



LAKEWOOD CITY COUNCIL STUDY SESSION AGENDA

Monday, June 26, 2023

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>

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Page No.

CALL TO ORDER

ITEMS FOR DISCUSSION:

- (3) 1. Review of Multifamily Tax Exemption Code. – (Memorandum)
- (9) 2. Review of Public Nuisance Code Amendments. – (Memorandum)
- (14) 3. Review of Tactical Tailor lease modification agreement. – (Memorandum)
- (25) 4. 2023-2024 Strategic Plan Update. – (Memorandum)

ITEMS TENTATIVELY SCHEDULED FOR JULY 3, 2023 REGULAR CITY COUNCIL MEETING:

- 1. Proclamation recognizing July as Parks and Recreation month.
– *Jason Gerwen, Parks and Recreation Advisory Board*
- 2. Business Showcase. – *Biscuit House*
- 3. Clover Park School District Report.
- 4. Authorizing the execution of a lease modification agreement with 107th Street Building, LLC for Tactical Tailor. – (Motion – Consent Agenda)
- 5. Approving the 2023-2024 Strategic Plan. – (Motion – Consent Agenda)

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.

6. Approving the 2023 Comprehensive Plan amendments. – (Ordinance – Regular Agenda)
7. Amending Lakewood Municipal Code Chapter 8.16 Public Nuisances. – (Ordinance – Regular Agenda)
8. Adopting the Six-Year (2024-2029) Transportation Improvement Program. – (Resolution – Regular Agenda)

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.



MEMORANDUM

TO: Lakewood City Council

FROM: John Caulfield, City Manager 

THROUGH: Becky Newton, Economic Development Manager, and Dave Bugher, Assistant City Manager/Community & Economic Development Director

DATE: June 26, 2023

SUBJECT: Amending the City's MFTE Code

Background: The 2021 Legislature passed Engrossed Second Substitution Senate Bill 5287 (E2SSB 5287) that made several changes to the Multifamily Tax Exemption (MFTE) program. This bill was effective July 25, 2021. The Department Director provided an overview to the City Council on January 24, 2022 and possible impacts to the City. As part of the 2024 Comprehensive Plan update, the City engaged BERK Consulting to provide recommended changes to the MFTE program for consideration. The Planning Commission reviewed BERK's recommendations, April 9, 2023. Thereafter, the Commission conducted a hearing, May 17, 2023, and made recommendations, June 7, 2023, in the form of a resolution which is attached.

Key Messaging: What follows is a table which outlines the current code, compares it to the Planning Commission recommendations, and staff comments, if any. However, before reviewing the table there are some key messages to pass along to the City Council:

- Lakewood does need to amend its current code to comply with state requirements.
- State's legislative update was to incentivize multifamily housing; increase densities; increase the production of market-rate workforce housing; develop permanently affordable housing opportunities; promote economic investment and recovery, and attempt create family-wage jobs.
- There are four state adopted options for the MFTE: 8-year market rate (encourages economic development); 12-year affordable (encourages rent restricted/affordable housing); 20-year rental (encourages longer term affordability; not applicable to Lakewood); and 20-year homeownership (requires 25% of units sold as permanent affordable units built or sold by a nonprofit).
- Planning Commission is a proponent of:
 - Retaining the program as an important economic development incentive to meet density requirements in existing residential target areas;
 - Removing barriers that prevent a developer from applying for the MFTE program, and increasing certainty for approval;
 - Increasing program efficiencies and creating a straight forward public facing manual that outlines the program, with an easy to follow checklist for developers;

- Expanded RTAs should be considered once the 2024 comprehensive plan has been completed; and
- Preparing an annual MFTE report that is submitted to the City Council.

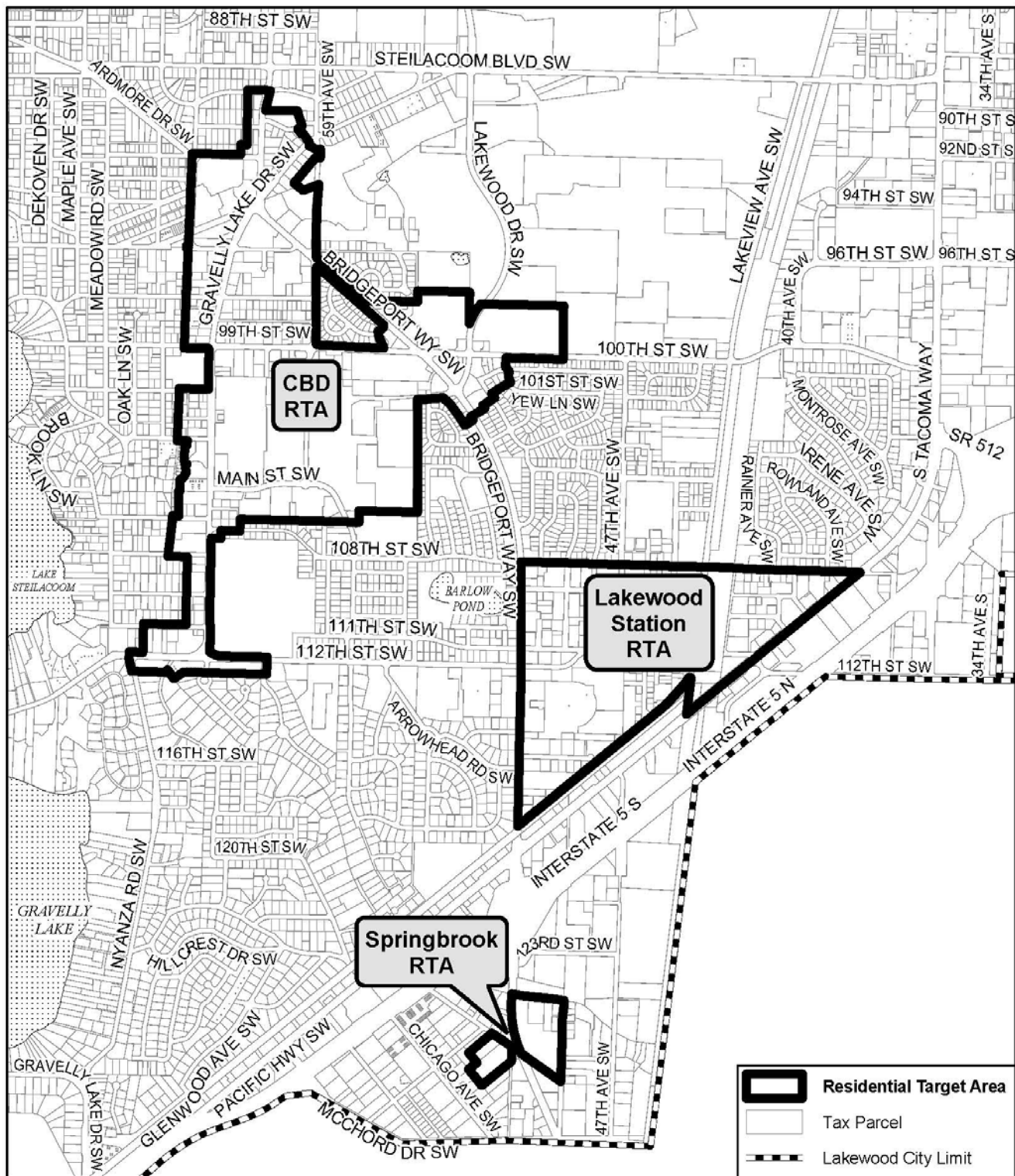
Table:

Current Lakewood MFTE	Planning Commission Recommendations / Observations	Staff Comments
<p>Project Size. The project must include at least four units of multifamily housing within a residential structure or as part of a mixed-use development. A minimum of four new units must be constructed or at least four additional multifamily units must be added to existing occupied multifamily housing. Existing multifamily housing that has been vacant for 12 months or more does not have to provide additional units so long as the project provides at least four units of new, converted, or rehabilitated multifamily housing.</p>	<ol style="list-style-type: none"> 1. No MFTE in “low density” areas (MF1, ARC, and NC1); if allowed in low density areas there should be some additional restrictions. 2. While consultant BERK recommended allowing the MFTE to apply to duplexes, the Planning Commission disagreed due to this being too much work for the developer. The Planning Commission does not support including duplexes in the MFTE program. 3. Increase minimum size to 15 units (keep it simple; 4 units is too small) 4. Provide clear requirements in the code for affordable unit designations: <ul style="list-style-type: none"> ▪ The Code should include provisions comparable to the requirements included in LMC 18A.90.050 to ensure that units are properly dispersed throughout the project and comparable to the sizes and appearances of the market-rate units. Be mindful of market and community needs in terms of unit types (i.e. there is currently a shortage of studio and 1-bedroom units). ▪ It should be specified whether parking costs are considered as part of affordability calculations for rent. 	<p>Concur.</p> <p>-----</p> <p>Staff would comment that if the City were to allow duplex density MFTEs, the amount of work for monitoring a smaller scale project is the same for a larger project.</p> <p>-----</p> <p>Agree with Commission on minimum size.</p> <p>-----</p> <p>LMC 18A.90.050 is scheduled to be amended as part of the 2024 Update; however, the Commission comments are worth noting.</p> <p>Dispersal requirements and parking costs can be inserted into the draft code, a deed restriction that accompanies project approval, or incorporated into the conditional certificate of approval project approval.</p>
<p>Permanent Residential Occupancy. At least 50</p>	<p>Retain 12-year MFTE, and add safeguards against affordable</p>	<p>Neutral on 12- versus 20-year options. Include a city</p>

Current Lakewood MFTE	Planning Commission Recommendations / Observations	Staff Comments
<p>percent of the space designated for multifamily housing must be provided for permanent residential occupancy, as defined in LMC 3.64.010.</p>	<p>units being sold for market rate. (Under current state law, the 12-year MFTE for owner-occupied units has no clear safeguards against owners of income-restricted units from selling these units at market rates).</p> <p>NOTE: BERK recommended removing the 12-year option for owner-occupied housing in favor of the 20-year approach. The Planning Commission noted that the 20-year approach is not currently being taken advantage of in this market.</p> <p>Generally, the Commission wants to improve program efficiencies and create a straight forward public facing manual, and checklist for developers.</p> <p>Additional Planning Commission comments:</p> <ul style="list-style-type: none"> ▪ We need more housing, including affordable. ▪ Increase non-profit partnerships, watch the market, and consider 20-year in the future. ▪ Affordable is difficult to pencil at 20%. ▪ MFTE framework is a substantial incentive and still is needed. ▪ Review housing needs and find out how cities and counties are using MFTE programs, ▪ Incentivize mixed use and consider other incentives. ▪ Not likely a developer will overbuild. ▪ The market still plays a major role in the development of housing. 	<p>approved deed restriction to provide safeguard.</p> <p>Two other comments: the MFTE program is currently subsidized by the General Fund; the state's new auditing requirements will impact staff resources.</p> <p>-----</p> <p>(NOTE: While 20-year option has yet to be used in Lakewood, we would recommend that it be included in any code update.)</p> <p>-----</p> <p>The City's MFTE program documents should be updated. The sate recently created a guidebook, which is available online. Once the Council updates the current code, the City would update its MFTE documents.</p> <p>-----</p>
<p>Compliance with Guidelines and Standards. The project must be designed to comply with the City's comprehensive</p>	<p>1. Include partial waivers of the Downtown Subarea Planned Action Transportation Fee.</p>	<p>The traffic mitigation fee is scheduled for review in 2024.</p> <p>-----</p>

