46 PM MDT	Address negative economic impacts of the pandemic	Assist struggling restaurants with \$\$\$.	Yes. \$ should go to highest priority.	yes
2021/06/23 10:24:32 AM MDT	Address negative economic impacts of the pandemic	Help the people in the community most impacted by loss of employment and housing.	Yes	yes

2021/06/23 11:22:56 AM MDT	Address negative economic impacts of the pandemic	1) cover the cost for low-income individuals to pursue education that leads to living-wage jobs; 2) Increase affordable housing and transitional housing for our residents.	Yes	yes
2021/06/23 3:18:11 PM MDT	Address negative economic impacts of the pandemic	support recovery and growth of small businesses through tax write off and other tax relief incentives	yes, as long as it is not spent on committees and their members	yes
2021/06/26 7:31:14 AM MDT	Address negative economic impacts of the pandemic	Invest in permanent solutions to homelessness	only if it addresses homelessness	yes
2021/07/02 4:30:11 PM MDT	Address negative economic impacts of the pandemic	post all regular transient photo on pierce transit buses refuse service because they spread covid 19		n/a
2021/07/11 9:02:35 AM MDT	Address negative economic impacts of the pandemic	Help businesses that are struggling to stay open. Rent and utility assistance for those impacted by COVID.	Yes	yes
2021/07/16 6:24:39 PM MDT	Address negative economic impacts of the pandemic	Invest to improve the tourism infrastructure to encourage people to visit the community: support the Lakewood Historical Society, Historic Fort Steilacoom, Lakewold Gardens, Lakewood Playhouse and other destinations.	Yes	yes
2021/07/19 5:46:23 PM MDT	Address negative economic impacts of the pandemic	I would give the money to the people based off of the income you make, anyone who makes \$60,000 or less should get a check. Give the money to the people, they know what bills they need to pay to stay afloat. Also forgive anyone that owes back pay on rent or mortgages in Lakewood. Help the people that service our communities.	No I want the money to go to the people.	no
2021/05/29 8:57:30 AM MDT	Invest in water, sewer, and	Paint over all grafitti in the city. Clean up the city in general, more garbage collection, street sweeping, etc.	Yes.	yes

	broadband infrastructure			
2021/05/30 4:43:47 PM MDT	Invest in water, sewer, and broadband infrastructure	Improve low income housing	Yes	yes
2021/06/08 8:21:25 AM MDT	Invest in water, sewer, and broadband infrastructure	Assist small businesses	Depends	maybe
2021/06/08 6:37:31 PM MDT	Invest in water, sewer, and broadband infrastructure	Help local businesses.	No.	no
2021/06/08 9:12:25 PM MDT	Invest in water, sewer, and broadband infrastructure	Engagement for at risk children and intervention for the homeless.	Depends on their track record.	maybe
2021/06/12 4:06:28 AM MDT	Invest in water, sewer, and broadband infrastructure	Expand access to broadband internet for low income families.	for what?	n/a
2021/06/14 9:54:23 AM MDT	Invest in water, sewer, and broadband infrastructure	Give businesses help that got hurt during the pandemic. And get people to start going back to work. We have a very big labor shortage because there are so many benefits to staying home right now instead of for working.	No unless those agencies are completely vetted. Right now there is so much being taken advantage of and fraud in our system	maybe
2021/06/16 1:01:44 PM MDT	Invest in water, sewer, and broadband infrastructure	Infrastructure 100% would be the priority. This supports those that work from home (Broadband), new development and improvements such as multi-family housing and condos (Sewer & Water) and allows for us to stay leaders in the opportunities for local businesses to continue investing in the Lakewood Community.	Only if it Benefits Lakewood Exclusively with the funds	maybe
2021/06/16 1:13:51 PM MDT	Invest in water, sewer, and broadband infrastructure	Improve the utilities and lower the cost residents pay for these utilities, pass the improvment benefits to the residents, don't take it all for your pay checks.	yes if those pooled projects directly benefit the residents of the communitiee, not the pay checks of the government officials	yes



2021/06/16 1:44:40 PM MDT	Invest in water, sewer, and broadband infrastructure	Landlords are going to be raising rents for tenants across the board when the moratorium ends. There's nothing inherently wrong with this, it's just good business and we're all essentially two years behind and we need to get our tenants to market rates as we haven't had an easy time through the pandemic either, but this can sometimes mean that rates will be raised quickly and by increments that most landlords would have preferred to spread out over longer periods of time. It would be beneficial, then, for both landlords and tenants, if there were to be a program that would aid in subsidizing the costs of suddenly increased rents for tenants who have been paying the same rate for the past two years. For example, I have tenants paying 1200 for a recently renovated four bedroom, and though this was a decent rate quite some time ago, the market has heavily changed since then. As such, I'll be raising their rent in two different increments of \$150 over the course of a six month period by utilizing three months leases and then locking into a year long lease. This was the best method I could come up with to not blindside my tenant and risk losing them, while still maintaining a certain level of fairness to me and my family. Most landlords do not how to do this, and as such they'll just raise the rents to their desired level in one increment, potentially causing many notices to be turned in and even possible evictions. This will be catastrophic for both tenants and landlords, so if there was a program that essentially paid a portion of rent for income qualified tenants who recently incurred rent increases of a disproportionate percentage after the moratorium ended to aid in softening the transition for both sides, then I think that could be of real benefit to both the stability of the local economy, as well as the maintenance of landlord/renter relationships.	Yes	yes
2021/06/16 2:55:14 PM MDT	Invest in water, sewer, and broadband infrastructure	Tear down red posts at town center and reinvigorate businesses and restaurants	No	no
2021/06/16 3:07:57 PM MDT	Invest in water, sewer, and broadband infrastructure	Invest in the long-term, not short-term. Be careful about dropping more money into social services programs.	It depends on what type of collaborative projects.	maybe

2021/06/16 6:18:32 PM MDT	Invest in water, sewer, and broadband infrastructure	attract companies from other cities. tax deduction for companies that relocate to Lakewood and bring jobs to Lakewood.	support if the actions can bring jobs and business to Lakewood.	yes
2021/06/16 7:58:04 PM MDT	Invest in water, sewer, and broadband infrastructure	Help pay unemployment taxes.		n/a
2021/06/16 9:28:43 PM MDT	Invest in water, sewer, and broadband infrastructure	Distribute money to Lakewood residents.	No way	no
2021/06/16 9:57:41 PM MDT	Invest in water, sewer, and broadband infrastructure	75% to utility infrastructure that supports working remotely; balance to business enterprises in need	yes, within reason and there is a fair mutual benefit to Lakewood	yes
2021/06/17 4:39:38 PM MDT	Invest in water, sewer, and broadband infrastructure	Finish sewers	No. Lakewood only	no
2021/06/18 11:36:47 AM MDT	Invest in water, sewer, and broadband infrastructure	Help small businesses	yes	yes
2021/06/18 5:23:51 PM MDT	Invest in water, sewer, and broadband infrastructure	Improve roads, & police protection	No but there may be exceptions.	maybe
2021/06/19 9:52:48 AM MDT	Invest in water, sewer, and broadband infrastructure	Complete the sidewalks along Hipkins Rd and other heavily traveled roads in Lakewood so that more of the "regular" folks can get outside to safely walk and ride bikes along these increasingly heavily trafficked arterials	Yes	yes
2021/06/21 10:12:42 PM MDT	Invest in water, sewer, and broadband infrastructure	Increase infrastructures for sustainability and lower costs to residents	No	no

2021/06/21 10:56:31 PM MDT	Invest in water, sewer, and broadband infrastructure	Nothing, It is a waste of money. Give it back to help pay the dept. Biden put us in..	No	no
2021/06/22 1:35:48 AM MDT	Invest in water, sewer, and broadband infrastructure	The city of Lakewood, owned & operated, every resident should have broadband available at a reasonable cost. \$50	If they are reputable advocates addressing homeless residents.	yes
2021/06/22 9:27:00 AM MDT	Invest in water, sewer, and broadband infrastructure	First I would overhaul the building department in order to handle timely requests by developer so we can get some more housing. I wouldn't synchronize the traffic lights on the major arteries in order to reduce traffic and encourage more people to be shopping in our city center.	Yes. As long as it does not include any more transit or bike lanes. That only affects a very small population	yes
2021/06/22 9:49:09 AM MDT	Invest in water, sewer, and broadband infrastructure	Building more owner occupied family housing. Apartment buildings help with the spread on contagious diseases and increase stress and the crime rate. These are researched based facts. Home ownership promotes healthy communities as people are invested in the community. Apartment dwellers rarely invest in community assets and in cases such as a pandemic increase homelessness.	Yes. Especially when it comes to owner occupied housing for families. We need neighborhoods not ghettos.	yes
2021/06/22 9:37:40 PM MDT	Invest in water, sewer, and broadband infrastructure	Invest in police training and increased presence	Yes	yes
2021/06/23 9:12:47 AM MDT	Invest in water, sewer, and broadband infrastructure	Build affordable housing and implement rent control to curb skyrocketing rental costs.	Yes.	yes
2021/06/24 2:35:36 PM MDT	Invest in water, sewer, and broadband infrastructure	houseing for homeless	yes	yes
2021/06/28 7:50:41 PM MDT	Invest in water, sewer, and broadband infrastructure	Create more access to public land such as Gravelly Lake, make broadband more competitive so there are more providers, electric charging stations	It depends, usually no.	no

2021/07/01 7:29:09 PM MDT	Invest in water, sewer, and broadband infrastructure	Finish the sidewalk protect entering from Gravelly lake Dr. north to Nyanja so people could walk a 3 mile walk for exercise .to be healthy. Offer swimming lessons at the high school pools to hopefully save drowning issues	Not sure what you mean but pools are a good resource for the community and offering swim lessons	maybe
2021/07/14 5:09:31 AM MDT	Invest in water, sewer, and broadband infrastructure	Invest it back into small businesses and outdoor development so people have a place to exercise safely when indoor activities are not advised around typically other people.	Yes	yes
2021/06/11 8:11:59 PM MDT	Support public health expenditures	I would try to set up easier access to rental and utilities assistance but these problems before the pandemic. I would also try to set up more community outreach programs or make the ones that already exist more known about. I'm if speaking honestly there were already a number of problems that existed in the city of lakewood that the pandemic help exacerbate.	Yes	yes
2021/06/13 7:53:20 AM MDT	Support public health expenditures	. Rehire laid off workers.	yes	yes
2021/06/16 12:08:54 AM MDT	Support public health expenditures	Support community	No	no
2021/06/16 2:04:04 PM MDT	Support public health expenditures	Provide housing and mental health treatment to homeless population	Yes	yes
2021/06/16 10:23:01 PM MDT	Support public health expenditures	Help the community by making more vaccines available in Lakewood, conduct a food drive,	Yes	yes
2021/06/17 1:00:15 PM MDT	Support public health expenditures	Give as much vaccine to the residents as possible. Provide residents with epidemic prevention materials-face masks, hand sanitizer. Pay the rent for low-income residents. Bailout funding for the landlord to ease pressure from banks	if it is necessary	yes
2021/06/18 3:15:24 PM MDT	Support public health expenditures	Provide financial assistance to the community and businesses.	I do not!	no
2021/06/21 10:09:03 PM MDT	Support public health expenditures	Provide more support for people experiencing homelessness in our regional communities.	Yes	yes
2021/06/21 10:39:42 PM MDT	Support public health expenditures	Give small business a certain amount of money and residents in need money	I'm not sure. Would need additional info	maybe
2021/06/21 10:40:08 PM MDT	Support public health expenditures	Better bus routes	Yes if Lakewood benefits	yes

2021/06/22 7:52:53 AM MDT	Support public health expenditures	Small business loans, affordable housing	Depends. Would prefer to just focus on Lakewood.	maybe
2021/06/22 5:30:25 PM MDT	Support public health expenditures	Assist with Mental Health and housing	Yes	yes
2021/06/24 12:23:01 PM MDT	Support public health expenditures	Focus on mental health and homelessness.	Yes. LASA.	yes
2021/06/28 8:32:43 PM MDT	Support public health expenditures	Build community center in Lake City area of Lakewood to serve seniors, youth, young families and veterans. Support with financial counseling, nutrition and health support, job training, youth mentoring, tutoring and leadership, safe place for youth to gather and learn outside of school hours, senior activities to end isolationism, encourage healthy activities, community relationship building to reduce barriers to health and other services (including transportation, language, and financial barriers). Support to all groups to access services in Lakewood and Pierce County.	Yes - absolutely!	yes
2021/06/30 4:22:48 PM MDT	Support public health expenditures	Support LASA, etc., environment, public health	To a limited degree	yes
2021/07/05 2:11:34 PM MDT	Support public health expenditures	Provide a portion of funding to businesses that hff ave been negatively impacted by Covid19 and another sum to Lakewood residents to help pay for housing shortfalls over the last 16months.	A community center in Springbrook is very much needed and I think multiple agencies could benifit from the ability to have space available to provide services and hold programs.	yes
2021/07/06 6:05:38 AM MDT	Support public health expenditures	I would like to see significant investment in determining the likely needs of the lowest income and homeless in Lakewood. We have truly amazing parks in Lakewood and I don't think anyone wants to see them become homeless camps like in Seattle and parts of Tacoma, but if we arent proactive in meeting current needs for shelter and anticipating future needs, we will end up in the same boat. The Lakewood City Council is known for common sense decisions and strong fiscal responsibility. Lets build on our strong community foundation and leadership to learn from the cities around us. I believe Lakewood can do a much better job than neighboring cities because instead of endless handwringing and debate, Lakewood is a City of Action. Smart Action.	It depends. I would support this if the structure and outcomes are compatible with our needs and goals. I would hate to see us commit our resources to a coalition that doesn't function as well as Lakewood does independently. I guess overall I lean toward "No."	no

2021/07/07 6:38:01 PM MDT	Support public health expenditures	Provide long term housing and support services for homeless citizens.	Yes	yes
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## Lakewood Board & Commission & Stakeholder Outreach

Stakeholder Mtg #1	Stakeholder Mtg #2	Coffee w the Mayor
Mortgage & Rental Assistance	Financial & home maintenance counseling for 1st time homeowners	Rent, mortgage and utility assistance needed at "medium" income levels
Sewer & Water Infrastructure	Foreclosure prevention & rent distress assistance	Library
Utility Assistance for those in arrears from Utility companies	Down payment assistance	Infrastructure
Wifi check out equipment from Library	Small business support	Support businesses
Library checkout lockers (Tillicum, elsewhere)	Workforce retraining & development	Mental health services
Parks maintenance	Child care for employees (especially at lower pay rates)	
Increase CSRT services	Child care provider shortage	
Support Springbrook Connections	Rebuild employee pipelines	
Provide meeting places for community groups		
Trial support & peer support for VCVS		
EmMgmt Svcs		
Virtual EOC svc equipment		
Capital infrastructure for nonprofits		
Youth development programs		
Virtual A/V materials		
Mental Health Svcs, Social & Emotional Support for Youth (esp. teens)		
Academic support for Youth		
School supplies for teens		
Career Prep for students		
Center for Strong Families support (\$ for services & financial planning coach)		
Lakewood Water infrastructure (GW wells, storage tank, supply to St Clare Hospital, replace supply and storage facilities in NE area of city)		
Hardest Hit Community support (health svcs, small group counseling, chronic diseases prevention, Sr Svcs, parent skills & support, Family skills program)		



Planning Commission, CSAB, CommCollab, LASA, Comp Life Resources	Lakewood Water District	Parks & Recreation Adv Board	Habitat for Humanity
LASA Property purchase & svc expansion	Replacement tank & pump station in Meadowbrook	Convene reps from various City Boards & Commissions to review ARPA applications	Tillicum Boat St Project: infrastructure; full vs 1/2 street improvements?
Utility assistance via LASA	Replacement of transmission and distribution mains	Lost revenue to Parks & Rec programs	
Workforce development	2022 Water line improvements (75-80% of water lines need replacement)	Restore City revenue	
Mobile medical teams w comm em prevention	JBLM North project ARPA eligible? (\$1.5M)	Improve/build parks in HH Communities	
Use CSAB \$ on 5 areas of emphasis			
Youth mental health			
Tuition assistance and child care for students			
Mental health svcs			
Community resiliency training & svcs			
Navigators for residents			
Home visiting resources			
WPFR maintenance facility			
Homeless facilities & assistance			
Community gardens & farmers			
Life & financial skills training			
Ways to bring community together after COVID separation			
Emergency & Permanent supportive housing			
New housing units			
Public/Private partnerships			
Leverage funds w otyher governments & groups			
Working farm			
Invest in self-sustaining projects/programs			



## August 2021 Online Survey re COVID Experience

Timestamp	How has the pandemic affected you & your family?	How has the pandemic affected Lakewood (as a community)?
2021/08/03 8:53:08 AM MDT	Being cooped up, wearing a mask not just being able to get up and go. Sleeping is a real problem	Hurting small businesses, not having summer feast, big events being around people, socialize
2021/08/03 7:34:01 PM MDT	The pandemic has affect me and my family financially and emotionally. Being a disabled senior, I have saw the prices of goods a services skyrocket but my income remain under poverty level. The three stimulus checks was a blessing for many American but I live in fear everyday that I may be another senior living on the street s with no place to go. Emotionally, I am overwhelmed by the uncertainty of what tomorrow is going too bring and it is emotional taxing on my mental health.	The pandemic has borough hardships too many of the most vulnerable in our community and the homeless population is growing each day
2021/08/03 9:01:01 PM MDT	More isolation	increased road rage, speeding loud vehicles
2021/08/03 9:17:13 PM MDT	No real effect. It exposed a lot of ideological junk in the schools I want to shield my Kids from and masks are stupid.	Made people more judgemental and hostile towards the people who aren't vehemently aligned with current mainstream narrative. Small businesses are shuttered. Crime has gone up and ignored.
2021/08/03 10:16:42 PM MDT	Just isolation and masking.	Not sure.
2021/08/03 10:30:02 PM MDT	Kept us from eating out and doing other activities in our community prior to the restrictions being lifted on capacity and such.	I've noticed more crime, from smaller things, like mail theft increases to violent crimes like those that happened in our parks recently. Homelessness is more apparent, though it's not clear if there are more homeless people or if they just have fewer places to go.
2021/08/04 8:04:33 AM MDT	We are a retired couple (70s) who got vaccinated asap. We basically followed all guidelines and did not get Covid 19. The most difficult part was cutting off visits and socializing with family and friends. We had one local family member lose his job.	Our Home Association has not met for business or social activity. Sorry to see some restaurants and businesses close. I think some neighborhood areas are deteriorating due to lack of maintenance by owners or careless renters. Continued repair and renewal of infrastructure would help communication and sense of community.
2021/08/04 9:58:31 AM MDT	My sister passed suddenly at the age of 51. A combination of the rare genetic condition we share along with a coronavirus infection led to her death, listed as aortic dissection. My brother also experienced a vertebral artery dissection at the age of 34, with no prior history of dissection.	Lakewood crushes the little guy. Tragedy shines a light on the truth. After the very public suicide of Gabby Casares in May of 2017, Malcolm Russell marched into that Hudtloff office, exclaiming, thank-you for helping my son to not get bullied! Disgusted at myself for judging the guy, I went to my priest downtown and confessed. "REST ASSURED CHILD. MALCOLM RUSSELL IS A WELL KNOWN RACIST IN THE CITY OF TACOMA." It's GOD talking, many

		people are poor in Lakewood. All the funds should go to housing the poor properly. Please do not give all the money to the steakhouse, SIZZLER, again. That's not moral.
2021/08/04 12:28:59 PM MDT	Lost my job in higher Ed, have been working part time and food delivery to make ends meet. Severe financial insecurity. No more savings. My mother had a stroke and I am unable to travel at will to help her. We are in a bad position because my family is not as low on the economic food chain as others so there are a lot of benefits we don't qualify for. For those of us struggling to hang on there is no help for us to keep us from falling into complete poverty. We need more resources to help fill those gaps.	Well I see many businesses flourishing, such as Original House of Donuts and Big Foot Java who received millions in PPP loans even though their businesses did very well through the pandemic and were already equipped for drive through and take out. While we have lost many small businesses that had been here for decades. No new development or business in vacant development such as the old QFC.
2021/08/04 10:27:24 PM MDT	Luckily, it hasn't affected me very much. I was already working from home and I was able to continue working from home during the quarantine.	I don't know why, but I'm still unable to walk into most of the chain fast food restaurants (aka McDonald's, Burger King, and etc.) in the area around the town center. I also really missed the library while it was closed.
2021/08/05 12:25:35 AM MDT	I've worked through the pandemic but even so it's been hard financially without my spouse able to work and unfortunately he did not qualify for unemployment. My kids that had amazing grades failed this last school year. Not having programs available for them to interact with other kids their age caused them to become addicted to social media, now their life is revolving around likes and tictoc dances. Taking media time away causes enraged anger in my teenagers and in person counseling is not available. I believe children have suffered the most.	Higher crime rate with job loss.
2021/08/05 8:04:01 AM MDT	Stress with masking and kids. Stress from children not in school. Inflation causing financial stress.	Inflation, more potential robberies as seen by ring door bells. General feeling of lack of safety.
2021/08/06 5:48:07 PM MDT	It has not we including my 17 year old are all mandated reporters.	Allowed more drugs and alcohol to move in along with the release of mentally ill people from Western State made it increasingly less safe for families.
2021/08/08 9:03:57 AM MDT	My 14 year olds mental health. She has literally been at home in her bedroom every day since March 17. Her entire demeanor physically mentally and emotionally has deteriorated	I feel like while crime is down, there is a significant uptick in violent gun related crime. I listen to the police scanner quite often.
2021/08/10 8:48:30 PM MDT	Stress with masking and kids. Stress from children not in school. Inflation causing financial stress.	Inflation, more potential robberies as seen by ring door bells. General feeling of lack of safety.