Current Lakewood MFTE	Planning Commission Recommendations / Observations	Staff Comments
<p>plan, building, housing, and zoning codes, and any other applicable regulations in effect at the time the application is approved. Rehabilitation and conversion improvements, and new construction, must comply with Chapter 15.05 LMC. The project must also comply with any other standards and guidelines adopted by the City Council for the residential target area (RTA) in which the project will be developed.</p>	<p>2. Allow for flexibility in development standards regardless of inclusionary zoning participation.</p> <p>3. Identify the need for future in-lieu payment options for receiving bonus units under inclusionary zoning. Although an assessment of current feasibility suggest that bonus density can be challenging as an incentive, there is the potential that future market conditions could make bonus density more feasible in certain areas. The City should plan for future in-lieu payment options to allow the requirements under LMC 18.A.90.050 to be met if there is a perceived demand for increased height and density in the future.</p> <p>4. Provide clearer fee reductions. Under LMC 18A.90.070, qualified low-income housing units can receive reduced permit fees based on the percentage of affordable units included in a project. As it is likely that the proportion of low-income units provided in a new project will align with other characteristics, this fee reduction should be simplified, potentially only including reductions by affordable unit, or for projects that qualify for the MFTE.</p>	<p>Not in favor without further clarification. It could have significant impact on the subarea plans. All zoning districts would be subject to review under the 2024 Comprehensive Plan update. Further, City staff needs clarification on what type of inclusionary housing the Council desires.</p> <p>-----</p> <p>In-lieu payment options for receiving bonus units represents an amendment to the department's approved work plan, in addition to additional monitoring by the finance department. Proposal is a significant project.</p> <p>Again, LMC 18.A.90.050 is scheduled for amendment as part of the 2024 update.</p> <p>-----</p> <p>Concur on the need for simplification. (However, current Council policy requiring 85-percent cost recovery affects how fees are calculated.)</p>
<p><i>Application Procedure.</i></p>	<p>1. Maintain the 8-year MFTE to encourage redevelopment and housing growth in</p>	<p>Concur.</p>

Current Lakewood MFTE	Planning Commission Recommendations / Observations	Staff Comments
<p>An MFTE can be designated for either eight (8) or twelve (12) years.</p> <p>- The default length is eight years (8) successive years beginning January 1st of the year immediately following the calendar year of issuance of the certificate.</p> <p>- However, the MFTE length can be extended to twelve (12) years if: The applicant commits to renting or selling at least 20 percent of the multifamily housing units as affordable housing units to low- and moderate-income households; and The property satisfies that commitment and any additional affordability and income eligibility conditions adopted by the local government under LMC Chapter 3.64.</p> <p>In the case of projects intended exclusively for owner occupancy, the project may qualify for twelve (12) years' exemption solely through selling housing affordable to moderate-income households.</p>	<p>Downtown and Lakewood Station District Subareas.</p> <p>2. Change the application process to an administrative review/approval rather than a City Council review/approval process.</p> <p>Reasons to support:</p> <ul style="list-style-type: none"> ▪ Speeds up the application process; ▪ Some cities, not all, pass approval authority to a senior administrator or a department head, <i>provided there is a reporting requirement to elected officials.</i> ▪ Allows for minor project adjustment without requiring council approval. ▪ Potential for a Council to revoke MFTE can cause uneasiness with prospective developers to balk at MFTE projects. 	<p>-----</p> <p>No recommendation although as noted by the Commission, it would speed up the application approval process, and would support administrative adjustments.</p>
<p><i>Expand Residential Target Areas (RTAs).</i></p> <p>Current RTA map is found below.</p>	<p>1. At a later date and once the 2024 Comprehensive Plan Periodic Review and updated Tillicum Subarea Plans are completed, consider expanding areas to include Tillicum, Lakeview, and other multifamily areas close to commercial districts to meet the residential planning goals for each area.</p> <p>2. Consider displacement risks, particularly in low income areas (i.e., don't put existing low income units at risk for market rate apartments.)</p>	<p>Proposal represents an amendment to the department's future work plan.</p> <p>-----</p> <p>Comment noted.</p>



Residential Target Areas (RTA)


Map Date: October 22, 2019
 \Projects\CD\Maps\RTAs.mxd

This product was prepared with care by City of Lakewood GIS. City of Lakewood expressly disclaims any liability for any inaccuracies which may yet be present. This is not a survey. Datasets were collected at different accuracy levels by various sources. Data on this map may be shown at scales larger than its original compilation. Call 253-589-2489 for further information.



MEMORANDUM

TO: Lakewood City Council

FROM: John Caulfield, City Manager 

THROUGH: Dave Bugher, Assistant City Manager/Community & Economic Development Director

DATE: Study Session, June 26, 2023

SUBJECT: Amending Public Nuisance Code, LMC Title 8, Health and Safety

Background: Under the City's Rental Housing Safety Program (RHSP), Title 5, Chapter 5.60, we enforce through license revocation and citations. And if there are building safety issues, we can also enforce through Title 15, Buildings and Construction. However, every now and then, we run into situations with recalcitrant landlords with RHSP violations only.

To resolve a unique problem, it is recommended that the City Council consider amending Public Nuisances, Title 8, Chapter 8.16, by adding LMC Title 5, Chapter 5.60 Rental Housing Licensing.

The proposed amendment would address an uncommon type of violation, one we do not experience very often. But when we do, as an option or alternative, it can be an effective tool. Also, there are usually other outstanding property nuisances on the site as well. Common nuisances include debris, and junk and/or inoperable vehicles. In such cases, this proposal allows us to combine all violations under one nuisance action. The proposal is a procedural technique to address unusual situations, and to economize our work.

ORDINANCE NO. XXX

AN ORDINANCE OF THE CITY OF LAKEWOOD CITY
COUNCIL AMENDING TITLE 8 HEALTHY AND SAFETY,
CHAPTER 8.16, PUBLIC NUISANCES.

WHEREAS, RCW 35A.11.020, 35A.21.160, 35.22.280, and 35.23.440 grant cities specific authority to declare what shall be a nuisance and to abate same; and

WHEREAS public nuisances as defined in Lakewood Municipal Code (LMC), Title 8, Health and Safety, unreasonably diminish the quality of life of the citizens of Lakewood by creating conditions detrimental to the health and safety of Lakewood residents, to the environment, and to the right of all residents to use and enjoy their own property; and

WHEREAS, in the conduct of City Code administration there have been circumstances arise where specific types of rental housing violations remain unresolved; and

WHEREAS, rental housing violations, when left unresolved, undermine the purposes of the regulations and lead to inconsistent application of rental housing licensing in the City; and

WHEREAS, LMC Title 8, Health and Safety, is in need of a minor amendment to address rental housing violations as a means to improve the efficiency and effectiveness of the City's code enforcement process; and

WHEREAS, it is appropriate to update LMC Title 8, Health and Safety, and add to the list of declared public nuisances.

NOW THEREFORE, BE IT ORDAINED by the Lakewood City Council:

Section 1. The above recitals are hereby adopted as findings of fact.

Section 2. Chapter 8.16 of the Lakewood Municipal Code, Section 8.16.010 "Nuisances Affecting Public Health," is amended as set forth in Exhibit A, which is attached hereto and incorporated herein by reference.

Section 3. Severability: If any sections, sentence, clause or phrase of this Ordinance shall be held to be invalid or unconstitutional by a court of component jurisdiction, or its application held inapplicable to any person, property or circumstance, such invalidity or unconstitutionality or inapplicability shall not affect the validity or constitutionality of any other section, sentence, clause or phrase of this Ordinance or its application to any other person, property or circumstance.

Section 4. Effective Date: This Ordinance shall be in full force and effect thirty (30) days after publication of the Ordinance Summary.

ADOPTED by the Lakewood City Council on this 3rd day of July, 2023.

CITY OF LAKEWOOD

Jason Whalen, Mayor

Attest:

Briana Schumacher, City Clerk

Approved as to Form:

Heidi Ann Wachter, City Attorney

EXHIBIT "A"

8.16.010 Nuisances affecting public health.

The following specific acts, omissions, places, conditions and things are declared to be nuisances: the erecting, maintaining, using, placing, depositing, causing, allowing, leaving, or permitting to be or remain in or upon any private lot, building, structure, or premises, or in or upon any street, avenue, alley, park, parkway, or other public or private place in the City, any one or more of the following places, conditions, things or acts to the prejudice, danger, or annoyance of others:

- A. Excavations or naturally occurring holes, including, but not limited to, privies, vaults, cesspools, sumps, pits, wells or cisterns or any other similar conditions which are not secure and which constitute a concealed danger or other attractive nuisance;
- B. Any place where fighting between people or animals or birds is unlawfully conducted or allowed;
- C. Filthy, littered or trash-covered premises, including all buildings and structures thereon and areas adjacent thereto;
- D. Metal cans, steel or aluminum, bottles, glass, ashes, small pieces of scrap iron, wire, metal, articles, bric-a-brac, broken stone or cement, broken crockery, broken glass, broken plaster and all other trash or abandoned material unless the same are kept in covered bins or metal receptacles approved by the City; provided, that any such receptacles approved by the Pierce County Health Officer or designee shall be deemed approved by the City;
- E. Trash, litter, rags, debris, accumulations of empty barrels, boxes, crates, packing cases, mattresses, bedding, furniture and appliances, excelsior, packing hay, straw, or other packing material, lumber or construction material not neatly piled, scrap iron, ~~tin~~ and other metal not neatly piled which provides harborage for rodents, or other pests;
- F. Any unsightly and dangerous building, billboard or structure;
- G. All places used or maintained as junkyards or dumping grounds, or for the wrecking, disassembling, repair or rebuilding of automobiles, trucks, tractors or machinery of any kind, or for the storing or leaving of worn out wrecked or abandoned automobiles, trucks, tractors or machinery of any kind or of any of the parts thereof, or for the storing or leaving of any machinery or equipment used by contractors or builders or by other persons, excluding properly zoned and licensed wrecking yards, junkyards or machinery being used;
- H. The erection or use of any building, room, or other place in the city for exercise of any trade, employment, or manufacture which, by emitting noxious exhausts, particulate matter, offensive odors, or other related annoyances, is discomforting, offensive, or detrimental to the health of individuals or of the public;
- I. Garbage disposed of in any manner other than provided in the Sanitary Code;
- J. Garbage cans which are not impervious to rodent gnawing or do not have tight-fitting lids;
- K. Animal parts, manure, excreta, or wastes including bones, meats, hides, skins, or any part of any dead animal, fish, or fowl, which are improperly handled, contained, or removed

from a premises; placed in any watercourse, lake, or street; or allowed to become putrid, offensive, and injurious to the public health;

L. Storing or dumping of any poisonous or hazardous waste, material or substance in violation of Federal, Washington State, or Pierce County law that may cause contamination of soil, groundwater or surface water, or so as to allow uncontrolled access to it by any animal or person;

M. Real property in violation of Washington State's Hazardous Waste Cleanup - Model Toxics Control Act (MTCA), RCW Chapter 70.105D, excepting therefrom properties contaminated by the Asarco Tacoma Smelter Plume;

N. Blackberry vines or any tall grass or weeds over two feet in height which allow for rodent or pest infestation;

O. Grass clippings, cut brush or cut weeds which may create a fly or rodent harborage;

P. Nests, colonies, hives or apiaries of bees, Africanized honey bees, yellow jackets, hornets or wasps which are not in full compliance with Chapter 15.60 RCW or Chapter 16-602 WAC;

Q. Any accumulation of combustible, explosive or flammable substances which are stored in a way that poses a threat or danger to life or property; and

R. The parking or storage of vehicles on residentially zoned lots in violation of the parking regulations in this Code;

S. Any building or structure declared unsafe by the City Building Official, or that has been abandoned or unused for longer than 15 consecutive days and has deteriorated and become unsightly.

T. Any building or structure where construction was commenced and the exterior of the building or structure remains unfinished and the building permit has expired; or any building or structure that has been constructed or modified without permit;

U. Violation of any of the following City of Lakewood Municipal Codes: **Title 5, Chapter 5.60, Rental Housing;** Title 12, Public Works; Title 14, Environmental Protections; Title 15, Buildings & Construction; Title 17, Subdivisions; Title 18A, Land Use & Development Code, including all adopted Subarea Plans pursuant to the Washington Growth Management Act;

V. Any violation of the adopted Shoreline Management Code, Ordinance 718, or as hereafter amended;

W. Painting of vehicles unless conducted inside an approved spray booth and/or performed inside a structure or similarly enclosed area designed and approved for such purposes;

X. The production and/or processing of 15 or more marijuana or cannabis plants in any one housing unit other than a cooperative establishment pursuant to RCW 69.51A and/or the storage or growing of said plants if any portion of such activity can be readily seen by normal unaided vision or readily smelled from a public place or the private property of another housing unit.

Y. Causing or allowing any shopping cart to be abandoned on either public or private property.



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: June 26, 2023

Subject: Tactical Tailor Lease Amendment

Overview

In April, Tactical Tailor approached the City about a temporary deferment of lease payments for a year given they are experiencing some cash flow and hiring issues. We have developed a proposed lease amendment for City Council review as part of the City Council's June 26, 2023 study session.

The proposed amendment would reduce the monthly lease payment from \$18,000 per month to \$10,000 per month beginning in July 2023 through December 2025, a period of 2.5 years that results in a lease reduction of \$240,000. In addition, the term of the lease would be reduced by one year from December 2026 to December 2025 coupled with a specific timeline for Tactical Tailor to undertake that results in them locating new property to locate to, and returning the property back to City by the end of 2025.

The benefit to the City is guaranteed lease payment for 2.5 years since the current lease allows the tenant to terminate at any time. These lease payments were designated first to repay the City's interfund loan that was needed to fully finance the acquisition of the property in January 2022. This change in lease payments still results in that occurring, though instead of 2024, it would occur in 2025.

Attachment
Tactical Tailor First Lease Modification

Tables below reflect the reduced lease and lease end date. Does not take into consideration of CPI increases for lease payments after 2023.

Tactical Tailor Lease ORIGINAL			Interfund Loan \$ 593,801	Excess Lease Revenue For Future NCZ Purchase	
Payment #	Due Date	Lease Payment	Interfund Loan Balance	Set Aside by Year	Cumulative Balance
1	1/1/2022	\$ 6,600	\$ 587,201	\$ -	\$ -
2	2/1/2022	18,000	569,201	-	-
3	3/1/2022	18,000	551,201	-	-
4	4/1/2022	18,000	533,201	-	-
5	5/1/2022	18,000	515,201	-	-
6	6/1/2022	18,000	497,201	-	-
7	7/1/2022	18,000	479,201	-	-
8	8/1/2022	18,000	461,201	-	-
9	9/1/2022	18,000	443,201	-	-
10	10/1/2022	18,000	425,201	-	-
11	11/1/2022	18,000	407,201	-	-
12	12/1/2022	18,000	389,201	-	-
Year 1 - Total 2022		\$ 204,600	389,201	-	-
13	1/1/2023	\$ 18,000	\$ 371,201	\$ -	\$ -
14	2/1/2023	18,000	353,201	-	-
15	3/1/2023	18,000	335,201	-	-
16	4/1/2023	18,000	317,201	-	-
17	5/1/2023	18,000	299,201	-	-
18	6/1/2023	18,000	281,201	-	-
19	7/1/2023	18,000	263,201	-	-
20	8/1/2023	18,000	245,201	-	-
21	9/1/2023	18,000	227,201	-	-
22	10/1/2023	18,000	209,201	-	-
23	11/1/2023	18,000	191,201	-	-
24	12/1/2023	18,000	173,201	-	-
Year 2 - Total 2023		\$ 216,000	173,201	-	-
25	1/1/2024	\$ 18,000	\$ 155,201	\$ -	\$ -
26	2/1/2024	18,000	137,201	-	-
27	3/1/2024	18,000	119,201	-	-
28	4/1/2024	18,000	101,201	-	-
29	5/1/2024	18,000	83,201	-	-
30	6/1/2024	18,000	65,201	-	-
31	7/1/2024	18,000	47,201	-	-
32	8/1/2024	18,000	29,201	-	-
33	9/1/2024	18,000	11,201	-	-
34	10/1/2024	18,000	-	6,799	6,799
35	11/1/2024	18,000	-	18,000	24,799
36	12/1/2024	18,000	-	18,000	42,799
Year 3 - Total 2024		\$ 216,000	-	42,799	42,799
37	1/1/2025	\$ 18,000	\$ -	\$ 18,000	\$ 60,799
38	2/1/2025	18,000	-	18,000	78,799
39	3/1/2025	18,000	-	18,000	96,799
40	4/1/2025	18,000	-	18,000	114,799
41	5/1/2025	18,000	-	18,000	132,799
42	6/1/2025	18,000	-	18,000	150,799
43	7/1/2025	18,000	-	18,000	168,799
44	8/1/2025	18,000	-	18,000	186,799
45	9/1/2025	18,000	-	18,000	204,799
46	10/1/2025	18,000	-	18,000	222,799
47	11/1/2025	18,000	-	18,000	240,799
48	12/1/2025	18,000	-	18,000	258,799
Year 4 - Total 2025		\$ 216,000	-	216,000	258,799
49	1/1/2026	\$ 18,000	\$ -	\$ 18,000	\$ 276,799
50	2/1/2026	18,000	-	18,000	294,799
51	3/1/2026	18,000	-	18,000	312,799
52	4/1/2026	18,000	-	18,000	330,799
53	5/1/2026	18,000	-	18,000	348,799
54	6/1/2026	18,000	-	18,000	366,799
55	7/1/2026	18,000	-	18,000	384,799
56	8/1/2026	18,000	-	18,000	402,799
57	9/1/2026	18,000	-	18,000	420,799
58	10/1/2026	18,000	-	18,000	438,799
59	11/1/2026	18,000	-	18,000	456,799
60	12/1/2026	18,000	-	18,000	474,799
Year 5 - Total 2026		\$ 216,000	-	216,000	474,799

Tactical Tailor Lease PROPOSED			Interfund Loan \$ 593,801	Excess Lease Revenue For Future NCZ Purchase	
Payment #	Due Date	Lease Payment	Interfund Loan Balance	Set Aside by Year	Cumulative Balance
1	1/1/2022	\$ 6,600	\$ 587,201	\$ -	\$ -
2	2/1/2022	18,000	569,201	-	-
3	3/1/2022	18,000	551,201	-	-
4	4/1/2022	18,000	533,201	-	-
5	5/1/2022	18,000	515,201	-	-
6	6/1/2022	18,000	497,201	-	-
7	7/1/2022	18,000	479,201	-	-
8	8/1/2022	18,000	461,201	-	-
9	9/1/2022	18,000	443,201	-	-
10	10/1/2022	18,000	425,201	-	-
11	11/1/2022	18,000	407,201	-	-
12	12/1/2022	18,000	389,201	-	-
Year 1 - Total 2022		\$ 204,600	389,201	-	-
13	1/1/2023	\$ 18,000	\$ 371,201	\$ -	\$ -
14	2/1/2023	18,000	353,201	-	-
15	3/1/2023	18,000	335,201	-	-
16	4/1/2023	18,000	317,201	-	-
17	5/1/2023	18,000	299,201	-	-
18	6/1/2023	18,000	281,201	-	-
19	7/1/2023	10,000	271,201	-	-
20	8/1/2023	10,000	261,201	-	-
21	9/1/2023	10,000	251,201	-	-
22	10/1/2023	10,000	241,201	-	-
23	11/1/2023	10,000	231,201	-	-
24	12/1/2023	10,000	221,201	-	-
Year 2 - Total 2023		\$ 168,000	221,201	-	-
25	1/1/2024	\$ 10,000	\$ 211,201	\$ -	\$ -
26	2/1/2024	10,000	201,201	-	-
27	3/1/2024	10,000	191,201	-	-
28	4/1/2024	10,000	181,201	-	-
29	5/1/2024	10,000	171,201	-	-
30	6/1/2024	10,000	161,201	-	-
31	7/1/2024	10,000	151,201	-	-
32	8/1/2024	10,000	141,201	-	-
33	9/1/2024	10,000	131,201	-	-
34	10/1/2024	10,000	121,201	-	-
35	11/1/2024	10,000	111,201	-	-
36	12/1/2024	10,000	101,201	-	-
Year 3 - Total 2024		\$ 120,000	101,201	-	-
37	1/1/2025	10,000	91,201	\$ -	\$ -
38	2/1/2025	10,000	81,201	-	-
39	3/1/2025	10,000	71,201	-	-
40	4/1/2025	10,000	61,201	-	-
41	5/1/2025	10,000	51,201	-	-
42	6/1/2025	10,000	41,201	-	-
43	7/1/2025	10,000	31,201	-	-
44	8/1/2025	10,000	21,201	-	-
45	9/1/2025	10,000	11,201	-	-
46	10/1/2025	10,000	1,201	8,799	8,799
47	11/1/2025	10,000	-	10,000	18,799
48	12/1/2025	10,000	-	10,000	28,799
Year 4 - Total 2025		\$ 120,000	-	28,799	28,799

FIRST LEASE MODIFICATION AGREEMENT

This First Lease Modification Agreement, (the “**Agreement**”), made and entered into this _____ day of July 2023, (the “**Effective Date**”) by and between the CITY OF LAKEWOOD, a Washington municipal corporation (the “**Landlord**”) and 107th STREET BUILDING, LLC, a Washington limited liability company (the “**Tenant**”).

RECITALS:

1. Pursuant to that certain Real Estate Purchase and Sale Agreement dated January 20, 2022, as amended, (the “**Purchase Agreement**”), Landlord purchased from Tenant real property and improvements located in Pierce County, Washington (the “**Premises**”). In connection with the Purchase Agreement, Landlord and Tenant entered into that certain Lease dated January 20, 2022 (the “**Lease**”) to facilitate operation of Tenant’s manufacturing and retail business commonly known as “Tactical Tailor” within improvements located on the Premises.
2. Under Section 1.4 of the Lease, the monthly Base Rent is \$18,000.00. Tenant was in arrears to Landlord \$169,822.56 in unpaid Rent under the Lease, including associated unpaid taxes and insurance costs.
3. Tenant paid to Landlord unpaid Rent due under the Lease in the amount of \$169,822.56 on May 30, 2023.
4. Landlord desires to decrease the lease term and Tenant agrees to shorten lease term in exchange for certain rent concessions.
5. Accordingly, the parties wish to modify the Lease on the terms and conditions set forth herein.