<p>2021/08/05 8:31:18 PM MDT</p>	<p>Our family consists of my spouse and me. We have no children.</p>	<p>We have both remained healthy throughout the pandemic, primarily by staying socially isolated. We began masking in early February 2020, long before Saint Fauci, et al, told us that masking was not necessary. Our work was halted by abruptly in March. My spouse and I may never be able to work in our lifelong careers again (we're classically trained musicians.) As we both play wind instruments, we are considered "super-spreaders," because of the way our instruments work. We may also never be able to teach our dear students again, for the same reason. Heartbreaking, as teaching is something we are both passionate about. We are doing some lessons outdoors now, in our carport, but when the fall weather comes, what will we do? As both of us are also cancer patients, we need to be more vigilant than most about avoiding Covid.</p>
		<p>We are also property owners/managers (2 rental houses, and we manage an 8 plex). We are fortunate to have terrific tenants (most of whom are considered essential workers) who have been able to pay on time, in full, every month since the pandemic began. No one (except for us) was laid off, or was forced to quit because their industry was shut down. That being said, we know many small landlords like us who are likely going to lose their properties/investment because of the eviction moratorium. We consider ourselves fortunate to not be among them.</p>
		<p>Because Covid is airborne, I believe that major HVAC/ventilation/filtration upgrades will be necessary in many, if not all, of our public buildings, hospitals, schools, meeting halls, government buildings, jails, restaurants, libraries, gyms, or any other enclosed space that has a common ventilation system. A long-term investment in improving the safety and quality of the air we share in these places would help to slow the spread of airborne viruses. I've been told by my friends at Pacific Heating that the technology is there and ready. Once this is accomplished, then we could move on to multi-family housing and smaller units which don't have common ventilation. I'm not quite sure how to envision that one, perhaps some kind of window filter for each unit? Someone smarter than me will have to solve that. I remember reading about the first big SARS outbreak in China, where many residents of a high rise building got sick. It was determined that the virus was spread through the building when the toilets were flushed. No doubt, such improvements will be prohibitively expensive, but if the feds persist in handing out money like it's candy, I can think of worse things to spend it on. Thank you for the opportunity to comment. My name is Jeannie Hill, resident of Lakewood since 1989.</p>

	<p>Had a very small business. I am not on welfare but lost everything.</p>	<p>Lakewood as a community. The rich are getting richer. They have established themselves and with the surrounding. They know the non profit and business that are receiving significant amounts of money. The small business are struggling. There are teams of people who have bonded together in the rich community. They also have the state workers, the financial, and legal teams along their side. Some levels of police and fire department, DOT, construction companies, delivery companies, adult home care, churches, healing centers, Alcohol and drug treatment centers, realtors, pierce and Thurston county assessors office have all formed a group that are taking and manipulating the poor and using the money for themselves. What the top chain is not recognizing is that Lakewood has turned into a group that is emerging into a cult like situation. Some are in the homeless camps are posing as homeless and they are starting to harass the neighborhoods. These are not poor or homeless, these are groups forming with an agenda to disrupt peoples lives and ensure to take their properties in the long run. For example, the trailer home parks are turning into caregivers moving in some cases. They are starting to give people poison, some are marrying people with a drastic age differences. After the people become sick, Covid is being used to distract from what really happened. They are becoming sick of cancer or just dying. There are massive adult care homes taken over by African people in the Lakewood area and they are taking in these people being moved to them. Some of these adult care homes are set up and they are used as the final place to go. This Most cases now people are using power of attorney documents ( prepared again by people they know forged) transfer the trailers and cars into other peoples names and then selling it. This is major profit as average trailer goes for 20,000 plus in just average condition. In most cases the trailers can be advertised on craigslist and lure the new next victim in. This is a major problem and nobody care because it is so well done. The trailers can be transferred like a car and its even easier now with the online transfers. People are being killed and nobody is noticing. There are people in place at the assessors office and in the transfer title office that are related and sitting waiting to approve these transfers. So now these rich folks, own the business's get funding from the government, then kill the people and even take the profit from them. Then they drive home to their very rich neighborhood and live in gated communities. They are then complaining about the government not doing enough for the people. Where can you start to see if this is legit and its happening.</p>
		<p>Start with the deaths, sales of trailers, whether just transfer to "family" or sale of any amount. Then track down the people to see how the sale was made. What happened to the people and if the person is who they say it is. This included the sale of cars as well. Another thing that is happening is people are swapping shells and placing engines in another car and selling on line. Sometimes the engines are sold on it's own. Follow sales of craigslist and offer up.. Some cases the ID are being used and still applying for benefits and unemployment. This is real and its happening. The thorn lane exit trailer parks and people in Bobs trailer, Cedrona Park and Jamestown estates on 146 street</p>

		is a good place to see who and what some of the last 2 years transactions were.
		Lakewood community has also started a very easy accidental cars getting into accidents. Peoples vehicles are being jammed with software or some cases hardware devices and they are followed and killed or are in accidents. This again is a money maker for the doctors to the victim who got hit. At a loss is the person who hit or was made to hit. The police cannot help in this situation and they will act like the person is crazy for even mentioning that this situation could be real. These people are really emerging. They are a group working together. Most are in high profile places.
		If you want to help the real struggling people you cannot just give to upper level and definitely the landlords or owners because this is and will be the cycle. There is real corruption going on with the treatment centers. I know a treatment center that is counselling and they have people in places that are giving the drugs to keep them hooked for the money. This is Conseho located in university place. by 56 street. is an example. You all have to come up with a way to start listening to the lower end. Another example is the lakewood front police desk is setup to tell people to basically go away. The people don't have a chance and where are they suppose to go. This place is really corrupt. There are some good police officers but if the people are somehow turned away or if the police is not listening because there is no crime scene yet. They are not trained to go listen to clues and find out what's happening. Please find a way to see whats going on in your city. Another major clue with the homeless is when they sit close to the roads in carts or pull carts. Another is walk with back packs. These are vehicle hacking devices and scanners placed. If you go by US bank. You will see there are vehicles parked behind the 'before grocery " store ready for the accident created equipment. Then you will see the cars parked ready to proceed. Then further by the old bagel shop the real homeless created cars. These are not homeless. These are setup for target victims who are being waited for until they will get accident. They have apps and they wait and surrounded in the city to finish their job. Nobody ever know. They also swap out something in blankets and will sit around with it to do what they do. When the police drive by and the fire department actually give better syncing method so they unknowingly help with this accident for better signal on these people's devices. Parked cars with people in it and unusual parked car that looks like someone lives in it. RV's like the one parked by Bob's trailer on 146 street sw. 122 exit. is all example of ready vehicles at work.



	<p>Send a non corrupt people to start investigating as this is real and all levels of people are involved. People on drugs are being used as the real people who do the work and set it up. These encampments that are forming are for a purpose. There might be few legit homeless but majority are not real. Another clue, they are forming near parks that have police departments, schools, state and government buildings. Then they are begininng to harass the people in neighborhoods. Eventually they will squat and start taking over properties and start harming and killing the people. its a long process but its truly happening. For example if a 55 year old lives by herself and these people are stalking and they will eventually move forwards and do what they know. The end result is taking over the property and bank accounts and so smoothly as they have all that in place. Trailer parks nobody cares but that where the most money is. its not detectable. All being covid. Easily online or piece of paper transfer. No id's or presence needed as forged signature. If they need to be present there is power of attorney forged paperwork ready to go.</p>
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**ATTACHMENT C**  
**ARPA Expenditure Ideas\***

**(\*Formal applications and requests for proposals will be issued after the City Council adopts ARPA policies, priorities, and any initial fund expenditures.**

**\*All costs are preliminary and subject to change.)**

Purchase of Hotel for Emergency Housing Shelter

West Pierce Fire & Rescue request

Lakewood Police Department Emergency Management request

Pierce County Library Foundation request

Future of Work in the South Sound Analysis request

Pierce County BIPOC Business Assistance Program request

Lakewood Water New Well at District's Ponders Site

Lakewood Light & Power utility payment arrears

Lakewood Water District utility payment arrears

Pierce Co. Sewer utility payment arrears

PSE utility payment arrears

Lakewood Parks & Recreation Department Youth Employment Program

YMCA request

Cohen Veterans Clinic potential request

Rebuilding Together South Sound (RTSS) request

Workforce Central request

United Way/Clover Park Technical College Center for Strong Families request

Home Ownership Center Northwest request

Habitat for Humanity request

Springbrook Connections request

Boys & Girls Club request

Violent Crime Victim Services request

Clover Park High School 2021 Warriors of Change request

City Vaccination Incentive request

City ARPA Coordinator staffing request

City Finance ARPA staffing request

City HVAC Colling System with Bipolar Ionization

City IT for Council Chambers and Court Chambers and Hearing Room

City HR Hybrid Staff Operations Management System

Lakewood Police Department body cameras program

Lakewood City Reader Boards

Lakewood Lost Revenue Preliminary Estimate



As of 8/18/21, Lakewood is waiting to hear from Tacoma, Pierce County, and LIHI regarding final conditions and negotiations

August 4, 2021

Don Anderson  
Mayor

Sharon Lee, Executive Director  
Low Income Housing Institute (LIHI)  
1253 S. Jackson St.  
Seattle, WA 98144

Jason Whalen  
Deputy Mayor

Dear Ms. Lee:

Mary Moss  
Councilmember

This letter is to communicate the City of Lakewood's conditional commitment of capital and operational support for the Low Income Housing Institute (LIHI's) purchase of the Comfort Inn (Project), located at 8620 S. Hosmer St, Tacoma, parcel #0320315002.

Michael D. Brandstetter  
Councilmember

The City of Lakewood agrees to provide conditional funding of \$1 million dollars in capital funds, to be used in combination with funds from the City of Tacoma and Pierce County, by LIHI to purchase the building and pay associated closing costs. \$700,000 will be conditionally committed as an acquisition bridge loan, and \$300,000 will be committed as a deferred loan as permanent financing. The City understands that LIHI is seeking to leverage State Dept. of Commerce funding through their Rapid Capital Housing Acquisition program in the amount of \$7,000,000. A portion of these funds will be used to repay the City's bridge loan.

Patti Belle  
Councilmember

Linda Farmer  
Councilmember

Paul Bocchi  
Councilmember

The use and conversion of the Comfort Inn building will happen in two phases. The first phase will include 120 enhanced shelter beds for homeless people and the second phase, anticipated to begin in 2024, will include approximately 80 units of permanent supportive housing (PSH). During the first phase, the City will provide \$163,000 in annual operating and services funding for two years (or through December 2023) from sources such as its ARPA, CARES and document recording fee (DRF) revenues.

John J. Caulfield  
City Manager

The City's funding amount is subject to change based on final Project capital and operating costs. If there are decreases in development costs or increases in other projected capital revenue sources, the City of Lakewood and other public funders explicitly reserve the right to decrease the final subsidy award to the minimum level needed. The projected sources of the City of Lakewood capital funding are federal ARPA dollars appropriated by the City of Lakewood City Council specifically for the acquisition of the Project.

This letter will serve as an award of funds, subject to:

1. The reservation of 12 emergency shelter beds for Lakewood individuals;
2. Approval of the final Project development and operations budgets;

3. Consistency with the [City of Lakewood 5 Year 2020-2024 Consolidated Plan](#) and [FY 2021 Consolidated Annual Action Plan](#) (already approved) as developed by the Tacoma-Lakewood HOME Consortium;
4. Income and affordability levels in the Multi-Family Lending Term Sheet; and
5. Additional City of Lakewood requirements that will be identified as further details become available regarding the Project's construction costs, operational costs, and timelines for conversion from an enhanced shelter to permanent supportive housing.

This letter does not cover all federal, state and local requirements, nor all the terms that will be included in loan documents including legal rights and obligations.

Please read this letter carefully and return a signed copy of the acknowledgement at the bottom to Tiffany Speir, City of Lakewood ARPA Manager.

Thank you,



Tiffany Speir, ARPA Program Manager  
253.983.7702 / [tspeir@cityoflakewood.us](mailto:tspeir@cityoflakewood.us)

**Acknowledgement of Funding Conditions**

I, Sharon Lee, Executive Director of Low Income Housing Institute, acknowledge that I have read and understand the above funding conditions.

**ORIGINAL SIGNATURE OF AUTHORIZED OFFICIAL**

**Signature:** 

**Title:** Executive Director

**Name:** Sharon Lee

**Date:**

**Organization:** Low Income Housing Institute

**From:** Hallie McCurdy [mailto:Hallie.McCurdy@westpierce.org]  
**Sent:** Monday, July 26, 2021 5:03 PM  
**To:** Tiffany Speir <tspeir@cityoflakewood.us>  
**Subject:** City of Lakewood ARPA Fund Request

Dear Tiffany,

Thank you for including West Pierce Fire & Rescue as a stakeholder to help determine how the City of Lakewood should spend their America Rescue Plan Act (ARPA) funds. **West Pierce Fire & Rescue would like to request funds to improve our Emergency Management program.** There are two items we believe will help us to be better prepared for the next major emergency, disaster, or pandemic.

The first item is to update our Department Operations Center (DOC) and backup DOCs to better communicate with the city and other stakeholders during times of emergency or disaster. One thing the COVID-19 Pandemic brought to light is the fact that we need to consider how to accomplish tasks when we are not in the same location. Our primary DOC and backup locations have some basic technology but holding virtual meetings has been incredibly challenging because we don't have appropriate camera and audio capabilities for remote meetings. West Pierce has navigated the pandemic using laptop cameras to bring in people from other locations; sometimes the technology works and other times it does not. This is the format we have used to conduct emergency management trainings and meetings, but we believe it could be improved by adding some dedicated hardware such as cameras and audio capabilities. The estimated cost of these upgrades at four fire stations is \$200,000.

Another improvement to our DOC would be to add HAM radios. The City of Lakewood has a great setup with HAM radios; the fire district should have a similar level of capabilities so we can communicate seamlessly if phone and internet fail during an emergency. The estimated cost for this project is \$10,000.

The second item we would like to consider is translation of our basic emergency messages into additional languages to better serve our community. The fire district would like to take the lead on this project for the West Pierce Emergency Management Coalition as many of the messages would be released jointly. We estimate the costs to translate emergency messages into the top four languages utilized in the fire district would be approximately \$20,000.

**In total, West Pierce is asking for \$230,000 from these ARPA funds.** If you have any questions regarding this proposal, please feel free to contact me at 253-377-3163. Thank you for your consideration!

Sincerely,

Hallie McCurdy  
West Pierce Fire & Rescue

**From:** John Unfred  
**Sent:** Tuesday, July 20, 2021 9:44 AM  
**To:** Tiffany Speir <[tspeir@cityoflakewood.us](mailto:tspeir@cityoflakewood.us)>  
**Subject:** RE: Latest FAQs re ARPA qualified expenditures and processes and Request for Your Ideas

Hi, Tiffany,

Thank you for all of your work on this. I have a question about eligibility for something I'm working on for Emergency Management. As you might recall, Lakewood is now part of a coalition providing EM services to Lakewood, U.P., and West Pierce Fire & Rescue. Steilacoom will be joining us in January. One of the things we are evaluating is our own alert and warning system. This is a system that would allow us to send emergency messages via reverse 911 to landlines, and/or to any cell phone within the alert boundary. It also allows for residents to subscribe for routine messages from the City. The question is whether this is something that ARPA funds might be used for?

I understand ARPA is one-time funds and this would be an annual subscription, but it would at least get us off the ground with it.

Thanks!

John

**From:** Tiffany Speir  
**Sent:** Monday, July 19, 2021 2:41 PM  
**To:** Executive Leadership Team <[ExecutiveLeadershipTeam@cityoflakewood.us](mailto:ExecutiveLeadershipTeam@cityoflakewood.us)>  
**Cc:** Jim Kopriva <[jkopriva@cityoflakewood.us](mailto:jkopriva@cityoflakewood.us)>; Becky Newton <[BNewton@cityoflakewood.us](mailto:BNewton@cityoflakewood.us)>; Brian Humphreys <[bhumphreys@cityoflakewood.us](mailto:bhumphreys@cityoflakewood.us)>; Ted Thelin <[TThelin@cityoflakewood.us](mailto:TThelin@cityoflakewood.us)>; Jeff Gumm <[JGumm@cityoflakewood.us](mailto:JGumm@cityoflakewood.us)>; Martha Larkin <[MLarkin@cityoflakewood.us](mailto:MLarkin@cityoflakewood.us)>  
**Subject:** Latest FAQs re ARPA qualified expenditures and processes and Request for Your Ideas

Hello all:

Attached please find the latest FAQs sheet from Treasury re the American Rescue Plan Act (ARPA) expenditures and processes as well as other ARPA background and explanatory documents. As you recall, ARPA is intended to assist people, businesses and local governments recover from the COVID-19 pandemic.

The City Council will hold a study session on August 23 to review the collected feedback from community outreach efforts and internal discussions and a Resolution recommending the use of ARPA funds on a list of items.

Please send me any ideas for expenditures relevant to your department that you think would be ARPA eligible no later than August 13 – I am happy to meet with you/your staff to discuss in more detail as needed.