WITNESSETH

Now, therefore, in consideration of the promises, covenants, and agreements hereinafter set out, it is agreed by and between the parties as follows:

1. Definitions. All initially capitalized terms used herein, unless otherwise specified, shall have the meanings ascribed to them in the Lease.
2. Base Rent. Landlord and Tenant agree to waive \$8,000 of the monthly Base Rent, as defined in Section 1.4 of the Lease beginning July 1, 2023 through the remainder of the Lease Term, as amended herein, contingent on Tenant’s satisfaction of the conditions set forth in Section 4 below (Making effective Base Rent \$10,000 per month). Failure to satisfy any or all of the conditions will result in the loss of the rent waiver and all amounts previously waived will become due and payable immediately, together with interest accruing at 12% per annum from the date the waived rent was originally due.
3. Consideration. In consideration for Landlord’s grant of the monthly Base Rent waiver as described in Section 3 above, Tenant agrees to the following conditions:

- i. Term. The Term, as defined in Section 1.3 of the Lease, is hereby reduced by one (1) year making the Termination Date the last day of the forty-eighth (48th) full calendar month following the Commencement Date.
- ii. Return of the Premises. Tenant shall obtain, and provide Landlord with satisfactory evidence as reasonably determined by Landlord, each of the following:
 1. On or before July 15, 2023 Tenant will contract with a real estate agent who will assist Tenant with securing a new location for the operation of Tactical Tailor; and
 2. Tenant agrees to work with Landlord, real estate agent and all parties involved to secure a suitable site within Pierce County, and to complete all necessary actions to relocate the business and all of its contents to an alternative location in Pierce County with preference to locations in the City of Lakewood; and
 3. Deliver the Premises back to Landlord on or before January 20, 2026.
4. Facsimile Signatures. Agreement may be executed in any number of counterparts, each of which is deemed an original. The counterparts together constitute one agreement. Any signature on a copy of this Agreement or any document necessary or convenient thereto sent electronically and/or by fax is binding upon transmission and such copy may be used for the purposes of this Agreement.
5. Entire Agreement. Except as expressly modified and amended by this Agreement, the terms and conditions of the Lease continue in full force and effect; provided, however, that in the event of any conflict in the provisions of the Lease and the provisions of this Agreement, the provisions of this Agreement govern and control.

[Signatures follow]

In Witness whereof, the parties hereto have executed the above and foregoing instrument the day and year above written.

LANDLORD:

CITY OF LAKEWOOD

By: _____
John J. Caulfield
Its: City Manager

TENANT:

107th STREET BUILDING, LLC

By:  _____
Casey R. Ingels
Its: CEO and Manager

Approved as to form:

[Acknowledgements follow]

Heidi Ann Wachter, City Attorney

Attest:

Briana Schumacher, City Clerk

STATE OF WASHINGTON)
) ss.
COUNTY OF PIERCE)

On this _____ day of _____, 2023, before me personally appeared JOHN J. CAULFIELD, to me known to be the CITY MANAGER of the CITY OF LAKEWOOD, the Washington municipal corporation that executed the within and foregoing instrument, and acknowledged said instrument to be the free and voluntary act and deed of said municipal corporation, for the uses and purposes therein mentioned, and on oath stated that he was authorized to execute said instrument on behalf of said municipal corporation.

In witness whereof, I have hereunto set my hand and affixed my official seal the day and year first above written.

(Print Name)
NOTARY PUBLIC in and for the
State of Washington, residing at

My appointment expires _____

STATE OF WASHINGTON)
) ss.
COUNTY OF PIERCE)

On this 13th day of June, 2023, before me personally appeared CASEY R. INGELLS, to me known to be the CEO and MANAGER of 107th STREET BUILDING, LLC, the limited liability company that executed the within and foregoing instrument, and acknowledged said instrument to be the free and voluntary act and deed of said limited liability company, for the uses and purposes therein mentioned, and on oath stated that he was authorized to execute said instrument on behalf of said limited liability company.

In witness whereof, I have hereunto set my hand and affixed my official seal the day and year first above written.



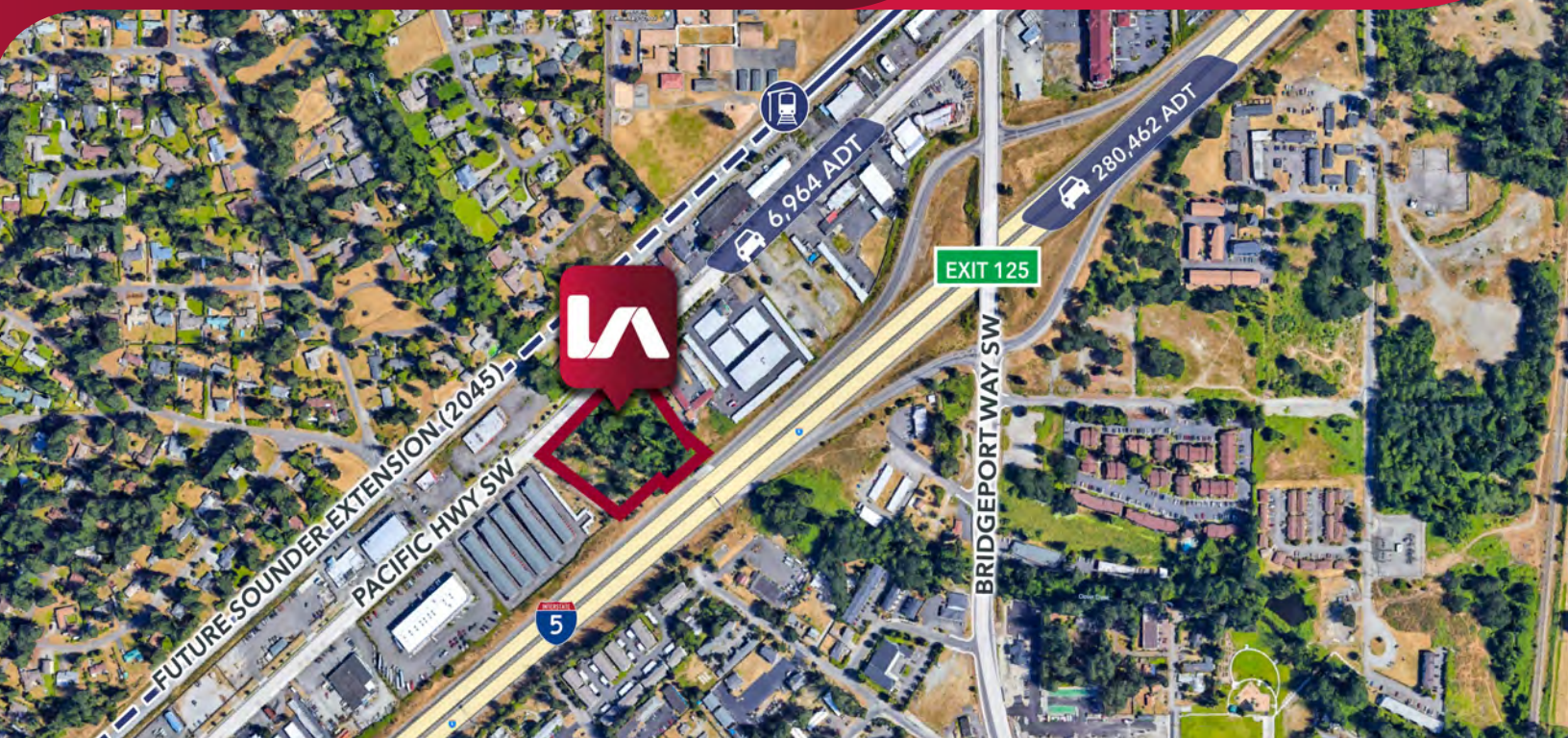
Vanessa E. Moore

(Print Name)
NOTARY PUBLIC in and for the
State of Washington, residing at
Lakewood
My appointment expires _____

Land for Sale

I-5 FRONTAGE DEVELOPMENT SITE

12221-12311 Pacific Hwy SW, Lakewood, WA 98499



PREMIUM VISIBILITY DEVELOPMENT SITE

Premium visibility site with 430' of frontage on Pacific Hwy and 360' on I-5. Flexible C-1 (City of Lakewood) allows for a myriad of commercial uses. Prospective buyers will benefit from over 285,000 vehicles per day between I-5 and Pacific Hwy. Not suitable for industrial uses due to required $\pm 250'$ creek setback. Commercial uses likely only require 68'-72' setback.

AVAILABLE SF	$\pm 20,043 - 130,507$ SF
ZONING	C-1, City of Lakewood
SALE PRICE	\$1,700,000

PARCELS

021911-8034	29,472 SF	12311 Pacific Hwy SW
021911-8035	31,680 SF	12321 Pacific Hwy SW
021911-8036	20,043 SF	12221 Pacific Hwy SW
021911-8037	49,312 SF	Creek / Wetland Tract



CONTACT

John Bauder

jbauder@lee-associates.com

D 253.238.0043

Harrison Laird

hlaird@lee-associates.com

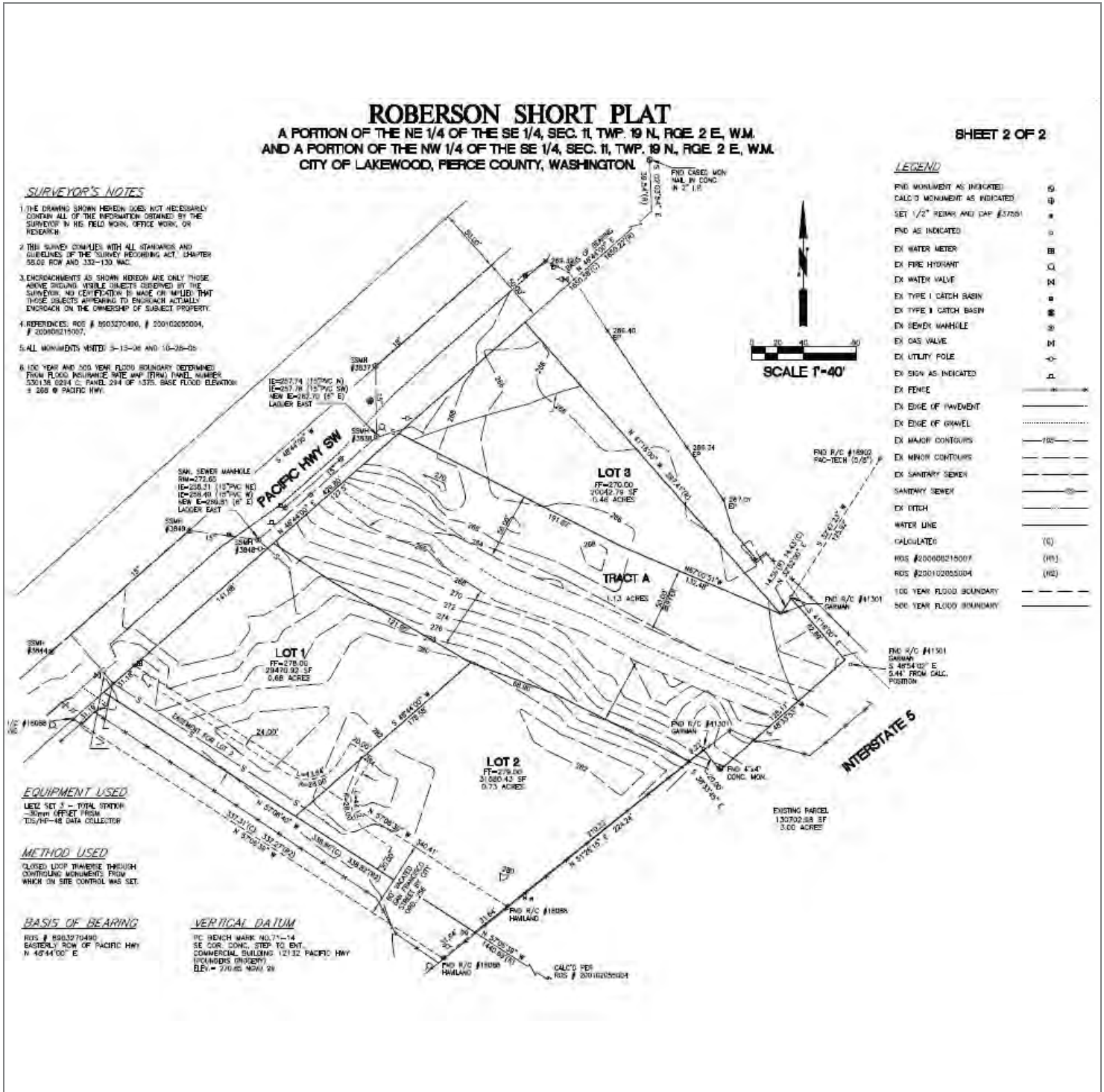
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We obtained the information above from sources we believe to be reliable. However, we have not verified its accuracy and make no guarantee, warranty or representation about it. It is submitted subject to the possibility of errors, omissions, change of price, rental or other conditions, prior sale, lease or financing, or withdrawal without notice. We include projections, opinions, assumptions or estimates for example only, and they may not represent current or future performance of the property. You and your tax and legal advisors should conduct your own investigation of the property and transaction.

Land for Sale

I-5 FRONTAGE DEVELOPMENT SITE

12221-12311 Pacific Hwy SW, Lakewood, WA 98499



CONTACT

John Bauder

jbauder@lee-associates.com

D 253.238.0043

Harrison Laird

hlaird@lee-associates.com

D 253.238.0044

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FOR SALE

Steele Street Lots

STEELE ST S & 116TH ST S | TACOMA, WA



Corner Lot at Stoplight

LOT 3 ±70,000 SF, can be subdivided

LOT 4 ±40,000 SF

ZONED CE

CONVENIENT access to Hwy-512 & I-5

PROXIMITY to Joint Base Lewis
McChord and Pacific Lutheran
University

FRONTAGE on Steele St

WILL build-to-suit

APPROXIMATELY 40,000 AADT

LOT 3 offered at \$1,368,000

LOT 4 offered at \$600,000

DEMOGRAPHICS

	1 Mile	3 Miles	5 Miles
Population	10,034	94,139	251,762
Median HH Income	\$41,166	\$44,610	\$52,625

JEFF KRAFT
253.722.1405
jeff.kraft@kidder.com

KIDDER.COM

This information supplied herein is from sources we deem reliable. It is provided without any representation, warranty, or guarantee, expressed or implied as to its accuracy. Prospective Buyer or Tenant should conduct an independent investigation and verification of all matters deemed to be material, including, but not limited to, statements of income and expenses. Consult your attorney, accountant, or other professional advisor.

**Kidder
Mathews**

FOR SALE

Steele Street Lots

STEELE ST S & 116TH ST S | TACOMA, WA



KIDDER.COM

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km Kidder
Mathews



TO: Mayor, Deputy Mayor, and City Councilmembers

FROM: Michael Vargas, Assistant to the City Manager/Policy Analyst

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

DATE: June 26, 2023

SUBJECT: 2023-2024 Strategic Plan Update

ATTACHMENTS: 2023-2024 Strategic Plan

Background: The City Council adopted the 2018-2020 Strategic Plan and the 2018-2020 City Council Goals via Motion No. 2018-30 at the June 4, 2018 regular meeting. Since then, the City Council adopted the 2021-2024 City Council Goals via Motion No. 2021-39 at the June 21, 2021 regular meeting. Both sets of City Council Goals were produced via multiple City Council goal setting retreats throughout the years. The Strategic Plan summarizes the overall strategic implementation of the City Council Goals by the City government.

As a follow up to the adoption of the 2021-2024 City Council Goals in June 2021, a corresponding 2021-2024 Strategic Plan was to be developed. However, due to competing priorities, development was delayed until recently. This resulted in the 2023-2024 Strategic Plan.

Strategic Plan Structure: The 2023-2024 Strategic utilizes the same format as the 2018-2020 Strategic Plan. Namely, the Strategic Plan provides an overview of the history of Lakewood, the promises of incorporation, and Lakewood resident and business demographics. The Strategic Plan also presents the six City Council Goals, along with corresponding Objectives and Strategies for each, which City departments take the lead on implementation, as well as key highlights in each City Council Goal areas to include Economic Development, Dependable Infrastructure, Public Safety, Fiscal Accountability, Transparency, and Robust & Active Community.

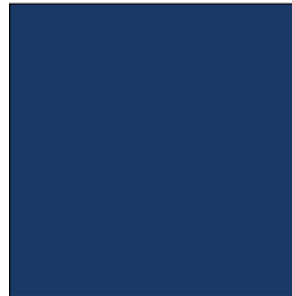
Updates have been made to all sections to reflect the current work of the City, recent developments in the City, and strategic changes include the following:

- The Promises of Incorporation now reflect the original set of policy areas, to include Land Use, Public Safety, Fiscal Responsibility, and Parks and Recreation
- A new Human Services section that communicates the City's long-held commitment to human services funding and partnerships over the years
- A new Diversity, Equity, and Inclusion section to tell the story of DEI work in the City, such as the creation of the City's DEI Strategic Plan
- Updated font, color, brand, to align with new City of Lakewood Brand Guide
- Updated Goals/Objective/Strategies tables to now incorporate direct alignment with the City Work Plan

Recommendation: The City Council should move to adopt the 2023-2024 Strategic Plan, which would align the Strategic Plan with the adopted 2021-2024 City Council Goals.

Next Steps: As the 2021-2024 City Council Goals come to an end in 2024, the City Council may begin consideration on the process to create and adopt a new set of City Council Goals, from which a new Strategic Plan would be developed and implemented. Some key factors to consider in development of a new set of City Council Goals:

- The timeline of the next City Council Goals, which may align with the 2025-2026 biennium, or the next two biennium, 2025-2028, or something different.
- The scheduling of a City Council Retreat in March/April of 2024 to embark on creating the next City Council Goals
- Processes of other long-term strategic goal setting, such as Council Vision 2026, and how City Council Goals and possible Council Vision developments may integrate in the future



City of Lakewood

2023 -2024 Strategic Plan

*Taking action in the **present**
to pursue a dynamic **future.***





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EXECUTIVE SUMMARY

It is with great excitement that we present the City of Lakewood Strategic Plan 2023-2024. The Strategic Plan establishes Lakewood's goals and objectives for the next two years based on the priorities and values identified by the City's most important component: Our people.

This Plan will prove to be an invaluable tool to align and connect the City Council's 2021-2024 Goals to existing plans and policies while also providing a roadmap for the future. Using a flight analogy, this Plan hovers around 40,000 feet, whereas planning and oversight of specific projects would be around 20,000 feet and day-to-day operations are on the tarmac. Importantly, to get from Point A to Point B successfully a plane needs the ability to take-off, reach cruising altitude, and land.

This document would not have been possible without the insight and civic engagement of the City of Lakewood's residents, business owners, community stakeholders, and City employees. For that, we offer our sincerest gratitude. We understand that on this journey some turbulence is inevitable—but, it is also healthy. By collaboratively working through these moments we will strengthen our resiliency and resolve as a City. We look forward to our continued partnership, and meaningful dialogues around the City's future.

As a result of our collective work, Lakewood will not only continue to be a great place to live, work, and play **but, importantly, will also continue to be a great place where individuals can be engaged and dynamically shape the City's future.**

Implementation of the Strategic Plan begins now. Using this as a springboard, City Leadership will engage City employees and various stakeholders to successfully implement and complete the vision laid out on following pages.

Sincerely,

Mayor Jason Whalen

Deputy Mayor Mary Moss

Councilmember Don Anderson

Councilmember Michael Brandstetter

Councilmember Patti Belle

Councilmember Paul Bocchi

Councilmember Trestin Lauricella



INDIGENOUS PEOPLES LAND ACKNOWLEDGMENT

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



STATEMENT ON EQUITY BY THE LAKEWOOD CITY COUNCIL

The Lakewood City Council acknowledges that equity is essential to a healthy community.

We are committed to identifying and eliminating systemic racism. We intend to lead by example in the advancement of equity and the deliberate practice of inclusion.

The City Council commits to the following practices:

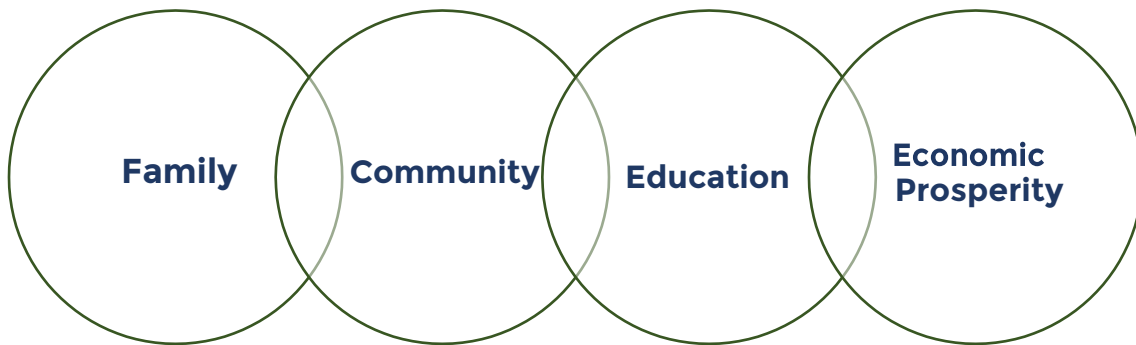
- Instilling equity as a priority of policy and the delivery of services.
- Enacting initiatives that support and celebrate the diversity of the community.
- Ensuring equity in municipal planning.
- Identifying and dismantling preconceived prejudices.
- Increasing sensitivity to social norms and cultural expectations.
- Pursuing justice and equity for all residents.

We recognize the critical role that city leaders have in removing barriers to opportunity. We recognize that systemic inequality has endured, but commit that it shall not persist. The City Council will not tolerate *intolerance*. It is unconscionable that some members of our community fall victim to acts of hate. Acts of hate based upon race, creed, ancestry, disability, sex, sexual orientation, gender identity and/or socioeconomic status are unwelcome in Lakewood, Washington. The Lakewood Police Department shall be vigilant in its investigation and prosecution of crimes of hate. These intentional practices will inform our decision-making on policing, zoning, capital investment and all other matters of the City Council. Our objective is to create a more diverse, equitable and inclusive Lakewood community for all residents and we invite all Lakewood organizations and residents to join us in this effort.