Thank you in advance,

---

**PIERCE COUNTY LIBRARY SYSEM**  
**Responsive, Innovative Service: Installation of Library Lockers**

**Case for Support**

Since March of 2020, PCLS has significantly expanded online services, online programs and the e-book collection as a response to the COVID pandemic and the statewide closure of library buildings. As PCLS has modified its service approach as a result of the pandemic, the public's desire to safely and easily access our physical materials collection without entering their local library is an opportunity that PCLS seeks to address. As a result, PCLS seeks to address the following:

1. To quickly find safe protocols and modes of exchange of books and materials for patrons
2. To expand the available hours that books and materials can be delivered to patrons
3. To improve the ability of the patrons to self-serve with respect to pick-up of books and materials
4. To bridge the equity divide for patrons who do not have access to digital material

**Solution**

In City of Lakewood's case, we would strategically locate either one or two lockers in an area of need (Springbrook, Tillicum, Woodbrook, for example), depending on funding. The locker model is also scalable if the pilot installations are successful.

1. A bank of lockers are installed in the community with easy proximity to parking and drive-up
2. Patrons place holds via the library catalog and designate a locker pick-up location
3. Library staff load the lockers with the books and materials
4. Patrons may pick up materials via self-service kiosk, 24/7

**Budget**

Project components	Units	Estimated budget
Materials for exterior data/network/power retrofitting on lockers	2	\$10,000
Self-Service Holds Kiosk – 32 lockers per unit, one return bin per unit	2	\$60,000
<b>TOTAL</b>	2	\$70,000



**Reference**

The **King County Public Library** installed lockers at several locations and reports full-capacity utilization by patrons with high satisfaction.



## **Project: The future of work in the South Sound Region**

COVID-19 has provided us with an interesting opportunity to assess the future of work and consider whether we are finally ready to abandon, albeit partially, the industrial age practice of commuting to work.

COVID-19 created a condition that forced American employers and employees to use technology, to the extent possible, to maintain employment and our economy.

### ***Background***

#### **Pre-COVID-19**

- Nationally, nearly 120 million Americans commuted by driving alone to work (76% of commuters).
- King County, only 60% of were commuters.
- Pierce 77% drove alone to work (334,000 commuters).
- Nearly half of Pierce County commuters drove to workplaces outside the county.
- Similar patterns can be observed in South King County cities, from Federal Way to Maple Valley.
- Only 5% of American workers were telecommuting

#### **During COVID-19**

- By mid-August 2020, national commuter trips declined by 34.4% as compared to August 2019.
- WA state reduction was at 46.3% for the same time period.
- In King County, nearly 2 million trips of over 5 miles disappeared from the roads.
- In Pierce County, over 400,000 trips had been eliminated.
- The number of people staying home in Pierce County increased by nearly 70,000.

#### **What does this mean for the South Sound Region (South King County and Pierce County), post-pandemic?**

- Will the future of the region involve a higher level of reliance on technology (compared to 2019)?
- Are resident workers (by occupation and skills) and our infrastructure ready for a larger proportion of the working population pivoting toward performing their jobs entirely or partially at home (or a local work center)?
- Is the current labor force trained and prepared to address the changes created by work-related technological growth?
- With the growth of ICT (Information, Communication, and Technology), is the region ready to grow its economy in related sectors?
- Are there enough resident skilled workers to become attractive to firms seeking to establish, move, or grow their new headquarters in the small and mid-size cities of larger metro regions?

The Center for Applied Urban Research at University of Washington Tacoma has the capacity to help South Sound communities understand the characteristics of the region's labor force and identify what information might be useful in order to prepare for the post-pandemic economy. It can provide the necessary insight for jurisdictions to respond to the stated questions and help prepare for the region's economic future.

The proposed analysis will be performed in four phases for participating jurisdictions:

1. Analyzing the most recent resident occupations/skills – This will offer the occupational structure and net differential between resident workers, their skills, and local jobs (by each occupation category).
  - a. We will focus on six particular tech categories (as a subset of the larger analysis):
    - i. Construction
    - ii. Biotech
    - iii. Energy
    - iv. Transportation
    - v. Manufacturing
    - vi. Information/Communication
  - b. We will determine the overall capacity of the region (based on its resident skills) to attract and grow related industries.
2. We will conduct an online survey of resident workers (with announcement/recruitment from participating jurisdictions) to identify their place of work (ZIP Code) and their occupation to verify against economic data. This survey will be designed with input from participating jurisdictions. Note: The final survey will be used for all jurisdictions.
3. Based on resident skills, we will provide an estimate of growth potentials for the region and in individual participating jurisdictions.
4. Based on existing research and best estimates, we will identify the work at home potential for various job categories and what this might mean for the totality of the labor force.

**Product:** The proposed research will result in a report that focuses on the entirety of Pierce County and South King County (as a single region). Detailed data at the local level will be provided to participating jurisdictions only.

***How will this report help Pierce County and local jurisdictions?***

- Understand the potential for continued remote work for local residents
- Identify strategies for economic development
- Focus on the creation of flexible office environments
- Identify potential hubs and spokes for a diversity of employment centers (at regional level)
- Identify strategies to attract and support small firms and satellite offices

We will put housing cost and wages in the context of quality-of-life issues for the region. This topic will be addressed in a chapter focusing on potential policy strategies.

**Timeline:** This will be a 4-to-6-month project requiring a significant amount of time and data analytics. Ideally, we would like to start this project no later than August 1, 2021.

**Cost:** The cost of this research is a function of the number of participating jurisdictions. Below is the cost structure. Pierce County's cost is listed separately, assuming that at least 5 jurisdictions are willing to participate in this research.

1 municipality	\$20,000
2 municipalities	\$30,000
3-5 municipalities	\$40,000-\$50,000
6-10 municipalities	\$60,000
Pierce County (Regional Analysis)	\$10,000

**Who else has signed on?** So far, Sumner and Federal Way

**Ask to Lakewood:** \$10,000

**From:** Becky Newton  
**Sent:** Monday, May 10, 2021 3:58 PM  
**To:** John Caulfield <JCaulfield@cityoflakewood.us>; Tiffany Speir <tspeir@cityoflakewood.us>  
**Cc:** David Bugher <DBugher@cityoflakewood.us>; Tho Kraus <TKraus@cityoflakewood.us>  
**Subject:** FW: ARPA

John, and Tiffany,

Please see bullet #1 below for consideration.

Pierce County is requesting that Lakewood contribute \$500,000 to support an Entrepreneurial & Technical Assistance program focusing on Black, Indigenous, and People of Color.

Becky

**From:** Betty Capestany [<mailto:betty.apestany@piercecounitywa.gov>]  
**Sent:** Monday, May 10, 2021 3:41 PM  
**To:** Becky Newton <[BNewton@cityoflakewood.us](mailto:BNewton@cityoflakewood.us)>  
**Subject:** RE: ARPA

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- [helpdesk@cityoflakewood.us](mailto:helpdesk@cityoflakewood.us) ext. 4357

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Thanks Becky for your follow-up email.

First, I wanted to let you know that out of the 757 qualified applications for the 2021 Business Roll-back Relief grants, 91 were from the City of Lakewood. We are working through all of the final vetting process so will get you the final award numbers in the next couple of weeks. Grants are for up to \$10,000.

- Partnership Opportunity: **Entrepreneurial & Technical Assistance with a focus on BIPOC opportunities.** The County Council has set aside \$5M of ARPA towards this initiative with the caveat that we receive matching resources from Cities, Non-profits & the Business Community. Our ask is for Lakewood to contribute \$500,000 towards this effort.
- Background: During the CARES process we worked with thousands of businesses and saw some gaps and opportunities to grow entrepreneurship; help BIPOC communities and also to help our small and micro businesses grow their companies. Programs will have a County-wide focus and will focus on growing entrepreneurship; have a BIPOC focus; have structured cohort opportunities and also tailored individual opportunities. Resources will go to training, technical resources needed by businesses, innovation grants to help with seed money funding, financial reporting programs and mentors/navigators to help the businesses learn to use the tools. Success measures include: the number of businesses launched and also growing wealth in our communities.

- This will be a multi-year effort as part of the American Rescue Plan funding. The long term goal will be to have these efforts create self-sustaining programs. Participating partners will also help design these efforts.

We are in the beginning stage of this process and look forward to having Lakewood join us in creating a legacy program that leverages existing opportunities, reaches above silos and create new ways to grow entrepreneurship in Pierce County.

Thanks,

*Betty*

**Betty Capestany**

Director | Pierce County Economic Development

950 Pacific Avenue, Suite 525

Tacoma, Washington 98402-2100

p: 253.798.6926 | 253-389-2309

[betty.capestany@piercecountywa.gov](mailto:betty.capestany@piercecountywa.gov)

**From:** Becky Newton <[BNewton@cityoflakewood.us](mailto:BNewton@cityoflakewood.us)>

**Sent:** Monday, May 10, 2021 2:52 PM

**To:** Betty Capestany <[betty.capestany@piercecountywa.gov](mailto:betty.capestany@piercecountywa.gov)>

**Subject:** ARPA

Betty,

Could you send me some information regarding the partnership opportunity you mentioned on Friday?

Becky Newton

Economic Development Manager

City of Lakewood

6000 Main Street SW

Lakewood WA 98499

253-983-7738 (office)

253-254-1204 (cell)

FB: [@lakewoodwa](https://www.facebook.com/lakewoodwa); | Twitter: [@cityoflakewood](https://twitter.com/cityoflakewood) | Instagram: [@cityoflakewoodwa](https://www.instagram.com/cityoflakewoodwa)

## Project Name: New Well at District's Ponders Site

**Project Location:**

Springbrook Area

**Project Timeline:**

Design - as early as 2022;

Construct - 2023-2024.

**Project Budget:**

Approximately \$1,000,000

**Project Description:**

Install a third groundwater well at the District's Ponders well site. The additional well would provide improved groundwater supply to the Springbrook area and beyond. The well site contains the only supply sources west of I-5 that could serve the area if a major natural disaster were to damage the pipelines

crossing I-5. As this area continues to develop into multi-family, high-density multi-family and industrial land uses, water supply resiliency for consumption and fire protection will be important to the long term planning of this area.

**Project Benefits**

- **Economic Development**
  - Improves water availability to City residents and businesses.
- **Dependable Infrastructure**
  - Provides an additional water source to City customers.
  - Additional source at only site that directly serves this area of the City east of I-5.
- **Public Safety**
  - Provides a new water supply source east of I-5 to help support firefighting and water during emergencies.
  - Potential to combine this project with an emergency water distribution station at the nearby Springbrook Park.
- **Financial Responsibility**
  - Reduced project cost due to leveraging existing improvements at site.
- **Robust & Active Community**
  - Potential to combine this project with an emergency water distribution station at the nearby Springbrook Park.

**From:** Teri MacDougall [mailto:tmacdougall@lakewoodwater.org]  
**Sent:** Tuesday, August 10, 2021 8:01 AM  
**To:** Randy Black <rblack@lakewoodwater.org>; Tiffany Speir <tspeir@cityoflakewood.us>; jdevore@lakeviewlight.com; Kierra.Phifer@pse.com; LWortham@cityoftacoma.org; toby.rickman@piercecountywa.gov; Jen.Tetatzin@piercecountywa.gov; Brian.Stacy@piercecountywa.gov; Marshall Meyer <mmeyer@lakewoodwater.org>; Ian Black <iblack@lakewoodwater.org>; Philip Mendoza <pmendoza@lakewoodwater.org>  
**Subject:** RE: Question re utility payment arrears in Lakewood City boundaries

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- [helpdesk@cityoflakewood.us](mailto:helpdesk@cityoflakewood.us) ext. 4357

Good morning Tiffany,  
As of today, the amount owed by Lakewood Water customers who would be disconnected is \$81,484.62. As you can imagine this number fluctuates from day to day. Let me know if there is any more information you need.  
Sincerely,

Teri MacDougall  
Office Manager  
Lakewood Water District

☎ 253-588-4423  
✉ [tmacdougall@lakewoodwater.org](mailto:tmacdougall@lakewoodwater.org)  
🌐 [www.lakewoodwater.org](http://www.lakewoodwater.org)



**From:** Randy Black <[rblack@lakewoodwater.org](mailto:rblack@lakewoodwater.org)>  
**Sent:** Tuesday, August 10, 2021 6:49 AM  
**To:** Tiffany Speir <[tspeir@cityoflakewood.us](mailto:tspeir@cityoflakewood.us)>; [jdevore@lakeviewlight.com](mailto:jdevore@lakeviewlight.com); [Kierra.Phifer@pse.com](mailto:Kierra.Phifer@pse.com); [LWortham@cityoftacoma.org](mailto:LWortham@cityoftacoma.org); [toby.rickman@piercecountywa.gov](mailto:toby.rickman@piercecountywa.gov); [Jen.Tetatzin@piercecountywa.gov](mailto:Jen.Tetatzin@piercecountywa.gov); [Brian.Stacy@piercecountywa.gov](mailto:Brian.Stacy@piercecountywa.gov); Marshall Meyer <[mmeyer@lakewoodwater.org](mailto:mmeyer@lakewoodwater.org)>; Ian Black <[iblack@lakewoodwater.org](mailto:iblack@lakewoodwater.org)>; Teri MacDougall <[tmacdougall@lakewoodwater.org](mailto:tmacdougall@lakewoodwater.org)>; Philip Mendoza <[pmendoza@lakewoodwater.org](mailto:pmendoza@lakewoodwater.org)>  
**Subject:** RE: Question re utility payment arrears in Lakewood City boundaries

Hi Teri,  
Would you please forward to Tiffany with the City of Lakewood our current outstanding amount from customers who have not paid their water bills owed?

Thank you,  
Randy

**From:** Tiffany Speir <[tspeir@cityoflakewood.us](mailto:tspeir@cityoflakewood.us)>  
**Sent:** Monday, August 9, 2021 5:22 PM  
**To:** [jdevore@lakeviewlight.com](mailto:jdevore@lakeviewlight.com); [Kierra.Phifer@pse.com](mailto:Kierra.Phifer@pse.com); [LWortham@cityoftacoma.org](mailto:LWortham@cityoftacoma.org); [toby.rickman@piercecountywa.gov](mailto:toby.rickman@piercecountywa.gov); [Jen.Tetatzin@piercecountywa.gov](mailto:Jen.Tetatzin@piercecountywa.gov);



**From:** Tiffany Speir  
**Sent:** Monday, August 16, 2021 8:57 AM  
**To:** 'Kip Julin' <kip.julin@piercecountywa.gov>  
**Cc:** Maylin Clark <maylin.clark@piercecountywa.gov>; Jen Tetatzin <jen.tetatzin@piercecountywa.gov>; Jane Vandenberg <jane.vandenberg@piercecountywa.gov>  
**Subject:** RE: Question re utility payment arrears in Lakewood City boundaries

Thank you

---

Tiffany Speir\*, Esq., CPM®  
Long Range/Strategic Planning Manager



<http://cityoflakewood.us/arpa/>

**From:** Kip Julin [<mailto:kip.julin@piercecountywa.gov>]  
**Sent:** Monday, August 16, 2021 7:03 AM  
**To:** Tiffany Speir <[tspeir@cityoflakewood.us](mailto:tspeir@cityoflakewood.us)>  
**Cc:** Maylin Clark <[maylin.clark@piercecountywa.gov](mailto:maylin.clark@piercecountywa.gov)>; Jen Tetatzin <[jen.tetatzin@piercecountywa.gov](mailto:jen.tetatzin@piercecountywa.gov)>; Jane Vandenberg <[jane.vandenberg@piercecountywa.gov](mailto:jane.vandenberg@piercecountywa.gov)>  
**Subject:** RE: Question re utility payment arrears in Lakewood City boundaries

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Tiffany

I have not heard that they are considering that. We have had penalty and interest relief since March 2020. That relief effort is scheduled to end September 30<sup>th</sup>.

Kip

**From:** Tiffany Speir <[tspeir@cityoflakewood.us](mailto:tspeir@cityoflakewood.us)>  
**Sent:** Sunday, August 15, 2021 10:51 PM  
**To:** Kip Julin <[kip.julin@piercecountywa.gov](mailto:kip.julin@piercecountywa.gov)>  
**Cc:** Maylin Clark <[maylin.clark@piercecountywa.gov](mailto:maylin.clark@piercecountywa.gov)>; Jen Tetatzin <[jen.tetatzin@piercecountywa.gov](mailto:jen.tetatzin@piercecountywa.gov)>; Jane Vandenberg <[jane.vandenberg@piercecountywa.gov](mailto:jane.vandenberg@piercecountywa.gov)>  
**Subject:** RE: Question re utility payment arrears in Lakewood City boundaries

Thank you, Kip. Do you know if the County Council is considering utility payment forgiveness?

---

Tiffany Speir\*, Esq., CPM®  
Long Range/Strategic Planning Manager



<http://cityoflakewood.us/arpa/>

**From:** Kip Julin [<mailto:kip.julin@piercecountywa.gov>]

**Sent:** Sunday, August 15, 2021 8:28 PM

**To:** Tiffany Speir <[tspeir@cityoflakewood.us](mailto:tspeir@cityoflakewood.us)>

**Cc:** Maylin Clark <[maylin.clark@piercecountywa.gov](mailto:maylin.clark@piercecountywa.gov)>; Jen Tetatzin <[jen.tetatzin@piercecountywa.gov](mailto:jen.tetatzin@piercecountywa.gov)>;

Jane Vandenberg <[jane.vandenberg@piercecountywa.gov](mailto:jane.vandenberg@piercecountywa.gov)>

**Subject:** RE: Question re utility payment arrears in Lakewood City boundaries

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Tiffany

Currently, PPW Sewer Division records indicate that 4.1 % (605 accounts) of the 14,855 Lakewood accounts are at 120+ days delinquent, another 2.4 % (362 account) between 91-120 days delinquency and 6% (883 accounts) are in 61-90 days delinquency. Any account 60 days or greater delinquent are lien eligible. The total amount delinquent is \$334,883. The far majority of the accounts owe \$500 or less. One hundred and forty (140) owe \$500 or more.

Let me know if you need any additional information.



**Stuart Kip Julin**

**Sewer Business Services Manager**

Planning & Public Works | Sewer Division

(253) 798-4145

**From:** Phifer, Kierra [mailto:Kierra.Phifer@pse.com]  
**Sent:** Monday, August 16, 2021 10:52 AM  
**To:** Tiffany Speir <tspeir@cityoflakewood.us>  
**Subject:** RE: Question re utility payment arrears in Lakewood City boundaries

Hi Tiffany –

Thank you for the reminder. Also, great to see you last week!

Please see the attached spreadsheet for Lakewood arrearages as of July 31, 2021. I broke this out by residential vs. commercial/industrial and then also by active/closed accounts.

***There are currently 2,770 customers past due with a total of \$1.33MM past due with a premise ID that ties to Lakewood.***

There are 5 tables in the attached spreadsheet:

1. Total # customers past due
2. Total # customers past due based on their oldest balance
  - a. This will tell you how long customers have had outstanding balance. For example, cell K18 indicates there are 217 active residential customers in Lakewood whose oldest outstanding balance is more than a year old (they likely have more recent outstanding balances as well – but their oldest outstanding balance is greater than 365 days old).
  - b. 34% of the customers fall in the 1 – 30 day bucket, meaning their oldest balance is basically less than a month old. I am assuming the customers they will likely be aim at are customers who fall beyond this bucket (i.e. > 30 days past due).
3. Total \$ past due
4. Energy assistance totals for customers currently past due in Lakewood for this program year
5. Energy assistance totals for customers in Lakewood (past due or not) for this program year

I hope this helps! Please let me know if you have any questions.