(Adopted April 19th, 2021)

CITY COUNCIL VISION 2026

Our **VISION** for **Lakewood** is a thriving, urban, South Puget Sound City, possessing the core values of:



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 30TH YEAR ANNIVERSARY IS A COMMUNITY:



Inspired by its own sense of **HISTORY** and progress



Characterized by the beauty of its lakes, parks and natural **ENVIRONMENT**



Known for its safe and attractive neighborhoods, vibrant downtown, active arts and cultural **COMMUNITIES**

Acknowledged for excellence in the delivery of **MUNICIPAL SERVICES**

Sustained by robust **ECONOMIC GROWTH** and job creation



Leveraging and embracing of our **DIVERSITY**



Recognized for the excellence of its public and private **SCHOOLS** and its community and technical colleges



Supportive of Joint Base Lewis McChord (JBLM), Camp Murray, **SERVICE MEMBERS** and their families

(Adopted October 19, 2015)



HISTORY & GEOGRAPHY

1833

Fort Nisqually built by the Hudson's Bay Company

1871

Western Washington Hospital established

1917

Camp Lewis built, continuing the strong military presence near Lakewood

1938

McChord Field opens



1869

Fort Nisqually purchased by US

1908 Lakewood Gardens established

1937

Lakewood Colonial Center built, the first suburban shopping center in the western US

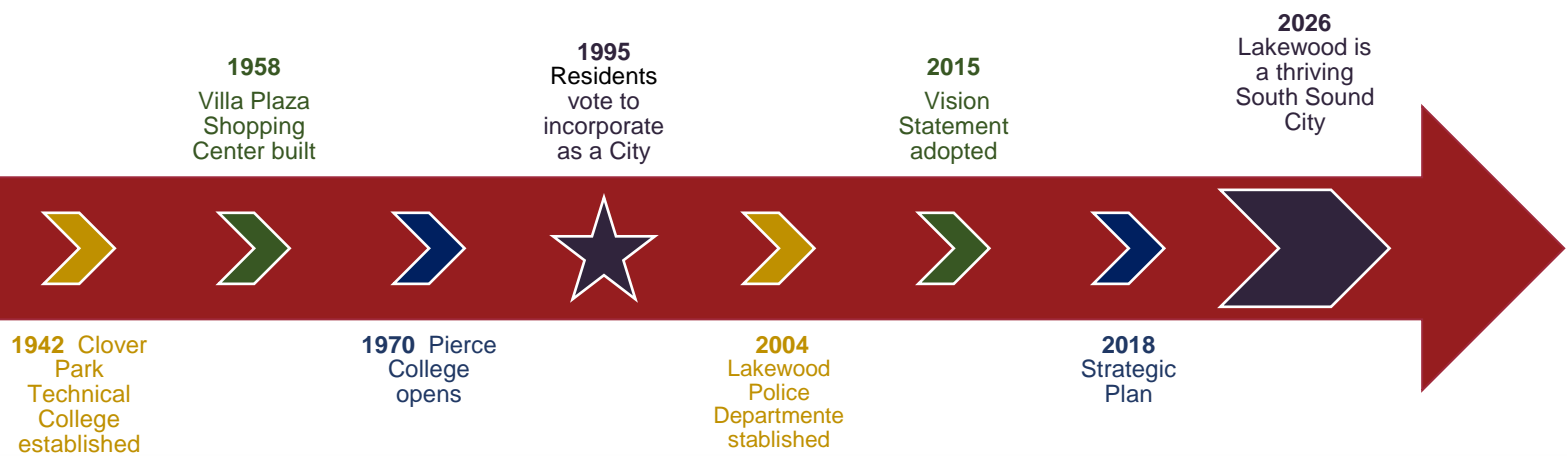
Lakewood has a rich and distinguished history. Prior to the advent of white hunters and settlers, the Steilacoom and Nisqually Indians used the area around Lakewood for hunting and for important tribal gatherings. Since the nineteenth century, commerce and industry have been longstanding hallmarks of the area. Previously known as the Lakes District, the area served as an important hub for the Hudson's Bay Company, a vital military post during the Great Migration, and as an important cog along the Northern Pacific Railroad. The City remains a viable business region conveniently located alongside two major freeways that provide a total of seven Interstate 5 off-ramps and the western terminus of state Route 512. The proximity to these major roadways makes Lakewood a central gateway to the greater Seattle metro area, other suburban South Sound communities, Joint Base Lewis-McChord, and provides quick access to Mount Rainier—the most popular tourist destination in Washington.

Lakewood is home to two premier South Sound educational institutions, Pierce College and Clover Park Technical College.

Lakewood has always enjoyed and made the most of its numerous natural amenities. As its namesakes suggests, there are numerous lakes as well as streams and wetlands within the City. These shorelines provide residents and visitors with picturesque landscapes and a range of recreational activities. In total, the City has over 600 acres of parkland and open space.



FACT: The City of Lakewood manages and maintains 14 parks and open space sites, ranging in size and use. These parks hosted a variety of races throughout the years, including Cyclocross, pictured below.



DEMOGRAPHICS

Total Population	63,331
Male	49.3%
Female	50.7%
Veterans	12.8%
Median Household Income	\$60,534

Number of Households	25,323
Per Capita Income	\$26,004

Race and Ethnicity

American Indian, and Alaska Native	2.1%
Asian	7.9%
Black	13.6%
Hawaiian/Pacific Islander	2.6%
White	46.9%
Hispanic	17.5%
Multiracial	13.6%

Total households	25,323
Percentage of Renter Occupied housing units	56.1%
Median gross rent	\$1,183
Median value of owner-occupied housing units	\$331,500

Total number of jobs	30,974
Average Wage	\$61,101
Number of firms	1,361
Top industry jobs	
Health Care	11,057
Retail Trade	3,309
Education Services	2,469
Transportation	3,770
Accommodation & Food Services	2,363

Educational Attainment	
No High School	11.0%
High School Grad	29.5%
Associates Degree	12.9%
Bachelor's Degree	13.4%
Post-Grad Degree	6.7%
Some College	26.6%

Sources: American Community Survey(2017-2021); Jobs EQ; Workforce Central

AFFORDABILITY

Lakewood is the second most affordable municipality in Pierce County.

BARBELL EFFECT

Lakewood has a disproportionate number of low and high household income earners compared to other cities in Washington, indicating the absence of a robust middle class.

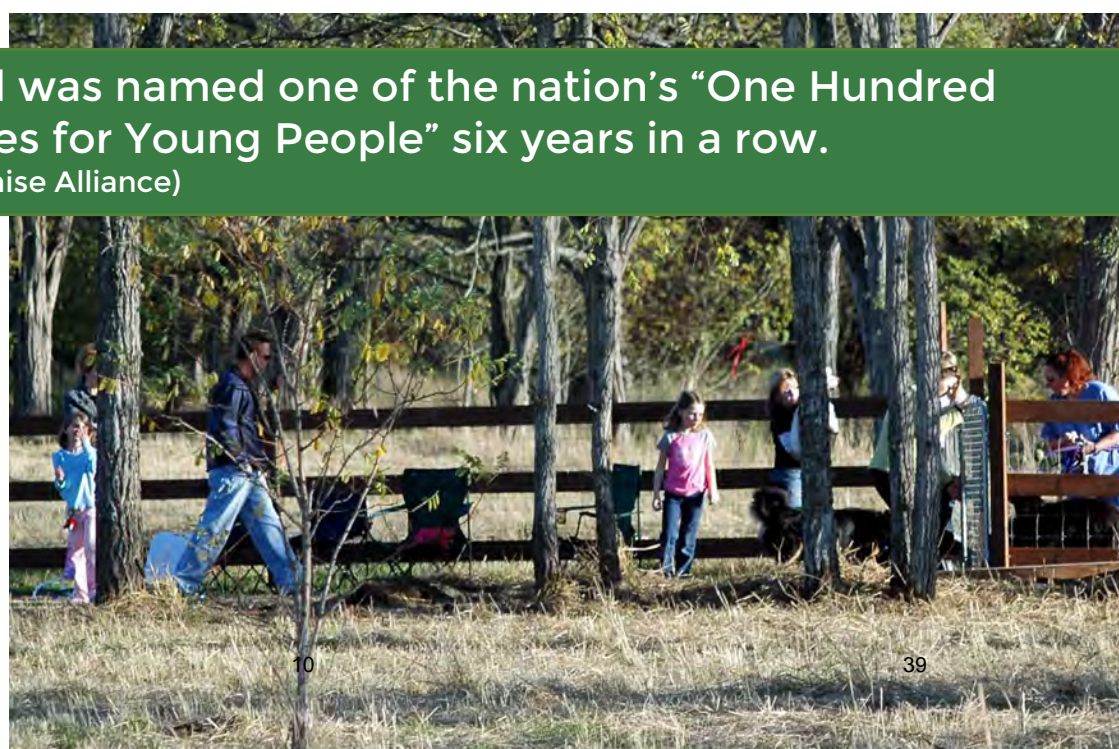
16.6% of the population is at or below poverty level; This is 5.8% higher than Washington State average.

53.1% of residents identify as a Black, Indigenous, People of Color (BIPOC). Lakewood is one of fifteen majority-minority communities in Washington.





FACT: Lakewood was named one of the nation's "One Hundred Best Communities for Young People" six years in a row.
(Source: America's Promise Alliance)



ECONOMICS

CITY

Lakewood is an optional code city that incorporated in 1996. The current population is approximately 63,331, making it the second largest city in Pierce County and the 21st largest in Washington State. The City covers over 19 square miles.

JOBS

Lakewood has 30,974 total jobs, with an average wage of \$61,101, and three major retail trade areas. Lakewood is also home to the Lakewood Industrial Park, which is the fourth largest private, for-profit employer in Pierce County and the third largest industrial business park in Washington State.

Other major employers include: Western State Hospital, Clover Park School District, Pierce College, Pierce Transit, St. Clare Hospital, Acres WA LLC, Clover Park Technical College, and McClane Northwest.

25% of the City's firms are BIPOC-owned

7% of the City's firms are veteran-owned.

(Source: Census Bureau American Community Survey (2012-2016))

PARTNERSHIP WITH JOINT BASE LEWIS - MCCORD (JBLM)

Over **59,000** service members and civilian employees work at JBLM making it the second largest employer in Washington. JBLM serves as a pivotal base for US operations in Asia. Lakewood plays a pivotal role in leading the South Sound Military & Communities Partnership (SSMCP) which provides a framework for collaboration in the South Sound region between local governments, military installations, state agencies, and federal agencies to better coordinate efforts in areas such as: military relations; transportation and land use planning; environmental protection; emergency preparedness; loans applications; health care; population forecasting; workforce development; education; housing; and economic development.



FACT: SSMCP was instrumental in getting the South Sound recognized as a Great American Defense Community in 2016.

PROMISES KEPT



In 1996, the residents of Lakewood voted to incorporate as a city in an effort to establish greater local control over:

- Public safety
- Land use
- Fiscal responsibility
- Parks and Recreation

In the past two decades, empirical evidence supports that Lakewood has delivered on these promises of incorporation. **The City remains committed to continuing to deliver on these promises.** The Strategic Plan solidifies this commitment by directing energy and resources to continue to foster a safe, viable, functioning, and attractive City.

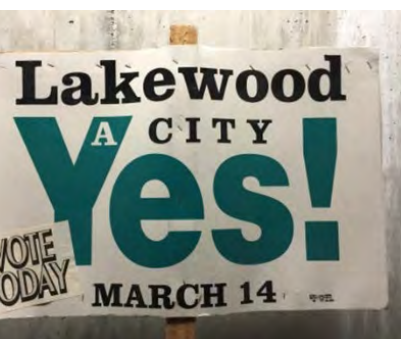


PUBLIC SAFETY

Public Safety continues to be a top priority for the City Council. City leadership remains steadfastly focused on enhancing resident, business owner, and visitor confidence in the safety of the City. Major public safety advancements include:

- A decrease in property and violent crimes by 75% and 25%, respectively, since incorporation.
- The establishment of the Lakewood Police Department, now one of the largest police departments in Washington.
- The implementation of the Community Safety Resource Team (CSRT). CSRT is a progressive, community-oriented policing program that works in tandem with community leaders, property owners, and businesses to solve problems with neighborhoods.
- Creation and deployment of a number of cutting edge technologies to expand the efficiency of the police department.
- The abatement of approximately 15-20 dangerous or nuisance structures annually.
- The launch of the Rental Housing Safety Program to help ensure that all rental housing meets basic life and safety standards.

(Source: Safehome.org; Neighborhood Scout, 2014)



AND PROMISES RENEWED

LAND USE

Land use in Lakewood has been predominately characterized by sprawl—that all too common pattern of low intensity land use, where housing, businesses, and other activities are widely scattered with little or no focus. The City has focused on enhancing the built and natural environment, promoting the growth of smart economic development and increasing the quality of life for its residents. Major land management advancements include:

- The implementation of three major urban design projects: The Lakewood Motor Ave Plaza (also known as Colonial Plaza), Lakewood Downtown Plan, and Lakewood Station District Subarea Plan. All three aim to provide strategies and action items for creating a thriving, diverse, livable, sustainable, and engaging downtown.
- The award winning Motor Ave Plaza finished construction in 2019, and has been a popular venue for City events ever since.
- Fostering a positive business climate to help Lakewood businesses compete in the marketplace. The City offers “wrap around services” to help businesses navigate the permitting process, apply for financing, and recruit a trained workforce.
- Achievement of numerous public infrastructure improvement projects, such as the Lakewood Station, the construction of the boat launch at American Lake Park, the improvement to several arterial streets and sewer extensions to the Tillicum neighborhood, to name a few.

FISCAL RESPONSIBILITY

In 2014, the City adopted a set of rigorous financial policies and have adhered to them. As a result, the City has improved its financial condition and is now meeting key deliverables in service provisions and infrastructure projects. Major fiscal resource advancements include:

- The City achieved the Triple Crown Award in 2022, in the top 1% of municipalities across the country, after years of consistently receiving financial awards for fiscal responsibility.
- Budget stability. With each budget, the City updates its spending and revenue projections for the next six years. This allows the Council to facilitate budget decisions based on a multi-year perspective.



Parks and Recreation

Today, Lakewood is a beautiful community marked by an abundance of parks, open spaces, and attractive, landscaped corridors. Lakewood, with its natural beauty, is also the gateway to Mount Rainier National Park and Puget Sound waterways and islands, and is strategically located between Sea-Tac International Airport and Olympia, the state capitol, and is a host community to both Joint Base Lewis-McChord (JBLM) and Camp Murray, two major military installations.

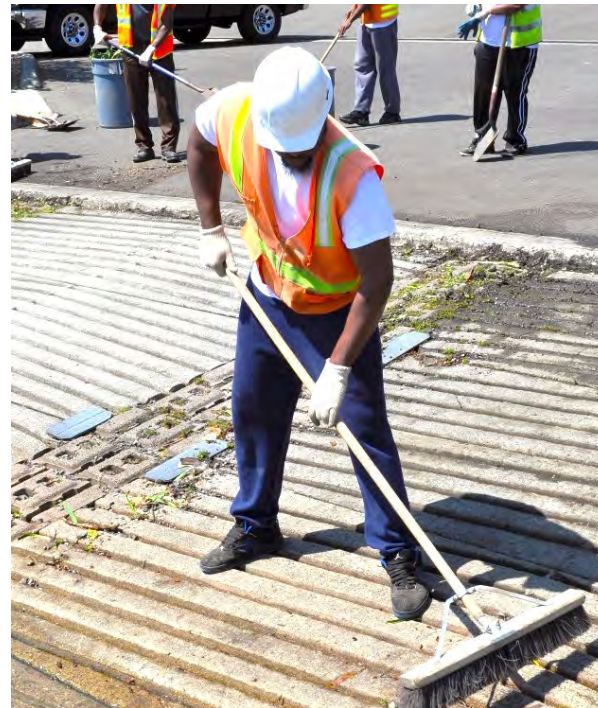
Significant investments in City parks over the years include ADA access and waterfront upgrades to American Lake Park; Springbrook park playground upgrades; and Harry Todd Park playground and waterfront upgrades. Many more upgrades are underway at the more than 600 acres across 14 parks in Lakewood.

Human Services

The Lakewood government has a long history of investing in human services in the community, above and beyond what county, state, and federal governments have done. Over the last seven biennium's (2009 through 2022), the Lakewood City Council has dedicated 1% of the General Fund exclusively to human services. Since 2009, this funding has totaled \$5,096,000 to 45 different non-profit organizations. The City's human services funding currently supports 20 non-profit organizations and provides 21 unique programs in support of five strategy areas:

- Emotional supports and youth programs such as after-school programs, leadership and mentoring support for youth and Lakewood's Promise;
- Access to food to include bulk food purchases, distribution of food at local food banks and mobile services in low income and geographically challenged areas;
- Access to health and behavioral health to include services for adults with disabilities, medical case management and donated care, dental care and therapy for survivors of sexual assault;
- Housing assistance to include emergency shelter, home repair, daily basic needs and homeless prevention services; and
- Other crisis stabilization services such as behavioral health intervention, legal and advocacy services for survivors of assault, domestic violence, and other crimes. The result of this collaborated investment and partnership with 21 non-profit agencies is that services and assistance is provided to over 30,000 individuals each year.





STRATEGIC PLAN

The future of the City of Lakewood depends on planning choices made now.

The City initially embarked on the strategic planning process in 2014. The City collected information during a series of community outreach exercises involving residents, business owners, visitors, and other community stakeholders. In total, the City received over 450 responses with 1,250 unique comments about the current challenges and the future possibilities within the City. Leading up to the 30th Anniversary as a City in 2026, the City Council used this data to craft its Vision Statement. Following the adoption of the Vision Statement, in 2015, the City Council crafted a series of Council Goals. With the success of the Vision Statement and goals, the City Council requested a Strategic Plan for 2018-2020. After the City Council adopted its 2021-2024 Goals, the Strategic Plan was updated for the 2023-2024 biennium. Goals emphasize economic development and dependable infrastructure. In particular, the City Council earmarked transportation projects, catalyst site development, and housing as high priorities.

Experience and research shows that cities, much like businesses and other organizations, cannot effectively accomplish large-scale projects and collective goals working in departmental silos. The Strategic Plan will help ensure greater connection and collaboration between City departments. **The primary function of the Plan is to align priorities across departments, reducing redundancy, and harnessing the talents of City Staff to move Lakewood forward. The Plan provides a broad framework for critical decisions about how the City will invest its limited and vital resources. Simply, the Strategic Plan's objective is to help your City government deliver better services, increase transparency, and increase accountability.**



Importantly, this Plan does not detail every twist, turn, speed bump, or pothole that the City may face over the next few years. Rather, the Plan specifies key destinations and gives general directions on how to get there. More detailed plans, like those highlighted below, will be crafted using the Strategic Plan as a foundation and will provide more details.



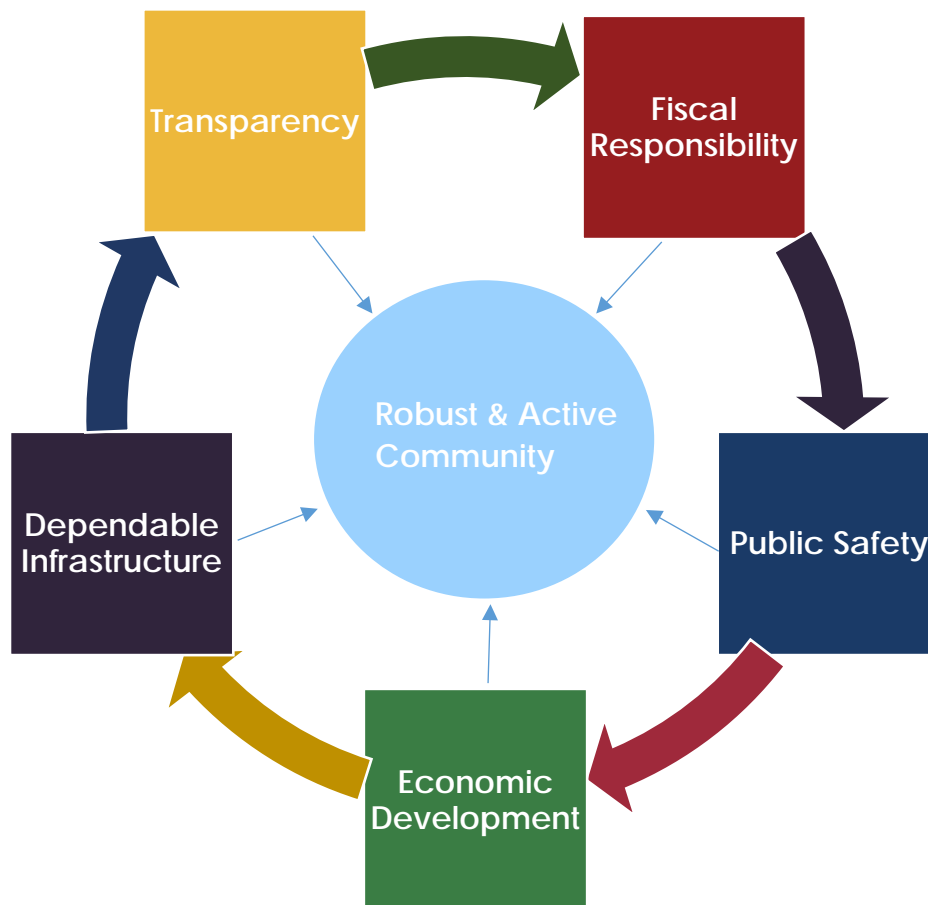


FACT: Lakewood's tremendous sense of civic pride and engagement is evident by the level of community involvement and volunteerism. Lakewood is strong because of the many residents, businesses and community and neighborhood groups that partner with the City to make improvements and address issues.

GOALS

The Strategic Plan incorporates the five goals adopted by the City Council. The overall health and well-being of the City depends on our collective ability to successfully accomplish each of the City Council Goals concurrently.

The City Council Goals are:



Under each goal, a number of general **objectives** are identified. The objectives refine the goals into broad action areas. The Plan also features **strategies**, items that identify concrete City actions for the next three years. These are subject to change based on resources, conditions, and evolving priorities. Allocations of resources through the current and subsequent budget and capital improvement cycles will be guided by the Goal areas. Specific allocations will be determined by the Council and subsequently integrated into each biennial budget.





FACT: Lakewood has a thriving "International District" influenced by Korean, Vietnamese, Pacific Islander, Hispanic, and other cultures.

DIVERSITY, EQUITY, AND INCLUSION

The updated City Council Goals 2021-2024 includes a new goal, Robust & Active Community, which has objectives explicitly stating the City of Lakewood's commitment to addressing diversity, equity, and inclusion in our communities and municipal government.

The City's **past actions** for enhancing diversity, equity, and inclusion (DEI) involved the creation of the municipal government Equity Team in 2018. The Equity Team, an all-volunteer group comprised of City leadership and personnel, began foundational work for addressing and improving DEI in our city government, such as implicit bias training. The Equity Team also created the Indigenous Peoples Land Acknowledgement. The City Council in 2021 passed a resolution committing the City to addressing systemic racism in our communities and city government.