-Kierra

**From:** Tiffany Speir <tspeir@cityoflakewood.us>  
**Sent:** Monday, August 16, 2021 10:46 AM  
**To:** Phifer, Kierra <Kierra.Phifer@pse.com>  
**Subject:** RE: Question re utility payment arrears in Lakewood City boundaries

Little reminder . . . ☺

Thanks,

---

Tiffany Speir\*, Esq., CPM®  
Long Range/Strategic Planning Manager



<http://cityoflakewood.us/arpa/>

**From:** Tiffany Speir

**Sent:** Monday, August 9, 2021 5:22 PM

**To:** 'jdevore@lakeviewlight.com' <[jdevore@lakeviewlight.com](mailto:jdevore@lakeviewlight.com)>; 'Kierra.Phifer@pse.com' <[Kierra.Phifer@pse.com](mailto:Kierra.Phifer@pse.com)>; 'LWortham@cityoftacoma.org' <[LWortham@cityoftacoma.org](mailto:LWortham@cityoftacoma.org)>; 'toby.rickman@piercecountywa.gov' <[toby.rickman@piercecountywa.gov](mailto:toby.rickman@piercecountywa.gov)>; 'Jen.Tetatzin@piercecountywa.gov' <[Jen.Tetatzin@piercecountywa.gov](mailto:Jen.Tetatzin@piercecountywa.gov)>; 'Brian.Stacy@piercecountywa.gov' <[Brian.Stacy@piercecountywa.gov](mailto:Brian.Stacy@piercecountywa.gov)>; 'mmeyer@lakewoodwater.org' <[mmeyer@lakewoodwater.org](mailto:mmeyer@lakewoodwater.org)>; 'rblack@lakewoodwater.org' <[rblack@lakewoodwater.org](mailto:rblack@lakewoodwater.org)>; 'iblack@lakewoodwater.org' <[iblack@lakewoodwater.org](mailto:iblack@lakewoodwater.org)>

**Subject:** Question re utility payment arrears in Lakewood City boundaries

Hello all – first, my apologies if you are not the right person from whom to request this information. Hoping you would be willing to forward along as needed.

The City of Lakewood is reviewing how to allocate its American Rescue Plan Act (ARPA) funds, and one idea is to assist with covering utility payment arrears (i.e., water, sewer, power.) I am requesting any sort of estimate of the amount in arrears for residents (and businesses if that information is available) from your respective utility. The City Council is starting its review of ARPA options in August, so [if there is any information you can provide by the end of day August 16](#), it would be MUCH appreciated.

Thank you in advance and I hope you and yours are healthy and well 😊

---

Tiffany Speir\*, Esq., CPM®  
Long Range/Strategic Planning Manager



6000 Main St SW, Lakewood, WA 98499

253.983.7702 | [tspeir@cityoflakewood.us](mailto:tspeir@cityoflakewood.us)

\*Tiffany Speir does not provide legal representation for the City of Lakewood

<http://cityoflakewood.us/arpa/>



PSE Arrearages as of July 31, 2021 for the City of Lakewood,  
WA

TOTAL # CUSTOMERS PAST DUE AS OF JULY 31, 2021			
CUSTOMER TYPE	ACCOUNT STATUS <sup>1</sup>	# CUSTOMERS	AVG. PAST DUE PER CUSTOMER
Commercial / Industrial	Active	178	\$ 1,009
	Closed	25	\$ 654
Residential	Active	2,296	\$ 459
	Closed	271	\$ 313
TOTAL ACTIVE ACCOUNTS:		2,474	\$ 498
TOTAL:		2,770	\$ 482

<sup>1</sup>Closed account indicates a customer has closed their account with PSE but still owes money on the account (e.g. a customer who moves out of a location but has yet to pay their final bill).

		# OF CUSTOMERS PAST DUE BASED ON THE TIMEFRAME OF THEIR OLDEST BALANCE							
CUSTOMER TYPE	ACCOUNT STATUS <sup>1</sup>	PAST_DUE_1_30	PAST_DUE_31_60	PAST_DUE_61_90	PAST_DUE_91_120	PAST_DUE_121_150	PAST_DUE_151_180	PAST_DUE_181_364	PAST_DUE_365_ABOVE
Commercial / Industrial	Active	79	24	17	10	9	9	11	19
	Closed	11	5	1		1		4	3
Residential	Active	784	427	247	182	122	94	223	217
	Closed	65	37	32	26	9	6	31	65
TOTAL:		939	493	297	218	141	109	269	304
% OF TOTAL CUSTOMERS PAST DUE:		34%	18%	11%	8%	5%	4%	10%	11%

		TOTAL \$ PAST DUE								
CUSTOMER TYPE	ACCOUNT STATUS <sup>1</sup>	PAST_DUE_1_30	PAST_DUE_31_60	PAST_DUE_61_90	PAST_DUE_91_120	PAST_DUE_121_150	PAST_DUE_151_180	PAST_DUE_181_364	PAST_DUE_365_ABOVE	TOTAL_PAST_DUE
Commercial / Industrial	Active	\$ 63,993	\$ 23,501	\$ 10,070	\$ 7,830	\$ 7,259	\$ 5,671	\$ 17,080	\$ 44,191	\$ 179,595
	Closed	\$ 8,983	\$ 931	\$ 745	\$ 949	\$ 1,575	\$ 924	\$ 1,977	\$ 266	\$ 16,350
Residential	Active	\$ 195,912	\$ 125,378	\$ 112,804	\$ 108,895	\$ 101,914	\$ 79,718	\$ 187,371	\$ 141,115	\$ 1,053,106

	Closed	\$ 9,837	\$ 6,471	\$ 7,205	\$ 8,392	\$ 6,171	\$ 5,267	\$ 15,501	\$ 26,068	\$ 84,911
TOTAL \$ PAST DUE ON ACTIVE ACCOUNTS:		\$ 259,905	\$ 148,879	\$ 122,874	\$ 116,725	\$ 109,173	\$ 85,389	\$ 204,451	\$ 185,306	\$ 1,232,701
TOTAL \$ PAST DUE:		\$ 278,725	\$ 156,281	\$ 130,824	\$ 126,066	\$ 116,919	\$ 91,580	\$ 221,929	\$ 211,640	\$ 1,333,962
% OF TOTAL \$:		21%	12%	10%	9%	9%	7%	17%	16%	100%

# OF CUSTOMERS CURRENTLY PAST DUE WHO HAVE RECEIVED ENERGY ASSISTANCE THIS PROGRAM YEAR (10/1/2020 - PRESENT)			
TYPE OF ASSISTANCE	# CUSTOMERS	AMOUNT RECEIVED	AVG. AMOUNT RECEIVED
CACAP	16	\$ 8,133	\$ 508
CACAP 2	86	\$ 113,357	\$ 1,318
LIHEAP	36	\$ 39,896	\$ 1,108
PLEDGE	35	\$ 16,179	\$ 462
NON-CAP	41	\$ 28,742	\$ 701
AGENCY	5	\$ 1,989	\$ 398
PSE HELP			
SALVATION			
ARMY			
PLEDGE			
TOTAL UNIQUE CUSTOMERS <sup>2</sup>	165	\$ 208,296	\$ 1,262

ALL LAKEWOOD CUSTOMERS WHO HAVE RECEIVED ENERGY ASSISTANCE THIS PROGRAM YEAR (WHETHER THEY ARE PAST DUE CURRENTLY OR NOT) (10/1/2020 - PRESENT)			
TYPE OF ASSISTANCE	# CUSTOMERS	AMOUNT RECEIVED	AVG. AMOUNT RECEIVED
CACAP	49	\$ 25,268	\$ 516
CACAP2	145	\$ 172,371	\$ 1,189
LIHEAP	286	\$ 259,349	\$ 907
PLEDGE	59	\$ 26,113	\$ 443
NON-CAP	293	\$ 167,726	\$ 572
AGENCY	6	\$ 2,278	\$ 380
PSE HELP			
SALVATION			
ARMY			
PLEDGE			
UNIQUE CUSTOMERS <sup>2</sup>	486	\$ 653,104	\$ 1,344

<sup>2</sup>Cell C43 and G43 will not match the sum of rows C37 to C42 and G37 to G42 respectively, as the same customer may have received more than one type of pledge program

**PR Dept Youth Employment Program**

Our recreation assistant starting pay is \$15.00.

Our recreation leader pay range is 15.50 – 18.50.

Found this with a quick search:

“The typical cost per participant is approximately \$1,400 to \$2,000”

City Council requested a more traditional youth Corp work crew program for the 2022 summer season. The 12 week program would include hands on work throughout the city as well as leadership and employment readiness training. The program would involve two recreation leaders and eight youth workers and fuel and supplies. cost for the 2 rec leaders is \$25,000; 8 youth crewmembers cost \$57,600 with \$1000 in fuel and supplies for a total of \$83,600

**From:** Jessie Palmer [mailto:jpalmer@ymcapkc.org]  
**Sent:** Friday, August 13, 2021 3:14 PM  
**To:** Tiffany Speir <tspeir@cityoflakewood.us>  
**Subject:** RE: Follow-up to Last Week's Stakeholder Summit  
Hi Tiffany,

I've attached estimates for the programs and services I outlined in my July 21 e-mail. I broke it down by program, provided a general estimate of what that funding would enable us to do, how many we could serve, etc.

When I refer to ARPA priority population/targeted communities in the attached proposal, that includes those individuals/families disproportionately impacted by COVID-19; Black, Indigenous, People of Color (BIPOC); and the three communities identified by the Council: Tillicum, Woodbrook, and Monta Vista.

I also state "free or reduced price" and that refers to the Y's sliding scale for membership or program assistance. We scale our pricing/fees to ensure that individuals and households can afford our services and that no one is turned away. If the City is using a certain income/poverty threshold for the ARPA funding, we can adjust to that scale. For the purposes of preparing this proposal, I went with 150% of poverty level/scale.

Please review and let me know if you have any questions.

Thanks,

Jessie

Jessie Palmer | Senior Association Development Director  
YMCA of Pierce and Kitsap Counties  
Association Office | 4717 S. 19<sup>th</sup> St. Ste. 201, Tacoma, WA 98405  
C 253-905-0647

The Y is for youth development, healthy living, and social responsibility.

**City of Lakewood – American Recovery Plan Act Funding**  
**Proposal/Cost Estimates for YMCA COVID-19 Recovery Programs and Services**  
**Addressing educational disparities:**

- We have a great, existing partnership with Clover Park Schools
- Currently offering before and after school child care and summer day camp in elementary schools
- Currently offering summer learning academies in middle schools
- A holistic approach to positive youth development: includes academic, health, and social-emotional enrichment
- We are focused on closing the academic achievement gap, improving health outcomes, and strengthening the social-emotional skills so that every child is successful
- Early Learning: we are serving Lakewood/Clover Park SD kids at our Early Learning Center in University Place, but depending on the type of funding that is available, we may be able to offer Early Learning in Lakewood



<b>Program Name</b>	<b>Scope of Services</b>
Child Care	<p><b>ARPA Funding Request: \$30,000/yr.</b></p> <p>Will provide free and reduced price access to YMCA Child Care for 40 children from parents/families meeting ARPA priority populations/targeted communities. YMCA Child Care is offered during the school-year, between late August through June, every school day, on school breaks/vacations, holidays, etc. Care is offered before school as early as 6 a.m. and after school as late as 6 p.m. Child Care is offered in our partner elementary schools (Clover Park SD).</p>
Summer Day Camp	<p><b>ARPA Funding Request: \$25,000/yr.</b></p> <p>Will provide free and reduced price access to Summer Day Camp at the Lakewood Family YMCA or at select Clover Park SD elementary schools (offered at Custer Elementary in summer 2021, TBD in summer 2022-23) for 25 children from parents/families meeting ARPA priority populations/targeted communities. Summer Day Camp is offered a minimum of 10-weeks during the summer, from the last day of school to the Friday before the first day of the new school year.</p>
Summer Learning Academies	<p><b>ARPA Funding Request: \$15,000/yr.</b></p> <p>Will provide free access to local middle school youth to attend the YMCA's Summer Learning Academy offered at Claudia Thomas MS (serving Claudia Thomas, Hudtloff, Lochburn students). We will work with our school partners to identify and recruit students who meet the ARPA priority populations/targeted communities. We project serving more than 140 middle school students in summers 2022 and 2023 (a 20% increase in participation from summer 2021).</p>
Early Learning/Little Learners	<p><b>ARPA Funding Request: \$12,500/yr.</b></p> <p>Will provide free and reduced price access to 25 children from parents/families meeting ARPA priority populations/targeted communities to attend our Little Learners program offered at the Lakewood Family YMCA. Our Little Learners program and curriculum supports toddlers, ages 3-5, in preparing for either pre-school or kindergarten. Little Learners is offered from September to June of each year.</p>

**Promoting healthy childhood environments:**

- Our Lakewood YMCA Community Center: pre-COVID-19, we served thousands of youth and teens (ages 0-18) in registered and drop-in programming including water safety and swimming lessons, youth sports, arts classes, gymnastics, and drop-in programs like 678 Nite and Teen Late Nite.
- Our Summer Day Camp programs at our Lakewood Y and at a couple of Clover Park Schools serve hundreds of Lakewood youth
- This summer, in partnership with Clover Park Schools, we are offering Summer Learning Academies for hundreds middle school aged youth
- All of our activities take a holistic approach to positive youth development and include academic, health, and social-emotional enriching activities and offer positive coaching and mentoring by highly-trained adult role models.

<b>Program Name</b>	<b>Scope of Services</b>
Water Safety/Swimming Lessons	<b>ARPA Funding Request: \$15,000/yr.</b> Will provide free and reduced price water safety and swimming lessons to 250 children from parents/families meeting ARPA priority populations/targeted communities. Our water safety and swimming lessons are progressive, skill-based lessons and support swimmers at every level (beginner, intermediate, and advanced) in improving their skills and abilities to be safe in and around the water. Swim lessons are offered year round in 4-6 week sessions.
Youth Sports	<b>ARPA Funding Request: \$5,000/yr.</b> Will provide free and reduced price scholarships to 100 children and youth from parents/families meeting ARPA priority populations/targeted communities to participate in youth sports activities at the Lakewood YMCA. The Lakewood Y offers a variety of youth sports activities including indoor and outdoor soccer, flag football, basketball, t-ball, baseball, volleyball, etc. to youth ages 3-12 years. Our youth sports primarily serve children who are new to sports and focus on the fundamentals, developing techniques, teamwork, sportsmanship skills, and developing a love for the game.
Arts Classes	<b>ARPA Funding Request: \$5,000/yr.</b> Will provide free and reduced price scholarships to 50 youth and teens from parents/families meeting ARPA priority populations/targeted communities. Arts programming will be offered at the Lakewood Family YMCA or at our outreach locations (local CPSD elementary schools). We offer a variety of arts activities for children to explore including the performing arts (dance, ballet, guitar, piano), visual arts (drawing, painting), and culinary arts. Youth Arts activities are offered in 6-8 week sessions throughout the year.
Gymnastics	<b>ARPA Funding Request: \$5,000/yr.</b> Will provide free and reduced price scholarships to 20 youth and teens from parents/families meeting ARPA priority populations/targeted communities to attend the Lakewood YMCA's Gymnastics program. The YMCA's gymnastics program serves youth of all skill abilities (beginner, intermediate, advanced/competitive) and offers a progressive lesson plan. Gymnastics is offered in 6-8 week sessions, year-round.

**Establish a youth employment program:**

- The Y is a leading employer of teens both locally and nationally

- We offer a Leader in Training (LIT) and Counselor in Training (CIT) programs that provide teens the job skills necessary to gain employment at the YMCA
- Our employment opportunities are convenient for teens (evenings, holidays, weekends, etc.)
- We would be interested in exploring the City's interest in establishing a youth employment program or how we might offer support

Program Name	Scope of Services
Leaders in Training and Counselors in Training	<b>ARPA Funding Request: \$10,000/yr.</b> Will provide 40 teens (ages 13-18) from parents/families meeting ARPA priority populations/targeted communities Leaders in Training and/or Counselors in Training at the Lakewood Family YMCA. The program and activities provides job training and coaching by highly-trained YMCA staff that will help prepare teens for the workforce through hands-on training and work experiences, while serving as a YMCA volunteer. Once teens complete the program (80 hours) and are of working age, they will be eligible for employment at the YMCA (as Youth Leaders or Camp Counselors) or elsewhere in the community.

A couple of other areas that I believe the Y may be able to help City residents in their recovery:

#### Health and Wellness Services for Adults:

- Targeting those most disproportionately impacted by COVID-19, BIPOC individuals and families, targeted communities (e.g. Springbrook, Tillicum, etc.)
- Small group counseling for stress, grief, anxiety, mental health
- Chronic Disease Prevention programs: Blood Pressure Self-Monitoring, Diabetes Prevention, Parkinsons Programs, Weight Loss Programs, etc.
- Senior Programs: ~~socials/gatherings~~, Active Older Adult Fitness, ~~Fall Prevention~~, etc.

Program Name	Scope of Services
Community Café – Mental Health	<b>ARPA Funding Request: \$5,500/yr.</b> Will provide 25 adults free or reduced priced access to our virtual Community Café (Mental Health). The Community Cafés are small-group sessions, 6-10 participants, offered in 8-week sessions throughout the year. The Community Cafes and small groups are facilitated by a highly-trained counselor who specializes in grief, stress, anxiety, and mental health and incorporates coaching and therapies that have proven effective in supporting people through these experiences.
Diabetes Prevention Programming	<b>ARPA Funding Request: \$20,000/yr.</b> Will provide 25 adults free and reduced priced access to our Diabetes Prevention Program for those referred to our program by a physician (Type II diabetes) or who are pre-diabetic and also meeting ARPA priority populations/targeted communities. Our Diabetes Prevention Program is a year-long program and offered in four cohorts throughout the year.
Parkinson's Programs	<b>ARPA Funding Request: \$10,000/yr.</b> Will provide 10 individuals free and reduced priced access to our Parkinson's Programs (either Pedaling for Parkinson's or Rocksteady Boxing) for those meeting ARPA priority populations/targeted communities. Our Parkinson's programming is offered year-round.
Weight Loss Programs	<b>ARPA Funding Request: \$10,000/yr.</b>

	Will provide 50 individuals free and reduced priced access to our Weight Loss Program for individuals meeting ARPA priority populations/targeted communities. Our Weight Loss Program is offered in small groups, between 6-10 participants per group, in 12-week sessions throughout the year. We are targeting to serve individuals with a Body Mass Index (BMI) greater than 30, followed by those with a BMI greater than 25.
Active Older Adult Fitness	ARPA Funding Request: \$20,000/yr. Will provide 25 adults free and reduced priced access to our Active Older Adult Fitness programming meeting ARPA priority populations/targeted communities. Our Active Older Adult fitness classes are designed for those ages 55 and older. Our Active Older Adult activities focus on mobility and flexibility, strengthening muscle, etc. Exercises and activities can be modified to accommodate those with different fitness and strength levels. While our Active Older Adult programs are primarily focused on fitness, there is a strong social component to the program. Participants regularly meet before and after activities for coffee, meals, or just to be in each other's company. The bonds that form help create accountability to attend program activities, motivation to continue exercise and diet routines, strong network of support, etc.

#### Family Wellness:

- ~~Parenting skills or parent/family support group programs~~
- ~~Adult Life Skills/Coaching: Making Change Stick, Journey to Freedom, Financial Peace University, etc.~~
- ~~Family fitness programs~~
- ~~Family fun programs (e.g. Family Date Night, Family Movie Nights, etc.)~~

From: John Caulfield  
Sent: Friday, August 13, 2021 4:07 PM  
To: Tiffany Speir <tspeir@cityoflakewood.us>  
Subject: FW: ARPA Funding Option

Viable opportunity that meets the definition of using ARPA funds? Or have they reached out to us?

--John

John Caulfield, ICMA-CM  
City Manager  
City of Lakewood  
6000 Main Street SW | Lakewood, WA 98499  
Ph: 253.983.7703  
<https://www.cityoflakewood.us/>  
Like us on Facebook  
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-----Original Message-----

From: Mike Brandstetter  
Sent: Thursday, August 12, 2021 3:37 PM  
To: Tiffany Speir <tspeir@cityoflakewood.us>  
Cc: John Caulfield <JCAulfield@cityoflakewood.us>  
Subject: ARPA Funding Option

As a community behavioral health resource, the Cohen Clinic serves a targeted population of veterans and their families. When the clinic located in Lakewood with City and County encouragement, it was noted that the Cohen foundation was establishing the clinic and funding it operationally for a number of years. That operational support was intended to make way for more local support.

As a valuable community partner, perhaps ARPA contribution to operational costs in 2023-2026 (Perhaps \$150K per year) you would serve the community well and could be the nexus for broader community support. Support with ARPA funding by Pierce County would strengthen impact.

I am not aware of the clinic formulating an ask but could we reach out to see if there is in fact a long term need to transition from total reliance on Cohen Foundation funding to keep the clinic operative in Lakewood.

Mike Brandstetter

**From:** Kim Taylor [mailto:ktaylor@rebuildingtogether.org]  
**Sent:** Friday, August 13, 2021 5:17 PM  
**To:** Tiffany Speir <tspeir@cityoflakewood.us>  
**Subject:** RE: ARPA Funds Proposal

Hi Tiffany,

I just caught this as I was almost on my way out for the week – we had to do some quick moving around on staff because of a medical leave situation and I thought this had been sent to you already. My fault completely for not checking and sending so late.

For the past few years, we have received \$14,000 per year from the Human Services Department to complete house projects in the City of Lakewood through our Rebuilding Day and Safe at Home Programs. Our outputs for this contract amount have varied, but are typically 4 homes with 9 unduplicated residents. We would like to request an increase to our contract for a total of \$25,000. For the past few years, we have processed a growing number of applications from Lakewood households, so we know that qualified projects within the City of Lakewood are there, we just typically don't have the funds to get to all of them. We are currently working through a waiting list, due to COVID related delays, that will likely stretch into the next two years of budget. Increased funding specifically tied to projects in Lakewood would allow us to work through that list much quicker and perhaps allow us to respond to new applications submitted for services in a more timely manner.

Regarding our existing proposal, ideally, we would love to operate a Rebuilding a Healthy Neighborhood (RaHN) Program for 1 to 2 years in each of the 4 neighborhoods that the City of Lakewood has identified as specific neighborhoods in need of attention with regards to safe and healthy housing (Tillicum/Woodbrook, Springbrook, Lakeview, and Monta Vista areas). Some Rebuilding Together Affiliates have had a much better success rate when they focus on one neighborhood for two consecutive years. Other Affiliates have had good results with a single year focus in a neighborhood.

For estimate purposes, the cost per neighborhood per year is \$65,000. The awesome thing about this program is that it is easily replicated from neighborhood to neighborhood. The challenge is usually getting community/neighborhood buy-in. That is where the two year plan in a single neighborhood can best serve the people living there. It gives the residents one year to see what we do and then with more trust in our program in our work, the second year is usually more successful with more community participation. So if the Council decided to allocate funds for this program beginning in 2022 and continuing each year through 2026, the cost would be \$65,000 per year x 5 years = \$325,000. A 5-year span would allow us to set up a RaHN event in either each of the 4 neighborhoods plus an additional neighborhood or select 2 neighborhoods for two-year programs and 1 neighborhood for a single-year program. We can be completely flexible with what the Council decides to prioritize.

If you have any questions or need more information, please don't hesitate to email or call me. We're excited about possibly partnering with the City of Lakewood more in the future and look forward to hearing of the budgeting decisions made!

PS – I attended the Lake City Neighborhood Association last night because I was able to connect with Larry Woods during your ARPA Zoom call – thank you very much for the introductions, we were able to connect with Larry and one other neighborhood group leader to start conversations with them about

our services. Also, Councilmember Mike Brandstetter was very complimentary of you when the group discussed ARPA funds!

Best Regards,

*Kim Taylor*

Operations Director

**Rebuilding Together South Sound**

[ktaylor@rebuildingtogether.org](mailto:ktaylor@rebuildingtogether.org)

Phone: 253.238.0977

**From:** Tiffany Speir <[tspeir@cityoflakewood.us](mailto:tspeir@cityoflakewood.us)>

**Sent:** Wednesday, July 28, 2021 10:57 AM

**To:** Kim Taylor <[ktaylor@rebuildingtogether.org](mailto:ktaylor@rebuildingtogether.org)>

**Subject:** RE: ARPA Funds Proposal

If there is a ball park number you could provide by August 13, that would be great. I am not sure whether the City Council will want to consider how to spend all of the funds at once, or if they will allocate the 1<sup>st</sup> half now and the 2<sup>nd</sup> half next year, so trying to gather as much info as I can.

---

Tiffany Speir\*, Esq., CPM®

Long Range/Strategic Planning Manager



<http://cityoflakewood.us/arpa/>

**From:** Kim Taylor [<mailto:ktaylor@rebuildingtogether.org>]

**Sent:** Wednesday, July 28, 2021 10:53 AM

**To:** Tiffany Speir <[tspeir@cityoflakewood.us](mailto:tspeir@cityoflakewood.us)>

**Subject:** RE: ARPA Funds Proposal

**This email originated outside the City of Lakewood.**

Use caution when following links or opening attachments as they could lead to malicious code or infected web sites.  
When in doubt, please contact the HelpDesk.

- [helpdesk@cityoflakewood.us](mailto:helpdesk@cityoflakewood.us) ext. 4357

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Thank you Tiffany!

When do you need to have an answer? We've been planning on an expansion into serving more in Lakewood, we just need to put the Programs, Construction and Operations teams together to put together a longer range request.

*Kim Taylor*

Operations Director

**Rebuilding Together South Sound**

[ktaylor@rebuildingtogether.org](mailto:ktaylor@rebuildingtogether.org)

Phone: 253.238.0977

250 State Street Unit C2  
North Haven, CT 06473  
Phone (203) 407-8800 Fax (203) 407-8801  
[www.careerteam.com](http://www.careerteam.com)

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**Purpose-** To engage, connect, and provide awareness to Lakewood residents, moving them to sustainable self-sufficiency through high wage training programs at Pierce and Clover Park Technical College and community workforce development (WFD) services.

**Proposed Model-** If awarded funding, Career TEAM will hire a full-time Career Navigator who resides within the Lakewood targeted areas (Springbrook, Tillicum/Woodbrook, Monta Vista and Lakeview) to serve as a Peer Career Navigator (PCN). The PCN will be trained on WFD resources and strategies that support the training programs of Clover Park Technical College and Pierce College. In addition, the PCN will serve as a resource navigator who will help leverage Lakewood community organizations such as the Center for Strong Families, Springbrook Connections, and Tillicum Community Center to provide support services to residents while they are in training. Additionally, Career TEAM will leverage a more concentrated effort with Pierce County WIOA (Workforce Innovation Opportunities Act) funds and services to further support residents.

Career TEAM will be partnering closely with Workforce Central who represents the Workforce Development Board to provide local data analysis on labor market information, as well as robust business engagement services. With these resources, Career TEAM and Workforce Central plans to work alongside the colleges in creating pathway opportunities for residents who will be attending training programs that lead to high wage employment. This impactful partnership will allow Career TEAM and Workforce Central to take an intentional approach in providing pathways and career coaching to Lakewood residents to help them build sustainable and self-sufficient careers.

The PCN will work with community partners to identify outreach and awareness activities in the four targeted areas identified by Lakewood (Springbrook, Tillicum/Woodbrook, Monta Vista and Lakeview) to help residents get connected and enrolled into high wage training programs (employment at \$25/hour or higher) identified by Clover Park and Pierce College such as: HVAC, Cyber Security Specialist, Computer Programing, Material Tester and Low Voltage Electricians. Career TEAM will collaborate with Workforce Central to bring employers hiring for these high wage positions in the Pierce County area to the students, around program completion. Bringing these employers will help provide more opportunities such as a career boosts, paid internships, employer tours and hiring events.

Each resident enrolled into a High Wage Career Training program from these efforts program will have lifetime access to Career TEAM's Career EDGE platform which has 24/7 access to career coaching content and essential skill development, accessible by phone, tablet or computer. Career EDGE will provide assessment tools that help identify career pathways and help residents build upon career ready skills sets to make them competitive for employment after finishing their training. Career Edge will also serve as a case management system (CRM function) to track residents that the PCN will be serving.



**Projected Outcome Metric(s)-** *(over the course of 2 years)*

Lakewood Residents enrolled into High Wage Career Training Programs	100
Engagement with Lakewood residents about WFD/Training Programs (counted individually)	400
Engagement and Facilitation of Outreach Activities such as Career Fairs, Career Boost, Resource Fairs, etc	40

**Proposed Budget-** *(over the course of 2 years)*

Admin/Overhead & Program (supplies, travel, outreach materials, communications)	\$20,000
Staff Salaries & Benefits (1.25 Full-Time Equivalents)	\$160,000
Career EDGE Platform (customer tracking and career coaching tool)	\$25,000
Workforce Central (0.5 FTE Business Services)	\$90,000
<b>Total Funds</b>	<b>\$295,000</b>

Thank you for your consideration.

Sincerely,

James Hughes  
Regional Director  
Career TEAM

## United Way/Clover Park Technical College

### Center for Strong Families Data

2018 to 2021

Request consideration to support the Clover Park Center for Strong Families location - \$150,000 over 3 years.

Clover Park Technical College has been as CSF site partner since 2018. LaPria Bonner, the Center for Strong Families (CSF) financial coach and site manager, is an Accredited Financial Counselor who works closely with the Workforce Development and Financial Aid offices to align her clients' financial goals with employment opportunities and income supports. To date 258 people have participated

Service Area	Metrics	Strategies
<b>Credit Enhancement</b> Families improve credit scores and debt-to-income ratios	<ul style="list-style-type: none"> <li>27% of clients improve credit score</li> <li>Average increase in credit score is 174 points</li> <li>21% of clients had a net worth increase</li> <li>\$15,081 Average increase of net worth</li> <li>49 people achieved at least one key financial goal/outcome (homeownership, savings accounts, paid off debt, etc)</li> </ul>	<ul style="list-style-type: none"> <li>Financial counseling</li> <li>Credit counseling</li> <li>Debt restructuring</li> </ul>
<b>Build Income</b> Families increase their income toward their Self-Sufficiency Standard	<ul style="list-style-type: none"> <li>135 enrolled in a degree program</li> <li>68 people achieve certifications</li> <li>60% job placement rate for job seekers in their degree program</li> <li>Certificate and degree recipients increased earnings by average of \$600/mo</li> </ul>	<ul style="list-style-type: none"> <li>Workforce Development (hard and soft skills)</li> <li>Education Counseling</li> <li>Micro-enterprise Development</li> </ul>
<b>Build &amp; Preserve Savings and Assets</b> Families accumulate liquid assets equal to three months of living expenses	<ul style="list-style-type: none"> <li>12% of clients are saving \$400/mo regularly</li> <li>\$3,358 Average savings total</li> <li>21/100% of clients graduated from CSF coaching model with an increased financial well-being score of 13 points or higher</li> </ul>	<ul style="list-style-type: none"> <li>Savings and IDA Programs</li> <li>Micro-enterprise Development</li> <li>First-time Homeownership Programs</li> </ul>

### Client Success Story

The client for this story is a single mother of one. She lives in Lakewood, WA, works two part-time jobs and has been a CSF client since 02/2020.

The client was initially curious about financial literacy for others, as she had stated she herself "knew" everything she needed about the subject to find personal success and felt she was already successful at personal finance. Client reached out by the end of February and stated she realized she did not have the proper tools, resources and accountability to move her personal goals.

Once global lock-downs went into place, client stated she was grateful she was able to obtain my services as it seemed like she would have missed her opportunity to move forward. Client was immediately hit by closures as one of her professions is a hair colorist.

This client wanted to make sure she began her journey to financial capacity and success for not only herself and her 10-year-old daughter, but her the financial legacy she wanted to leave her daughter to follow as she herself stepped in to adulthood.

Client committed to weekly Financial Counseling meetings to discuss emotions around the loss of income, how she was navigating the unemployment environment, as well as debt reduction, goal setting and small business development. Client was determined to not let the pandemic hinder the plans she saw herself fulfilling.

Client began the program with nine (9) credit cards totaling a little over \$20k. As of this writing, the client has successfully reduced the number of credit cards to four (4) with a total of \$11k in consumer debt.

During the crisis the client was able to obtain a small loan from her bank to help with business expenses that she used to make sure the booth she rents at a local salon would not go unpaid for the months of August/September 2020. In January 2021, the salon owner informed her she would not have to pay rental fees as a Thank You for making payments on time during the rough months of the pandemic!

Client has also committed to consistently building an emergency savings account and is on track to launching her e-commerce business June 2021.

### Background on Center for Strong Families

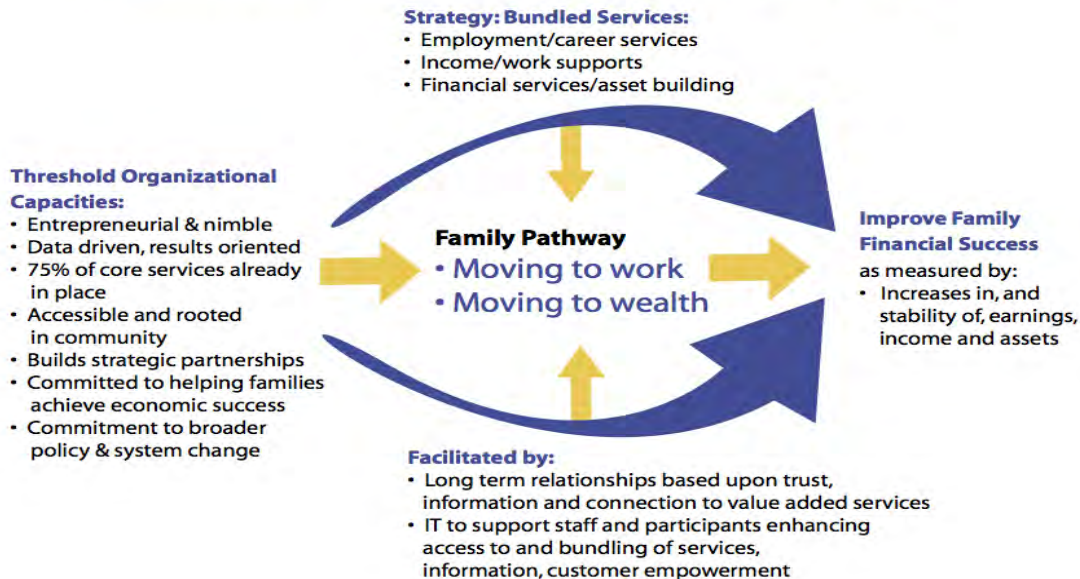
#### **What is a Center for Strong Families?**

A Center for Strong Families is a framework for neighborhood service delivery designed to help low-income individuals increase income, reduce debt and generate new wealth for themselves and their community.

#### **The CWF Theory of Change**

The Center for Working Families model provides low to moderate income families with access to high quality one-on-one career and financial coaching as needed over an extended period of time. This bundled service delivery system changes people's financial behavior in a way that encourages them to increase income, decrease expenses and acquire assets.

## Center for Working Families® (CWF) Theory of Change



What makes this model different is the integrated service model, where core services reinforce one another providing a multi-faceted approach to income and wealth building. The co-location of services means families are not navigating a fragmented system of components to economic stability.

This delivery model of combined services is a replicable and scalable economic opportunity for the Pierce County residents who significantly need those bundled services. The approach is a service delivery system via trusted local sites that have a history of social and financial services in their neighborhoods while providing culturally competent services to clients which will, indeed, move the needle on self-sufficiency.



# HOMEOWNERSHIP CENTER NORTHWEST

## HCNW 2021 Lakewood ARPA funding

Homeownership Center Northwest is pleased to provide a pre-funding proposal to Lakewood's American Rescue Plan Act (ARPA) funding for potential allocation in the fall of 2021. We appreciate the invitation from the City of Lakewood to share our ideas of how to utilize ARPA funding to increase investment in affordable housing and economic vitality.

Homeownership Center Northwest proposes two projects that are intertwined.

### 1. Financial Counseling for Lakewood LMIs

HCNW's homeownership program begins with dialog and assessment of potential homebuyers housing needs and their understanding and application of money management and financial capacities. We have found that the kind of information exchanges and counseling sessions we share with people, whether they end up buying a home through our program or elsewhere, are very helpful and useful in ways far beyond the initial interest in buying a home. Affordable housing units are desperately needed all across Pierce County and the greater Puget Sound region. And, that need is increasing in dramatic and alarming ways, particularly with the unprecedented challenges that continue to arise from the ongoing Covid-19 pandemic.

Fully sixty-one percent (61%) of American wealth is in home equity. Americans of color have only thirty-one percent (31%) percent of their wealth in home equity. People of color have had lower homeownership rates than whites. This is the continuing result of the legacy of discrimination and redlining, the illegal but once overtly common practice of denying mortgages, infrastructure, or other services to communities based on race, income, or location. Affordable housing is important to all Pierce County residents and communities. Stable housing offers benefits for increased family stability, improved education opportunities and career advancement, better overall health, and reduced risks of homelessness. Safe, fully functional, affordable housing is a key factor in a community's vitality, diversity, equity and continued economic stabilization and growth. HCNW will continue to partner with Pierce County in its efforts to achieve affordable and attainable homeownership options for LMI individuals and families

For almost thirty years, HCNW has focused on creating homeownership options for a diverse clientele. Financial literacy counseling and debt management planning is offered to all clients whether or not the goal is owning a home. Information about finding and keeping suitable housing and information about financial stabilization are the services



most requested by people contacting HCNW. We would like to offer our particular kind of “wholistic financial counseling” to a targeted number of LMI individuals and families living in Lakewood. We have seen that creating a respectful, comfortable relationship is imperative in helping clients understand how money and credit “works”. This is particularly important because many people do not seek assistance until they are facing a serious crisis.

The need for equitable affordable rental and homeownership opportunities has sharply increased. Pierce County property values continue to rise at unprecedented levels, with average home prices increasing approximately 20+% each year. Many homebuyers, including many higher wage earners, are priced out of the Seattle/King County/Snohomish County market resulting in greatly intensified pressure on affordable housing availability in Pierce County and South Puget Sound. Rates for suitable rental housing units are also rising rapidly against a backdrop of fewer and fewer available housing units. The ability for LMI individuals and families to find and secure housing is critical. HCNW counselors provide customized, in-person or online one-on-one “financial therapy” sessions with respectful and compassionate information exchanges designed to prevent crisis, plan for a secure present and bright future, and show how wealth-building actions need not be difficult, confusing, or painful.

Almost all people at some point, regardless of income level, occasionally need some assistance in navigating the complexities of financial management. This is especially true for LMI individuals and families. HCNW’s financial counseling project in Lakewood will expand existing and ongoing financial counseling programs to assist targeted LMI Lakewood residents to uncover, understand, and utilize their personal values, interests, life goals, financial strengths, and long-term objectives to create a solid plan for success. HCNW is especially interested in providing services to Lakewood individuals and families experiencing significant challenges such as serious health concerns, student loan debt, medical debt, sudden and serious change in circumstances such as loss of spouse/partner/child, loss of employment, impacted by Covid-19, and/or other acute issues. Financial counseling under this project would certainly benefit LMI folks looking to buy a home or get into higher-priced rental housing but would widely serve some of our most marginalized neighbors who are trying to figure out a way to pay off debt, get medical and/or personal care that seems out of reach, change employment, save up for a special trip, or pursue a dream.

**HCNW proposes a two-year plan to work with 60 individuals and families to provide in depth, longer-term, one-on-one financial counseling on a highly individualized basis.**

**Cost: \$180,000**



## 2. Down Payment Community Investment

First-time homebuyers have struggled to buy homes in Pierce County due to skyrocketing prices, decreasing numbers of overall housing units, and competition from all-cash investors. Seventy-two percent of Washington State households is unable to qualify for mortgages adequate to purchase suitable, move-in-ready homes in desired neighborhoods. In February 2021, real estate firm Redfin confirmed what most buyers already knew about Pierce County home sales - Pierce County's housing market was the fastest selling area in the country in January 2021, according to Redfin's analysis of sales data. Spanaway has topped the list before. The main reason for fast sales: LACK OF INVENTORY. Turnkey, affordable homes are **very** rare, and are almost always obtained through off-market deals. HCNW remains committed to creating and offering equitable inclusionary affordable homes. As new homeownership opportunities are developed through renovation of existing homes or new construction, the biggest barrier is availability of down payment assistance. Black, Indigenous, Asian/Pacific Island, Latinx, women, and LGBTQIA+ peoples face exclusions and have been disproportionately burdened by housing instability. Two recent studies show that Pierce County is at or near the bottom of Washington State counties in providing housing for low-and moderate-income households. [*Housing Needs Assessment, Washington Department of Commerce; Out of Reach - Washington National Low-Income Housing Coalition*].

Affordable housing includes a wide range of models and services. Home ownership is the lowest priority and focus of affordable housing funding and support. HCNW's mission is challenging. Despite the continuing impact and ramifications of COVID-19, we continue to find ways to broaden awareness of the immense need for housing in our area. Striving to create equitable, affordable housing and homeownership opportunities in our Pierce County communities, HCNW is continuously looking for homes to renovate. Our Down Payment Community Investment (DPCI) program offers no interest/no payment loans that payable when the home is refinanced, sold, or after a certain number of years. This type of investment supports family stability and resilience, wealth building, community stabilization and the creation of homes that are affordable. Without this program, the acquisition of an efficiently and functionally designed, quality-built, right-sized, affordable home to a well-qualified, moderate-income first-time homebuyer is almost impossible.

With money dedicated to DPCI first-time homebuyer assistance, the funds are directly invested in the family, the home, and the community. HCNW's DPCI assistance project supports responsible and immediately positive investment to provide housing and support the Lakewood community. DPCI loans would be fully repaid to the City of Lakewood by the first-time homebuyers.



HCNW proposes a two-year plan to work with four to eight (4 to 8) first-time homebuyer individuals and/or families to provide \$40,000 to \$80,000 in Down Payment Community Investment loans to each project participant, based on need, financial strengths, and other factors. The fully detailed plan would be finalized through a collaborative effort with City of Lakewood.

Cost: \$320,000

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#### SUMMARY

- 1. Financial Counseling for Lakewood LMIs \$180,000
- 2. Down Payment Community Investment \$320,000

**TOTAL: \$500,000**

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Fully sixty-one percent (61%) of American wealth is in home equity. Americans of color have only thirty-one percent (31%) percent of their wealth in home equity. People of color have had lower homeownership rates than whites. This is the continuing result of the legacy of discrimination and redlining, the illegal but once overtly common practice of denying mortgages, infrastructure, or other services to communities based on race, income, or location. Affordable housing is important to all Lakewood residents and communities. Secure, appropriate housing offers benefits for increased family stability, improved education opportunities and career advancement, better overall health, and reduced risks of homelessness. Safe, fully functional, affordable housing is a key factor in a community's vitality, diversity, equity and continued economic stabilization and growth. HCNW will continue to partner with City of Lakewood and other organization across Pierce County in its efforts to achieve affordable and attainable homeownership options for LMI individuals and families. The HCNW team responds to every inquiry about obtaining information about financial management, housing, and homeownership.





Homeownership Center Northwest appreciates the opportunity to provide ideas and input for the use of ARPA funds through the City of Lakewood. We value our strengthening partnership with City of Lakewood and stand ready to bring our best efforts to address the needs of the growing Lakewood community.

*David Puszczewicz*

David Puszczewicz  
Executive Director

**From:** Jason Gauthier [mailto:jgauthier@tpc-habitat.org]  
**Sent:** Friday, August 6, 2021 9:07 AM  
**To:** Tiffany Speir <tspeir@cityoflakewood.us>  
**Subject:** [POSSIBLE SPAM] Fw: Boat Street off-sites

**This email originated outside the City of Lakewood.**

Use caution when following links or opening attachments as they could lead to malicious code or infected web sites. When in doubt, please contact the HelpDesk.

- [helpdesk@cityoflakewood.us](mailto:helpdesk@cityoflakewood.us) ext. 4357

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Tiffany - wanted to share. I know Gomer mentioned the potential of doing full street improvements if the City wanted to fund it.

CM Farmer asked for this, so she'll be receiving a similar email with this info.

## Jason Gauthier

[He/Him]

Director of Operations & Government Affairs  
906-221-5382 [call/text]

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**From:** Gomer Roseman <[groseman@tpc-habitat.org](mailto:groseman@tpc-habitat.org)>  
**Sent:** Friday, August 6, 2021 6:53 AM  
**To:** Kevin Peterson <[kpeterson@tpc-habitat.org](mailto:kpeterson@tpc-habitat.org)>  
**Cc:** Jason Gauthier <[jgauthier@tpc-habitat.org](mailto:jgauthier@tpc-habitat.org)>  
**Subject:** RE: Boat Street off-sites

I did manage to go out to the site yesterday to walk the ground and gather some reconnaissance. This will take a little time, but Felix and I will prepare a proposal for these three options:

- A) All underground utilities with half street improvements on Boat St & 88<sup>th</sup> Ave Ct
- B) All underground utilities with full street improvements on Boat St & ¾ street improvements on 88<sup>th</sup>
- C) All underground utilities with full street improvements on Boat St & 88<sup>th</sup> Ave Ct

After taking a closer look, Option B makes the most sense to me. There are some grading issues on the east edge of the 88<sup>th</sup> right-of-way that would involve building a retaining wall – probably not worth the effort. A possible option D would be to fully improve all of Boat St – not just our frontage.

Gomer Roseman

Director of Site Development & Construction



## TPCHFH - LAND ACQUISITION PRO FORMA

Site - Boat St.

DEVELOPMENT COSTS		Number of Homes =	9	HOME	CDBG	SHOP	Habitat	Comments
LAND ACQUISITION								
	Environmental Assessment		\$900				\$900	
	Property Appraisal		\$750				\$750	
	Title Report & Closing Costs		\$5,300				\$300	
	Feasability Study		\$9,500				\$9,500	
	Relocation		\$0					
	Water Easement		\$3,000					
	Vacated Street Purchase		\$0					\$5/SqFt
	Land Purchase		\$260,000	\$260,000				
	Land Acquisition Total		\$279,450	\$260,000	\$0	\$0	\$11,450	
SOFT COSTS								
	Architect		\$0					
	Short Plat		\$10,370				\$10,370	
	Civil Engineering		\$75,000				\$75,000	Engineering+Sewer+Water Plans
	Land Survey		\$7,800				\$7,800	
	Geotechnical Engineering		\$2,000				\$2,000	
	Site Dev. Const Staking & As-Builts		\$24,000				\$24,000	
	Site Dev. Permits & Fees		\$9,420				\$9,420	Plus Lakewood Water Fees

Site Specific Re-Zone & C. Plan Amendment		\$9,746				\$2,000	
Bonds		\$0					
Soft Costs Total		\$138,336	\$0	\$0	\$0	\$130,590	
SITE DEVELOPMENT							
Demolition & Prep							
	Asphalt, Curb, Gutter & Sidewalk Removal	\$12,500			\$12,500		
	Building & Fence Demolition	\$0			\$0		
	Cleanup & Waste Removal	\$1,000			\$1,000		
	Special Mitigation - Asbestos, Lead, Oil Tanks, Etc.	\$0			\$0		
	Tree & Brush Removal	\$5,000			\$5,000		
	Demo. Permits & Fees	\$0					
	Demolition & Prep Subtotal	\$18,500	\$0	\$0	\$18,500	\$0	
On-Site Construction							
	Mobilization	\$8,000			\$8,000		\$3/unit, 70 units, 12 months
	Temp Fence	\$8,820					
	Clearing, Stockpile Soil, Haul Waste	\$0					
	T.E.S.C.	\$20,100			\$20,100		
	Earthwork & Grading	\$7,500			\$7,500		
	Common Utility Work	\$0					
	Site Fencing	\$12,000			\$12,000		\$24/LF-Wood (\$10/LF-Chain); 500LF
	Common Areas - Landscape, Lighting, Play-Spaces, Etc.	\$0					
	Storm Drainage	\$8,550					
	Private Street Work - Paving, Sidewalk, Etc.	\$14,765					
	On-Site Construcion Subtotal	\$79,735	\$0	\$0	\$47,600	\$0	
Off-Site Construction							
	Sanitary Sewer Extension	\$81,450	\$81,450				RPD vs LW
	Water Main Extension & Hydrants	\$56,350	\$56,350				
	Storm Drainage	\$37,225	\$37,225				
	Dry Utilities (Power, Gas, Tel)	\$0					
	Joint Utility Trench	\$9,950	\$9,950				

Earthwork & Grading	\$0					
Public Street Work - Paving, Sidewalk, Traffic Control, Etc.	\$56,860		\$56,860			
Street Lighting	\$0					
Off-Site Construction Subtotal	\$241,835	\$184,975	\$56,860	\$0	\$0	
Site Development Total	\$340,070	\$184,975	\$56,860	\$66,100	\$0	
HOME CONSTRUCTION						
GIK	\$12,564					
Building Permits	\$9,215					
Utility Fees - Meters, Connection Charges, Etc.	\$6,850					
Home Construction - Direct Labor	\$39,000					
Home Construction - Contract Labor and Materials	\$72,398					
Single Home Construction Total	\$140,026	\$0	\$0	\$0	\$0	
Project Home Construction Total	\$1,260,237	\$0	\$0	\$0	\$0	
DEVELOPMENT TOTALS						
Direct Project Cost Total	\$2,018,093	\$444,975	\$56,860	\$66,100	\$142,040	
Contingency (10%)	\$201,809	\$44,498	\$5,686	\$6,610	\$14,204	
Overhead (20% of Home Construction)	\$252,047	\$0	\$0	\$0	\$0	
Full Project Cost Total	\$2,471,950	\$489,473	\$62,546	\$72,710	\$156,244	
Cost Per Home	\$274,661	\$54,386	\$6,950	\$8,079	\$17,360	

**From:** Brian Humphreys  
**Sent:** Friday, August 6, 2021 9:46 AM  
**To:** Tiffany Speir <tspeir@cityoflakewood.us>  
**Subject:** Re: Business plan

Obviously the city would only be responsible for a portion of that.

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**From:** Tiffany Speir  
**Sent:** Friday, August 6, 2021 9:37 AM  
**To:** Brian Humphreys  
**Subject:** Re: Business plan

Any idea re cost for purchase?

Tiffany Speir  
City of Lakewood

On Aug 6, 2021, at 9:02 AM, Brian Humphreys <[bhumphreys@cityoflakewood.us](mailto:bhumphreys@cityoflakewood.us)> wrote:

So Springbrook Connections has been meeting with the Health Department about trying to raise money to purchase the community center building from Centerforce so they can maintain it and provide a permanent facility for the community in that neighborhood. They asked me to join a phone call yesterday they had and asked my opinion. I told them I couldn't speak for the City, but if I were them I'd try to piece together some ARPA funding for the purchase, but to be attractive for ARPA funding they would need to come up with a financial plan to demonstrate how this community center would be self-sustaining after the initial purchase was made. So they wrote up the attached document yesterday and sent it to me asking if I could get it to you to see if this is something the City might be interested in leveraging ARPA dollars for. Any thoughts?

Brian  
<Springbrook Community Center.docx>

## Springbrook Community Center

<b>Identity:</b> Springbrook Community Center (Springbrook Connections) will provide a space for residents to connect with each other, where they can access resources and services that are accessible, in a way that improves their quality of life and helps them thrive.	<b>Problem:</b> There is NO indoor community space for residents of the Springbrook neighborhood of Lakewood to gather. There is limited transportation in this geographically isolated area. Partnering agencies have no local space in which to offer their programs and services.
<b>Our solution:</b> Partner with the City of Lakewood and Pierce County to purchase the building located at 5204 Solberg Drive SW Lakewood WA 98499. With this purchase we could open a community center to provide the space that residents yearn for, where multiple organizations can provide services directly to the community.	<b>Target market:</b> Residents of Springbrook, and neighboring communities of Tillicum and Woodbrook.
<b>The competition:</b> This facility would be the only community center in Springbrook. There is friendly “coop-etition” from partners like United Way’s Center for Strong Families at Clover Park Technical College, but Springbrook is largely unserved there and both facilities would serve as referrals for the other. We will learn from similar community centers and apply best practices in a process of continuous improvement. While there is significant competition for contributed income, the case statement investments are strong and with a focused, coordinated approach, we know we will thrive.	<b>Revenue streams:</b> Once the facility is purchased, Springbrook Connections will fund ongoing maintenance and operations. We are completing a business plan with full details, and consulting with fundraising professionals to develop a robust funding strategy. Earned income will include lease agreements with partners utilizing the center, space rental, and community revenue. Income from the public sector (additional prospects include Pierce County, State of Washington and Tacoma-Pierce County Health Department) will leverage private philanthropy (foundation grants, corporate sponsors and donors).
<b>Marketing:</b> Springbrook Connections will utilize existing marketing strategies which include social media platforms, partnerships with organizations such as Lorene’s Place, Lakewood Rotary and Workforce Central, and door-to-door outreach. We will also add a mass texting platform in multiple languages to engage residents in being involved and in seeking services.	<b>Expenses:</b> <ul style="list-style-type: none"> <li>• Building purchase</li> <li>• Utilities</li> <li>• Maintenance, insurance</li> <li>• Staffing and program costs</li> </ul>
<b>Team and key roles:</b> Springbrook Connects Board and staff: Diane Formoso – President Kinney Knauls – Vice President John Giles – Treasurer Shawna Zimmerman- Community Outreach Yuni Medlin- Secretary Jesse Black – Director/Staff	<b>Proposed offerings:</b> <ul style="list-style-type: none"> <li>• Resource office with hours to meet resident needs</li> <li>• Community meeting space and rentals</li> <li>• Computer lab</li> <li>• Parenting, financial literacy and education classes</li> <li>• Clothing bank</li> <li>• Community meals and community garden</li> </ul>

## Lakewood Boys & Girls Clubs

### Teen Engagement & Mental Health Support Needs

Sep 1, 2021-June 30th, 2022

- **Teen Late nights:** This program is from 6:00-9:00 PM (goal is to offer 2x/month during the school year) and includes games, activities, snacks, and a meal provided by a local restaurant or prepared by our staff members. Teen Late Night encourages the development of youth in grades 6-12 by providing a safe environment, consistent adult involvement, and fun activities that foster excellence and a positive attitude. Specific activities focus on personal development including social skills, problem-solving techniques, communication skills, goal setting, and decision-making. They are designed to give young people the sense that they can achieve short- and long-term goals to lead a successful life. Health and fitness are an important part of Late Night. Activities such as sports tournaments and nutritious snacks encourage physical development and healthy life-styles. Also, through recreational activities, Late Night participants have fun while acquiring self-confidence, a sense of fair play and skills in interpersonal relationships. Examples of Late Night social recreation activities may include skits and plays, dances, movies, games, fine arts projects, and karaoke.

The following trainings will be offered to teens at the Boys & Girls Club and will be facilitated by [Dianna Sullivan](#) who serves as our Director of Family Support. Dianna is a licensed marriage and family therapist that has been leading the Trauma-Informed Approach framework for our organization.

- **Mental Health Supports**

- teen Mental Health First Aid:**

- Teaches high school students how to identify, understand and respond to signs of mental illnesses and substance use disorders among their friends and peers. The training gives students the skills to have supportive conversations with their friends and get a responsible and trusted adult to take over as necessary. It is designed to be delivered in schools or community sites in three interactive classroom sessions of 90 minutes each or six sessions of 45 minutes each.

- Talk Saves Lives (suicide prevention):**

- Talk Saves Lives is an education program that provides participants with a clear understanding of this leading cause of death, including the most up-to-date research on suicide prevention, and what they can do in their communities to save lives. Participants will learn common risk factors and warning signs associated with suicide, and how to keep themselves and others safe.

- 1 Youth Serving Organization including inviting Lakewood Youth City Council

- 3 90 minute sessions with Youth

- 1 Lakewood High School

- 3 90 minute sessions with youth

- Increase access for teens by providing transportation for Schools not currently provided to Boys & Girls Clubs**

**Total estimated cost: \$45,214**



**From:** Lew [mailto:[lew@vcvs.org](mailto:lew@vcvs.org)]  
**Sent:** Tuesday, July 27, 2021 3:18 PM  
**To:** Tiffany Speir <[tspeir@cityoflakewood.us](mailto:tspeir@cityoflakewood.us)>  
**Subject:** RE: ARPA Grant!

**This email originated outside the City of Lakewood.**

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When in doubt, please contact the HelpDesk.

- [helpdesk@cityoflakewood.us](mailto:helpdesk@cityoflakewood.us) ext. 4357

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Good afternoon Tiffany,

Violent Crime Victim Services has been cut \$250,000 from our VOCA (Victim Of Crime Act) budget. Our two-year reduced contract with VOCA started 07/01/2021 – June 30, 2023. Staff salaries have been reduced to half pay and hours decreased accordingly, and one victim advocate position has been eliminated. With a \$250,000 ARAP grant, we would be able to bring our staffing up to the level before the budget cuts and meet the demands of the state of the current violent crime level.

In terms of VOCA and its funding cuts, Congress just voted to fix the reasons behind the cuts. The President signed into law the crime bill to regulate future funding for community-based crime victim organizations. Nonetheless, it will take a couple of years to build up funding reserves to hold VOCA funding. Therefore, if VCVS is awarded \$250,000 from the Lakewood grant, we would be able to sustain the level of services to crime victims before COVID-19. The Lakewood region experiences violent crime; post-2020, our office sees an increase in violent crime in Lakewood.

Sincerely yours,



*Lew Cox*  
*Executive Director*  
*Violent Crime Victim Services*  
*1501 Pacific Avenue Suite 301*  
*Tacoma, WA 98402*  
[Lew@vcvs.org](mailto:Lew@vcvs.org)  
253-383-5254  
[www.vcv.org](http://www.vcv.org)

# **V I O L E N T C R I M E VICTIM SERVICES**

1501 Pacific Ave. Suite 301  
Tacoma, W A 98402  
253 383-5254

July 20, 2021

Tiffany Speir  
Long Range/Strategic Planning Manager  
City of Lakewood  
6000 Main St SW, Lakewood, WA 98499

## **Violent Crime Victim Services Requesting City of Lakewood ARPA Funding Funding Need Statement**

- Spike in the murder rate is 37%. The highest since 1998.
- Spike in the vehicular homicide rate.
- COVID-19 is a parcel of the cause of the high murder rate.
- VOCA (Victim of Crime Act) Budget cuts (\$150,000) annually.
- One victim advocate/researcher - Laid off due to budget cuts.
- Two staff - hours and salaries reduced by half.
- With the slash of hours, layoffs, and funding cuts, it is difficult for this agency to meet the current demands for victim services plus the needs due to the increase in homicide cases.

### **SERVICES AND PROGRAMS TO CO-VICTIMS OF HOMICIDE**

**INITIAL CONTACT:** Prosecutor's office, homicide detectives, counselors, hospitals, police chaplains.

**CRISIS INTERVENTION:** Providing crisis intervention to family and friends of the homicide victims, including... police investigation, the criminal justice system, victim's rights, bereavement, and Crime Victims Compensation.

**JUDICIAL PROCEEDINGS:** Advocates accompanying co-victims to legal proceedings, pre-trial, trials, and sentencings.

**SUPPORT GROUPS:** Peer support groups for co-victims of homicide to discuss their concerns, frustrations, grief recovery, and coping skills.

**REFERRALS TO:** Grief counselors, civil attorneys, the faith community, and other social services.

**SUPPLEMENTAL INFORMATION FOR APPLYING FOR CITY OF LAKEWOOD ARPA FUNDING**

Violent Crime Victim Services is a community-based organization that has provided direct services in Pierce County since 1991. VCVS has been providing services to the residents of Lakewood long before Lakewood became a city. VCVS partnered with Lakewood Police Chief Bret Farrar on high-profile murder cases when he was an active homicide detective with the Pierce County Sheriff's Department.

Lakewood Police Chief Bret Farrar contacted Violent Crime Victim Services after Maurice Clemmons's reign of terror act of murdering four Lakewood police officers. He asked for victim advocates from Violent Crime Victim Services to provide services to the officers' families and the Lakewood police department personnel. VCVS also provided years of bereavement services to the family of the Loomis Armored Car driver, who was robbed and murdered inside the Lakewood Walmart store. VCVS provided long-term assistance to the family of nine-year-old Cindy Allinger, who was raped and murdered in the Woodbrook area. The Allinger family had to endure a six-month death penalty.

Most murder cases that take place in Lakewood are not classified as high-profile in the news. Despite that, to the victim's family, a murdered loved one is high-profile to them. No matter the classification of a murder case, VCVS provides the same level of victim services no matter the circumstances.

All services are free of charge to co-victim of homicide.

Sincerely yours,



*Lew Cox*  
*Executive Director*  
*Violent Crime Victim Services*  
*1501 Pacific Avenue Suite 301*  
*Tacoma, WA 98402*  
*[Lew@vcvs.org](mailto:Lew@vcvs.org)*  
*253-383-5254*  
*[www.vcvs.org](http://www.vcvs.org)*



TO: Mayor and City Council

FROM: Mary Dodsworth, Parks, Recreation & Community Services Director

THROUGH: John Caulfield, City Manager *John F. Caulfield*

DATE: June 7, 2021

SUBJECT: Summer Youth Corp Program – Warriors of Change

ATTACHMENTS: Communities in Schools of Lakewood proposal

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**Summary:** Council suggested developing a summer youth corps employment program in Lakewood. As with all successful Lakewood programs, we reached out to our community partners to determine if other programs are already available and/or how we could help develop or support a new program to meet the needs of local youth. Communities in Schools of Lakewood (CIS) is working with the Clover Park School District (CPSD), the City, local businesses and colleges to support a summer youth program for Clover Park High School students. The program would provide academic support, project based learning, leadership opportunities, transition support after graduation, and research and community problem solving skills as they develop solution based projects and presentations. The program includes college student mentors so it would also support training and experience to Clover Park High School graduates and CIS past participants who are now college students. Funds would be used to cover the cost of student stipends, staffing and administration. Student stipends are a major program incentive which can reduce various barriers for students to participate in the program. Other partners include local credit unions who may help with financial literacy and transactions and various community experts who may support the community based problem solving mentoring and panel presentations. CPSD is providing paid teachers and facility support. The City would provide program funding and community collaboration support as needed throughout the program.

The six week program is due to begin June 21. Student stipends are a large portion of the project costs so if less students participated, program funding costs would be reduced. Also, we will work with CIS to consider other available funding sources to offset program costs.

See attached proposal along with a cost estimate. Staff will share more details regarding the program at the June 7 Council meeting.

**“Warriors of Change”**  
**A Lakewood Project-Based Leadership Development Experience Request for**  
**Summer 2021 Funding by Communities In Schools of Lakewood**

Warriors of Change 2021 will be the first-annual 6-week summer program that is “project-based leadership development experience” held at Clover Park High School June 21-July 30, 2021.

**Summary:** Approximately 80 Clover Park High School Students who are rising seniors (2021 summer will serve graduating class 2022 etc.) will have the *opportunity to be empowered leaders* by participate in community, project-based learning, leadership classes, and preparing them for their transitions their seniors and beyond. The Warriors of Change program will take place in the afternoon so students will also be able to participate in half-day credit-retrieval (\*as needed) with tutors and teachers supporting their completion.

**Need:** It is no question that this year has been challenging for the young people of Lakewood. Warriors of Change is an opportunity for next year’s leaders (seniors) at Clover Park High School to have an empowering leadership experience preparing them to take on the challenges in their life and in our community.

**Reducing Barriers and Increasing Participation:** Providing an end-of-program cash award (of \$500 per student) will reduce barriers to participation by negating some of the financial hardship that sometimes is created by a high-school students attending summer programming because they are often taking care of younger siblings, getting paid summer jobs or helping their family in other ways. The cash-incentive increases the investment in their education and future and provides opportunity for students to truly invest in themselves as leaders.

**Partnership:** The Warriors of Change program is facilitated in partnership with Clover Park School District, providing school-district teachers and staff to facilitate project-based learning and contracting with Quantum Learning to provide one-week of the “Keys to Leadership” leadership development program. Communities In Schools of Lakewood’s Program Coordinator is coordinating the program, with the support of a Site Coordinator staff and MSW Inter Alvaro Lara will be providing additional support to the program.

Additionally 8 college-students/CPHS graduates will be brought in to provide project-mentoring and support to the cohorts of high school students.

**Funding Request:** The Clover Park School District is providing funding for school- staff and teachers, facilitate costs, and the contract with Quantum Learning.

We request funding from the City of Lakewood for Communities In Schools of Lakewood portion of the Warriors of Change program and the cash-incentives for the student participants.

\$40,000	Student end-of-program cash incentives (\$500 each for 80 students)
8,000	Cohort-Mentor stipends (\$1,000 each for 8 college-age students)
4,800	Admin costs for managing student & mentors (10%)
9,150	Summer Program Coordinator Costs for 2 months (2 weeks planning + 6 week program)
6,500	Summer Site Coordinator Costs for 2 months
<b>\$68,450</b>	<b>Total Request Amount (for 2021*)</b>

\*Note: Warriors of Change 2021 is the pilot program of a 6-week leadership development project-based learning experience for Clover Park High School rising seniors, with the hope that the program can grow to expand and serve more students for future years.

**From:** Tho Kraus  
**Sent:** Monday, August 16, 2021 10:34 AM  
**To:** Tiffany Speir <tspeir@cityoflakewood.us>  
**Cc:** John Caulfield <JCaulfield@cityoflakewood.us>  
**Subject:** ARPA Grant Position - JUSTIFICATION

Hi Tiffany,

For justification of the position....

As long as the grant period is through 12/31/2026, it is recommended that the City hire a grant accountant to ensure compliance with financial accounting, auditing and interim/annual reporting. Below are the preliminary functions, subject to change to meet the accounting, auditing and reporting requirements of programs once the City Council approves the final allocation and programs are put in place. It is expected that the grant administration may extend beyond the year the funds are spent. Additionally, grant requirements, including accounting and reporting, have become increasingly complex as well as the financial systems to be required to be used to report such have had glitches and have taken some time and effort to access (this is true with existing grants).

- Coordinate with program manager/complete drawdown/request reimbursement through the appropriate financial system
- Prepare complex, detailed monthly, quarterly, and closeout financial reports for external funding agencies
- Reconcile grant budget to actual expenditures and prepare, review and post necessary adjusting journal entries to ensure that grants are not overspent and are in compliance with reporting requirements
- Reconcile subsidiary accounts to ensure proper accountability and reporting with outside agencies
- Determine the nature and extent of discrepancies and non-compliance and propose corrective action
- Review trial balance for correctness and compliance with external financial reporting requirements
- Independently review and gain thorough understanding of funding agency financial reporting requirements
- Communicate with and seek clarification of funding agency requirements when necessary and work with grant managers to ensure compliance
- Document all communication as it relates to clarification of requirements
- Review the general ledger at month end and prepare and post adjusting journal entries
- Analyze complex financial data and assist in the preparation of annual comprehensive financial report
- Advise manager and administrative staff on the financial status of programs and individual accounts as necessary
- Meet monthly reporting deadlines and ensure accuracy and completeness of the general ledger

- Communicate with Finance staff and program managers to coordinate the receipt of financial information necessary to ensure timely monthly closing of general ledger
- Stay up to date on changes in the Uniform Guidance and ensure the City is in compliance with requirements
- Assist in preparation of audit work papers for annual external financial statement audit
- Assist in preparation of financial statements and provide information for inclusion in the footnotes to the financial statements
- Work with the auditors to clear audit exceptions
- Prepare supplemental schedules and reconciliations on an as needed basis during audit
- Meet audit deadlines to ensure the timely issuance of annual audited financial statements
- Represent Finance in the event of field audits by granting agencies
- Coordinate with program manager/complete drawdown/request reimbursement through the appropriate financial system
- Assist program managers in answering financial questions regarding grants
- Manage other related grants and perform other similar and related duties as assigned.

Thanks,

Tho



**From:** Kenneth White

**Sent:** Monday, August 16, 2021 11:19 AM

**To:** Tiffany Speir <tspeir@cityoflakewood.us>; Mary Dodsworth <MDodsworth@cityoflakewood.us>; Scott Williams <SWilliams@cityoflakewood.us>

**Cc:** Tho Kraus <TKraus@cityoflakewood.us>

**Subject:** RE: Questions re IT needs that might be funded by ARPA

Tiffany,

There has not been any further discussion yet as to what exactly the council, City Manager or Clerk is looking at for expanded hybrid meetings. The Dais expansion would be a facilities request however there will be some additional costs to move, extend or add cabling although this can be a wide number until we know what the layout is. Has there been any discussion as to what the initial thoughts were for additional resources in the chamber? I haven't been included on the conversation so I can't give an amount without knowing more details. Will not be able to provide you cost estimates by tomorrow as we would need to get vendors involved for site survey and need more information as to what's needed.

As for the court, it's about \$133,000. Original quote was \$119,000 however costs have gone up on hardware and labor charges as that quote was from April, 2021 so we need to ensure we have some flexibility to cover any additional costs. Original Quote attached.

**Kenneth D. White | Chief Information Officer, Information Technology**

**City of Lakewood**

6000 Main Street SW | Lakewood, WA 98499

Ph: 253.983.7815 | Fax: 253.589.3774 | Cell: 253.255.4913

[kwhite@cityoflakewood.us](mailto:kwhite@cityoflakewood.us)

[www.cityoflakewood.us](http://www.cityoflakewood.us)



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**Municipal Court Video and Audio Equipment.** Municipal court submitted an application in the amount of \$119,438 to AOC (Administration of Court) for CARES funding for audio/video replacement. In summary, the request is to: replace existing audio solution with new technology to include wireless microphones, handheld & lapel microphones; implement wireless content sharing providing real time collaboration during court proceedings utilizing an AirMedia presentation gateway solution; replace existing overhead speakers with new units to eliminate any overhead feedback or squeal; replace existing amplifiers, signal processors and mixing hardware; build the system around digital audio recordings software (currently For the Record 'FTR'); implement new video solution to include cameras, digital display screens, remote streaming capability along with local recording options; implement new video solution which provides

enhanced streaming capability, numerous recording and archival options for long term storage of court proceedings & provide online; remote services and court proceedings for the public; add assistive listening technology; and comply with all state and federal guidelines pertaining to Covid-19.

**From:** Tiffany Speir

**Sent:** Monday, August 16, 2021 11:10 AM

**To:** Kenneth White <[KWhite@cityoflakewood.us](mailto:KWhite@cityoflakewood.us)>; Mary Dodsworth <[MDodsworth@cityoflakewood.us](mailto:MDodsworth@cityoflakewood.us)>; Scott Williams <[SWilliams@cityoflakewood.us](mailto:SWilliams@cityoflakewood.us)>

**Cc:** Tho Kraus <[TKraus@cityoflakewood.us](mailto:TKraus@cityoflakewood.us)>

**Subject:** RE: Questions re IT needs that might be funded by ARPA

**Importance:** High

Hello Ken and Scott – please send me any cost estimates (ballpark if need be) you can by noon tomorrow in order to have them included in the materials for the City Council discussion on 8/23.

City Allocations
City Council Chambers (IT for hybrid meetings; dais expansion)
City Hall Space Reorganization Analysis
City Reader Board(s)
Court Chambers (IT for hybrid proceedings)
Handwashing Facilities at City Parks
HVAC System Replacement with Bipolar Ionization

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Tiffany Speir\*, Esq., CPM®

Long Range/Strategic Planning Manager



<http://cityoflakewood.us/arpa/>

**From:** Kenneth White

**Sent:** Tuesday, August 10, 2021 8:52 AM

**To:** Mary Dodsworth <[MDodsworth@cityoflakewood.us](mailto:MDodsworth@cityoflakewood.us)>; Tiffany Speir <[tspeir@cityoflakewood.us](mailto:tspeir@cityoflakewood.us)>; Scott Williams <[SWilliams@cityoflakewood.us](mailto:SWilliams@cityoflakewood.us)>

**Cc:** Tho Kraus <[TKraus@cityoflakewood.us](mailto:TKraus@cityoflakewood.us)>

**Subject:** RE: Questions re IT needs that might be funded by ARPA

Please keep me in the loop on any reader board/sign project that spins up as we want to be sure we have the ability to connect to it via the network. I've done several of these in the past, the need for remote access is huge to include ease of updates.

Thanks!

**Kenneth D. White | Chief Information Officer, Information Technology  
City of Lakewood**

6000 Main Street SW | Lakewood, WA 98499

Ph: 253.983.7815 | Fax: 253.589.3774 | Cell:253.255.4913

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[www.cityoflakewood.us](http://www.cityoflakewood.us)



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**From:** Mary Dodsworth

**Sent:** Thursday, August 5, 2021 9:46 AM

**To:** Tiffany Speir <[tspeir@cityoflakewood.us](mailto:tspeir@cityoflakewood.us)>; Kenneth White <[KWhite@cityoflakewood.us](mailto:KWhite@cityoflakewood.us)>; Scott Williams <[SWilliams@cityoflakewood.us](mailto:SWilliams@cityoflakewood.us)>

**Cc:** Tho Kraus <[TKraus@cityoflakewood.us](mailto:TKraus@cityoflakewood.us)>

**Subject:** RE: Questions re IT needs that might be funded by ARPA

Tiffany – the idea of doing HVAC bipolar ionization was discussed but the HVAC coolers at City Hall are past their lifecycle and due to be replaced. Can we work on that rather than making a large investment in an upgrade to a system that will be replaced it in a year or so.... Scott can you please provide a quote regarding the cost. It will be a significant investment but justified with ARPA funds and I think we can include the bipolar ionization or like filtering with a new system.

Regarding reader board sign – I think Brynn did a presentation to Council last year regarding options / locations. Do you know if they made a decision on type, size or location(s)?

Thanks!

**From:** Mary McDougal  
**Sent:** Friday, August 13, 2021 8:39 AM  
**To:** Tiffany Speir <tspeir@cityoflakewood.us>  
**Subject:** RE: [Webinar] Obtaining American Rescue Plan Act money for HR modernization

Tiffany,  
Here's what I have:

The City currently uses NEOGOV to attract candidates for employment through GovernmentJobs.com, and screen candidates through the Insight Module. There are additional modules that would provide increased automation of HR processes, which is critical in managing remote or hybrid work groups, and which supports the City goal to move toward paperless processes:

- 1) The Onboard module would allow us to accelerate the onboarding process by providing new hires access to online forms before their start date;
- 2) The Perform module provides the framework for managers to track employee performance and provide continuous feedback, and generate reports and analytics to identify strengths and areas of opportunity for improvement;
- 3) The Learn module automates enrollment in both online and classroom training, and centralizes and tracks training across the organization.
- 4) eForms supports the Onboarding, Perform, and Learn modules through the necessary form completion and review/approval processes.

**One-time costs for training and setup for the Onboard, Perform, Learn, and eForms modules is estimated at \$16,000.**

**Annual subscriptions for those modules is estimated at just over \$45,000 as follows:**

Module Subscription	Total	One-time Training and Setup	Annual
Onboard		\$3,000.00	\$ 7,172.00
	\$10,172.00		
Perform		\$5,000.00	\$12,296.00
	\$17,296.00		
Learn		\$5,000.00	\$15,574.00
	\$20,574.00		
eForms		\$3,000.00	\$10,246.00
	\$13,246.00		

**Right now there is an incentive available through the end of September that reduces the first year subscription to 50% with a 3 year deal.**

Let me know if you have questions or need additional information.

Thanks,  
Mary

**From:** Tho Kraus  
**Sent:** Monday, August 16, 2021 10:04 AM  
**To:** Tiffany Speir <tspeir@cityoflakewood.us>  
**Cc:** John Caulfield <J.Caulfield@cityoflakewood.us>  
**Subject:** Body Camera - Updated Cost and Sources

Hi Tiffany,

Here is the updated table based on your presentation this morning.

The changes to this table include:

- 1) Costed out for the grant period ending 12/31/2026 expenditure cutoff
- 2) Show personnel is covered by ARPA funds per your presentation that we can “obligate” personnel resources (how do we show obligated for personnel costs – through the City Council spending plan, contract, other?)

	Year 1 2021	Year 2 2022	Year 3 2023	Year 4 2024	Year 5 2025	Year 6 2026	Total thru Grant Period
1-Time Cost	\$ 336,304	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 336,304
80 Body Cameras <sup>(1)</sup>	235,183	-	-	-	-	-	235,183
Servers for Video Storage	101,121	-	-	-	-	-	101,121
Ongoing Cost	\$ 40,380	\$ 293,573	\$ 305,756	\$ 318,549	\$ 331,981	\$ 346,084	\$ 1,636,323
1.0 FTE Records Specialist <sup>(2)</sup>	40,380	101,758	106,845	112,188	117,797	123,687	602,655
1.0 FTE Associate City Attorney <sup>(2)</sup>	-	141,908	149,003	156,453	164,276	172,489	784,129
Replacement Reserves <sup>(3)</sup>	-	49,908	49,908	49,908	49,908	49,908	249,540
Total Cost	\$ 376,684	\$ 293,573	\$ 305,756	\$ 318,549	\$ 331,981	\$ 346,084	\$ 1,972,627

*(1) Include cameras, docking stations, software with training and five year service plan*  
*(2) Office Assistant cost prorated at 5 months. Associate Attorney start date January 2022*  
*(3) Replacement reserves based on 5-year life, begin collections the year following equipment purchase.*


	\$20M Police Reform	ARPA*	Other	Total
1-Time Cameras & Video Storage	238,260	98,044	-	336,304
Personnel	-	1,386,783	-	1,386,783
Replacement Reserves	-	-	249,540	249,540
Total	238,260	1,484,827	249,540	1,972,627

\*Covered Period is March 3, 2021 through December 31, 2026.  
 Must return funds not obligated by December 31, 2024 and any funds not expended  
 to cover such obligations by December 31, 2026.

Thanks,

Tho



TO: Mayor and City Council  
FROM: Brynn Grimley, Communications Manager  
THROUGH: John J. Caulfield, City Manager   
DATE: May 26, 2020  
SUBJECT: Electronic reader board  
ATTACHMENTS: RPAI advertising agreement; Lakewood locator map

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At the request of the Lakewood City Council, research was conducted to determine the best location for an electronic reader board to promote city events.

In addition to identifying potential locations for an electronic sign, this memo details the current practices used to market city events, and outlines an opportunity to enter into an agreement with RPAI to advertise city events on the Lakewood Towne Center electronic reader board at Bridgeport Way and Lakewood Drive.

### **Existing event promotions**

The city promotes its events in the following ways:

- **Social media:** All city events are promoted across the city's social media accounts including four Facebook pages, Instagram, Twitter and LinkedIn.

In addition to promoting events frequently to the city's combined 34,000 Facebook followers, event listings are created with detailed information. People share these listings with friends, helping to spread the word. For major events like SummerFEST, the city uses paid advertising to extend promotions to the Seattle area and beyond.

As of mid-April 2020, the city's Facebook event listings for the Lakewood Night Market, Farmers Market and SummerFEST reached nearly 165,000 people combined. On average the city reaches more than 100,000 people for its SummerFEST event listing alone by the time the event happens in July.

- **Temporary electronic signs:** When available, the city uses its temporary electronic reader board signs at high-traveled intersections to promote events including the Lakewood Farmers Market, SummerFEST, Truck & Tractor Day and the annual Christmas Tree Lighting. In the past these signs have gone up in the right-of-way at Bridgeport Way and Pacific Highway.
- **Area reader boards:** The city already has one electronic reader board at the police station off Lakewood Drive and uses this to promote events. The city also coordinates with community partners to list upcoming city events on their reader board signs. Partners include:
  - Clover Park School District off Gravelly Lake Drive;
  - West Pierce Fire & Rescue at Steilacoom Boulevard; and
  - Allen Realtors off Gravelly Lake Drive.
- **General marketing:** The city uses multiple print and online resources, as well as radio and television to market its events.

City events are promoted in the Lakewood Connections Magazine mailed to 31,000 households and businesses, Lakewood's Promise newsletter distributed to families within the Clover Park School District and the Clover Park School District Inside Schools newsletter.

The city website has a dedicated City Events section, a rotating calendar and an online calendar.

Paid advertising appears in South Sound Magazine, Showcase Media and the Ranger newspaper group which reaches Joint Base Lewis-McChord families. The city's events also appear in these publications' online calendars and social media channels.

Other areas where the city's events are featured include Travel Tacoma-Mt. Rainier's online calendar and featured event listings, The Suburban Times and its online calendar, and roughly 14 other online calendars around the region.



Additionally, vendors share event information with their social media audiences and online clients to help promote events like the Farmers Market and SummerFEST. Specific to SummerFEST, the event is marketed by our radio partner across multiple stations and website calendar listings and social media accounts. The city also runs television advertising and this year could add a video promotion through YouTube.

Event banners are hung at Fort Steilacoom Park, Lakewood City Hall, on the fence of Park Lodge Elementary School facing Lakewood Towne Center and other temporary signs are placed at key locations throughout the city, including along our most traveled roads. Fliers are distributed to local businesses and are placed on bulletin boards at Starbucks, Moonrise Café, Jimmy Johns, the YMCA and other gathering places.

### **New opportunity**

Retail Properties of America Inc. (RPAI), maintains and operates a large electronic reader board at the Bridgeport Way entrance to the Lakewood Towne Center. The reader board is easy to read and promotes Lakewood Towne Center businesses, including activity at the Lakewood Playhouse.

RPAI has offered the opportunity for the city to advertise its events on the board at the price offered to Lakewood Towne Center tenants: \$300/month, or \$3,600 annually. This would be if the city opted to promote all of its events throughout the year. The non-tenant price is \$500/month.

### **Locations**

Should the City Council determine it wants to include the purchase of an LED electronic reader board in the 2021-2022 Biennial Budget, below is information on the most traveled intersections/ roadways, and a recommendation for placement.

Considerations when selecting locations include:

- Average daily traffic count;
- Whether location is at a stop light;
- Competition for attention (are there too many other signs in area?);
- Access to right-of-way for installation; and
- Zoning.

Other considerations:

Under the city's sign code electronic reader boards are allowed only in commercially zoned areas. If a location is selected that is not in a commercial zone, it is recommended the City Council rezone the parcel to Public Institutional to allow the sign.

If it is decided to place a sign in the public right-of-way, there is a possibility a private entity could also request to place a sign in the public right-of-way.

If the goal is to promote city events to the most people, the below locations have the highest average daily traffic counts, are located in a commercial zone and have public right-of-way space available:

- **South Tacoma Way north of 96th Street:** 33,075 average daily traffic. Five lane road with approximately 10 to 20 feet of right-of-way on the west side and three feet of right-of-way on the east side behind sidewalk. Zoned C2.
- **Steilacoom Boulevard east of Edgewater Drive:** 31,372 average daily traffic. Four lane road. Public right-of-way available. Zoned NC1.
- **Bridgeport Way north of 75 Street:** 30,594 average daily traffic. Five lane road. Minimal right-of-way behind sidewalks with a planter strip between the road and sidewalk on the east side. Zoned C2.

Additional locations along South Tacoma Way were reviewed and considered, however due to a high volume of existing signs, coupled with frequent turns and vehicle speeds, it was determined this stretch is not desirable.

Other considerations include Lakewood Municipal Code regulations around digital signs which state: "One digital sign is allowed per one hundred (100) feet of street frontage in nonresidential zones." (LMC 18A.100.050.D)

Roads with less traffic, but where either public right-of-way space exists, or where there is existing city property include:

- **Motor Avenue at Colonial Plaza near Gravelly Lake Drive:** No traffic counts available.
- **Lakewood City Hall:** Main Street between Gravelly Lake Drive and 108<sup>th</sup> Street sees between 8,094 and 10,070 cars daily.
- Landscaped strip at Gravelly Lake Drive and Nyanza Road that will be created if a new roundabout is installed. This area would need to be rezoned

Public Institutional from residential because digital signs are not allowed in residential zones. Average daily traffic at Gravelly Lake Drive north of Pacific Highway is 33,568.

### **Estimated Cost**

Accurate cost estimates are difficult to know without a higher level of detail, including location, total sign square footage, pixel selection and how the sign would be mounted.

A rough estimate is to assume \$2,000 per square foot for an LED sign, which is the most common electronic reader board sign on the market. The maximum size allowed in Lakewood is 40 square feet. At this price the total amount for the LED portion of the sign would be \$80,000. This does not include mounting or installation costs, or ongoing annual maintenance.

As a point of reference H&L Produce has a three-sided, 40-square foot LED sign with 10 mm pixels located at Lakewood Drive and 74<sup>th</sup> Street SW. That sign cost approximately \$135,000, according to the business owner.

A newly installed, two-sided 30-square-foot LED sign with 8 mm pixels recently installed at the Tacoma Boys location on 6<sup>th</sup> Avenue in Tacoma cost approximately \$160,000.

### **Recommendation/Next steps**

At this time it is not recommended to purchase an electronic reader board sign due to uncertainty around budget impacts tied to the potential lasting effects of COVID-19.

If the City Council has an interest in an electronic reader board or to use RPAI's existing reader board, it is recommended these requests be considered and prioritized as part of the 2021-2022 Biennial Budget process later this fall.

In the meantime, the city will continue to utilize the many existing marketing tools to promote city events.



# Lakewood Towne Center

## 2020 Advertising Opportunities



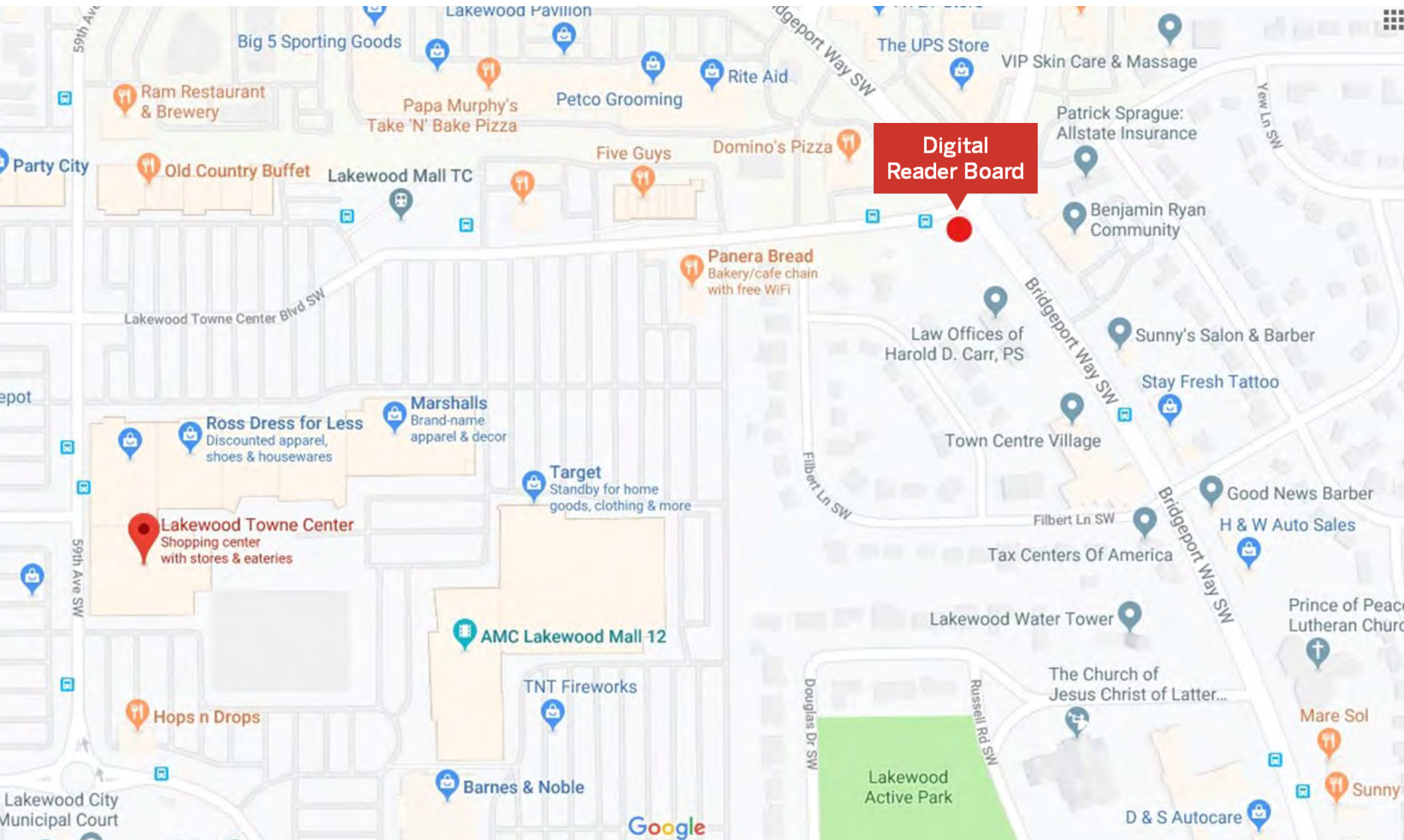
# DIGITAL ADVERTISING

## Digital Reader Board

- Advertise your brand or event on the busy intersection of Bridgeport Way and Lakewood Towne Center Blvd
- Highly effective and cost-efficient advertising with no production fees
- Unprecedented flexibility, vibrancy and real time messaging

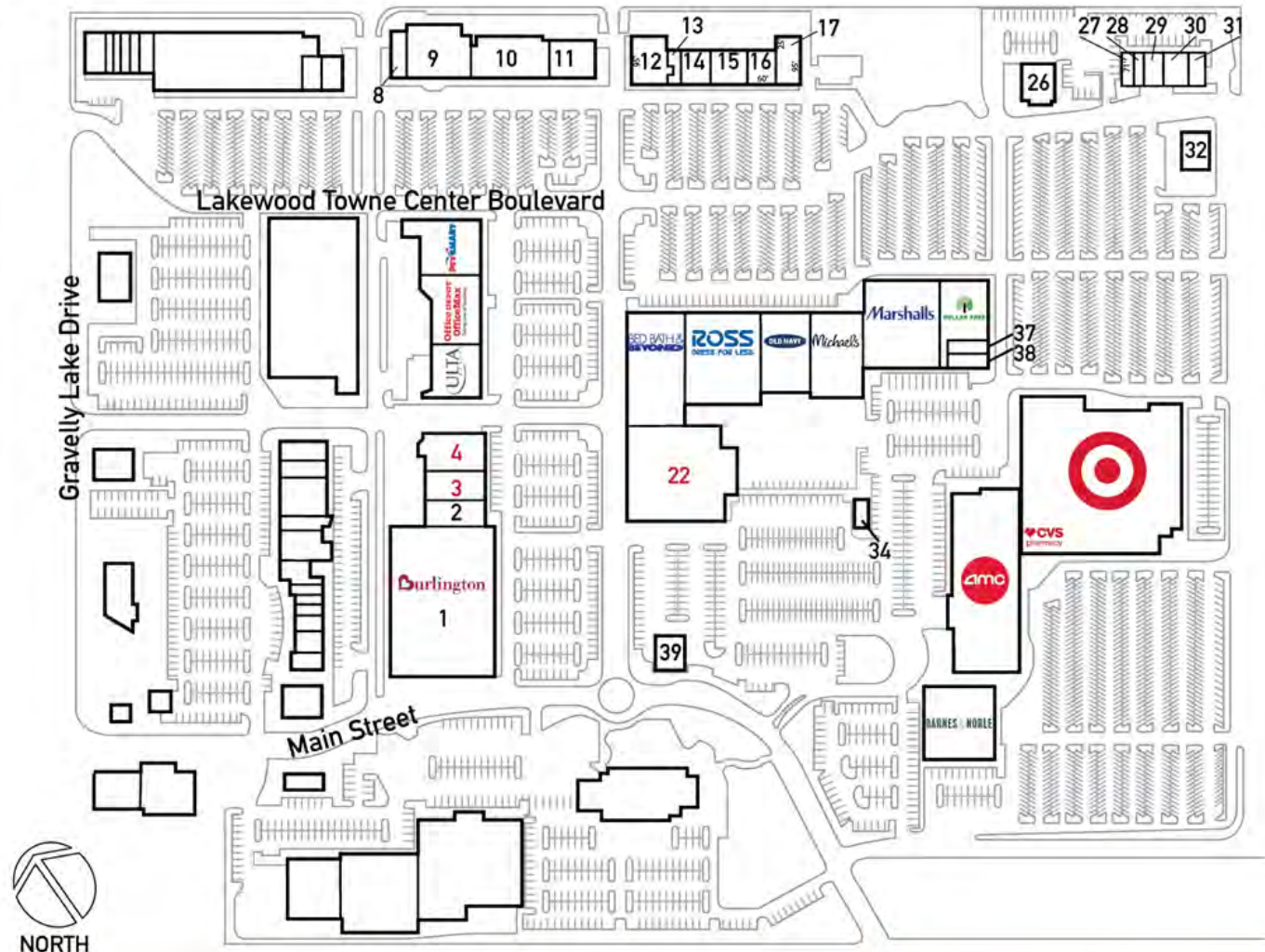


# Digital Reader Board - location





Unit#	Sq. Ft.	Tenant
1	70,533	Burlington Coat Factory
2	8,355	Famous Footwear
3	7,500	Available
4	9,300	Available
5	11,142	Ulta
6	18,000	Office Depot
7	19,089	PetSmart
8	1,750	Wingstop
9	20,219	24 Hour Fitness
10	15,564	Party City
11	9,450	Davita Dialysis Center
12	9,500	Old Country Buffet
13	1,095	Sky Nails
14	4,507	Catherines
15	5,530	Lane Bryant
16	4,200	rue21
17	4,275	Maurices
18	24,035	Michaels
19	16,172	Old Navy
20	30,151	Ross Dress For Less
21	30,530	Bed Bath & Beyond
22	45,005	Available
24	48,229	AMC
25	23,104	Barnes & Noble
26	5,120	La Palma Restaurant
27	1,750	Pizza Studio
28	1,400	GameStop
29	2,800	Five Guys Burgers & Fries
30	3,500	Gentle Dental
31	2,500	Sprint
32	5,200	Panera Bread
33		Target
34		Lakewood Towne Center Property Management Office
35	30,000	Marshalls
36	10,600	Dollar Tree
37	1,278	Great Clips
38	1,661	Chronic Tacos
39	4,500	Hop Jacks Restaurant



2019 Demographics	1-Mile	3-Mile	5-Mile
Total Population	10,604	88,377	220,165
5 Year Population Growth	3.48%	4.31%	4.95%
Average HH Income	\$63,860	\$68,377	\$74,027

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Center Size: 507,544 sf  
Asset Type: Community Center

Leasing Contact: Stacy Short  
Short@rpai.com | 855.247.RPAI

# DIGITAL AD PRICING



## Pricing

- \$500 per month
- 6-months+ term: \$300 per month



---

## Kim Fuhrman

VP, Marketing & Business Development

[Fuhrman@rpai.com](mailto:Fuhrman@rpai.com) | 410.336.3068

## Sam Stuba

Marketing Assistant

[Stuba@rpai.com](mailto:Stuba@rpai.com) | 630.634.4242

We welcome the opportunity to discuss our offerings with you at length. We are ready to partner with you to ensure your business thrives as a part of Lakewood Towne Center.

5731 Main St SW | Lakewood, WA 98499

*The retail at Lakewood Towne Center is owned, lease & managed by the affiliates of RPAI*

<https://www.shoplakewoodtownecenter.com/>



# Proposed electronic reader board locations



**From:** Tiffany Speir  
**Sent:** Monday, August 16, 2021 10:08 AM  
**To:** Tho Kraus <TKraus@cityoflakewood.us>  
**Subject:** RE: PRELIM Revenue Loss for FY Ended 2020 = \$3,797,405. Thanks.

Thank you

---

Tiffany Speir\*, Esq., CPM®  
Long Range/Strategic Planning Manager



<http://cityoflakewood.us/arpa/>

**From:** Tho Kraus  
**Sent:** Monday, August 16, 2021 10:08 AM  
**To:** Tiffany Speir <[tspeir@cityoflakewood.us](mailto:tspeir@cityoflakewood.us)>  
**Subject:** PRELIM Revenue Loss for FY Ended 2020 = \$3,797,405. Thanks.

# LAKEWOOD CITY COUNCIL GOALS

**Lakewood is a thriving, urban, South Puget Sound City, possessing the core values of family, community, education, economic prosperity, and the equitable delivery of municipal services. 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;
- That actively cultivates, embraces, and continually strives to create a more inclusive community with the equitable delivery of City services; 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 next two biennial budgets (2021-2022 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.

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, Lakewood 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 projects 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 non-motorized 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 transit, multimodal infrastructure, and new 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) principles.
- 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.
- E. Identify and implement new technologies and innovative programs that enhance municipal court services for the community and contract jurisdictions.

**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, meaningful civic participation, and enhances branding standards.
- 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.
- 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 and engagement with stakeholders, partners, and communities.**

- A. Expand meaningful, two-way communication and engagement 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 delivers equitable municipal services.*

**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 range 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.
- C. Increase the connectivity of people and places throughout the community to cultivate a "neighborhood-feel" using infrastructure improvements, design standard enhancements, and recreational amenities and event offerings.