The City's **present actions** include embarking on and implementing a Diversity, Equity, and Inclusion Strategic Plan in the city government.

The City's **future actions** are oriented on implementing the new DEI Strategic Plan in City processes, policies, and programs, to include hiring processes and leadership development programs.



OPERATIONAL VALUES

Operational values improve and optimize the functional performance of the City to achieve the goals, objectives, and key work plan Items listed in this plan.

EFFICIENCY

The City is committed to providing public services in the most efficient manner possible to maximize the public's return on its investments. 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 the Strategic Plan. The City will identify meaningful metrics and determine a series of benchmark goals. The City will track performances over time, making adjustments when necessary to optimize services.

PROACTIVE FOCUS

The City is proactively focused on the entire condition of the City. The City will promote long-term financial and strategic planning backed by quantifiable data and analysis.

REGIONAL PARTNERSHIPS

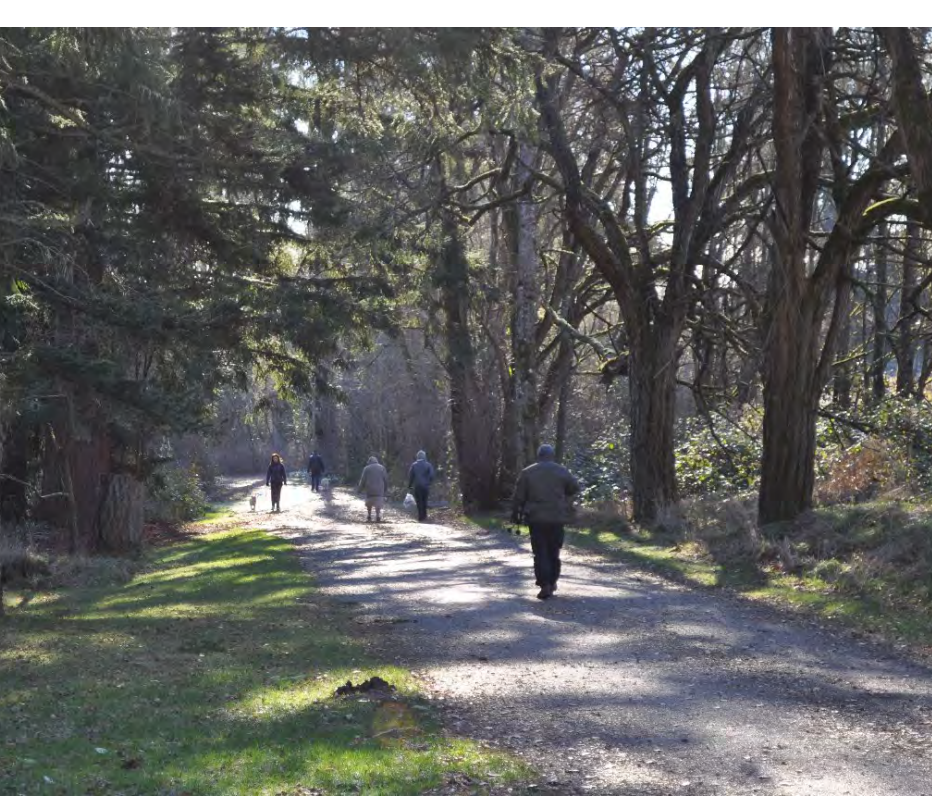
The City is committed to participating and encouraging regional approaches to service delivery whenever the regional model produces efficiencies and improves services to our residents.

DATA INFORMED DECISIONS

The City is committed to collecting and analyzing data on existing and future City actions in order to make well-informed decisions that result in the optimal provision of services for our residents.

The City will collect measurable data on the City's progress and performance over time. This information will be available online in the form of an accessible dashboard. Aspirational, but achievable benchmarks will be set for the City. The City regularly reviews performance measures to determine if adequate progress is occurring and will direct personnel to adjust resources where necessary to meet benchmark goals.





LEGEND

ACCENTED ICONS INDICATE SIGNIFICANT OVERLAP WITH THE CORRESPONDING COUNCIL GOAL.

Aligns with VISION 2026



HISTORY



COMMUNITY



EDUCATION



MUNICIPAL
SERVICES



ENVIRONMEN
T



ECONOMIC
GROWTH



DIVERSITY



MILITARY
(SERVICE
MEMBERS)

The subsequent sections use the following acronyms and symbols:

ALL.....All Departments

AD.....Administrative Services

CC.....City Council

CED.....Community and Economic Development

COMM.....Communications

MC.....Municipal Court

CM.....City Manager

IT.....Information Technology

HR.....Human Resources

LG.....Legal

PW.....Public Works

PD.....Police

PRCS.....Parks, Recreation and Community Services

SSMCP.....South Sound Military and Communities Partnership

 Start

 Increase / Expand

 Continue

 Finish



ECONOMIC DEVELOPMENT

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

OBJECTIVES:

- 1.1 Align economic goals and resources across departments.
- 1.2 Pursue infrastructure improvements vital to economic development and to bolster the City's competitiveness.
- 1.3 Enhance and diversify housing stock and improve multi-generational community assets.
- 1.4 Foster collaborative and advantageous partnerships with businesses, community members, non-profits, and regional partners.
- 1.5 Promote and facilitate sustainable economic development.



ALIGNS WITH VISION 2026:



HISTORY



COMMUNITIES



SCHOOLS



MUNICIPAL
SERVICES



ENVIRONMENT



ECONOMIC
GROWTH



DIVERSITY



SERVICE
MEMBERS



LEAD DEPARTMENT:

COMMUNITY AND ECONOMIC DEVELOPMENT

SUPPORTING DEPARTMENTS:

ALL

SUPPORTING DOCUMENTS

Comprehensive Plan

Biennial Budget

The Downtown Plan (CBD subarea plan)

Lakewood Colonial Plaza Plan

Lakewood Station District Subarea Plan

Climate Change Work Plan

Urban Forestry Program Implementation Guide



PERFORMANCE MEASURES GOALS

- ✓ Reduction in commercial vacancies.
- ✓ Increase in value of commercial property.
- ✓ Increase in local jobs and businesses.
- ✓ Increase in permit volume and reduction in permit review time.
- ✓ Increase in tourism tax dollars.
- ✓ Increase in education and trade school enrollment.





ECONOMIC DEVELOPMENT

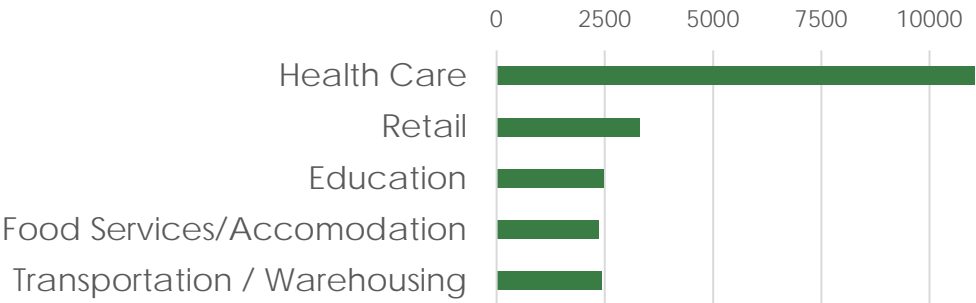
GOAL: The City of Lakewood promotes and supports a dynamic and robust local economy.

Economic development, job creation, and access to quality housing are top priorities for the City. Over the past two decades, the City has provided a business friendly climate where entrepreneurial pursuits can be fostered and harnessed to their full potential. Lakewood is a great business incubator that provides businesses, large and small, the ability compete in the Puget Sound and global marketplace.

Employment Growth 2022: 2.3%, back to pre-pandemic levels
Wage growth 2022: 6%
Fastest growing occupations:
Community/Social Services, Healthcare Support

\$569,306,864
Investments created through economic development efforts in 2022

Top 5 Industries by occupation in Lakewood
(Source: Chmura/JobsEQ)



4,000+
Businesses within Lakewood
760
Total new businesses in 2022

1.1 Align economic goals and resources across departments.

LEAD DEPT. 2023 2024

A. Implement and continue to adjust the City's comprehensive economic development strategy to attract and preserve family and high wage jobs.

CED + ∞

B. Review and develop prudent business incentives that enhance economic development.

CED ∞ ∞

C. Direct growth through sound planning. Update land use codes and continue to improve internal processes, including implementation of new technologies.

CED + +

1.2 Pursue infrastructure improvements vital to economic development and to bolster the City's competitiveness.

LEAD DEPT. 2023 2024

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.

CED + +

B. Improve underutilized commercial and mixed-use areas, e.g., the WSDOT facility, revise zoning regulations where appropriate and minimize nonconforming uses.

CED ∞ ∞

C. Expand and improve utilities and community assets, such as sewers, libraries, parks, public spaces, etc.

PWE CM ∞ ∞



ECONOMIC DEVELOPMENT



1.3 Enhance and diversify housing stock and improve multi-generational community assets.	LEAD DEPT.	2023	2024
A. Improve and expand programs and policies to increase homeownership, diversify housing stock, and preserve existing housing to meet community needs	CED	+	+
B. Continue to support youth and senior programming and expand community events.	PRCS	∞	∞
C. Support and preserve historical, cultural, and ecological places of significance.	CED PRCS	∞	∞

1.4 Foster collaborative and advantageous partnerships with businesses, community members, non-profits, and regional partners.	LEAD DEPT.	2023	2024
A. Be a leader in local economic development, regional development, and planning policies.	CED	∞	∞
B. Continue partnership with JBLM and Camp Murray to improve communication and connectivity, land use development, and transportation.	CM SSMCP CED	+	+
C. Expand partnerships with the Chamber of Commerce, neighborhood groups and associations, and other civic groups.	CED	∞	+
D. Develop an educated workforce through collaboration with local educational institutions to leverage collective resources and to enhance K-12 and higher education opportunities.	CC	∞	∞



ECONOMIC DEVELOPMENT

1.5 Promote and facilitate sustainable economic development.	LEAD DEPT.	2023	2024
A. Focus resources on business creation, attraction, retention, and expansion.	CED	∞	∞
B. Promote an entrepreneurial environment, encourage a balance of manufacturing, commercial, professional, and retail and service businesses.	CED	∞	∞
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.	PRCS CM PWE CED	∞	∞





DEPENDABLE INFRASTRUCTURE

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

OBJECTIVES:

- 2.1 Implement capital infrastructure projects to improve transportation, park, and utility systems.
- 2.2 Invest in preventative maintenance of facilities, parks, and streets to protect City assets.
- 2.3 Advance infrastructure projects that enhance the City's identity and diversity.
- 2.4 Increase connectivity and accessibility.



ALIGNS WITH VISION 2026:



HISTORY



COMMUNITIES



SCHOOLS



MUNICIPAL
SERVICES³⁴



ENVIRONMENT



ECONOMIC
GROWTH



DIVERSITY



⁶³SERVICE
MEMBERS



LEAD DEPARTMENT:

**PUBLIC WORKS
PARKS, RECREATION, AND
COMMUNITY SERVICES**

SUPPORTING DEPARTMENTS:

ALL

SUPPORTING DOCUMENTS

Biennial Budget
Comprehensive Plan
Parks Legacy Plan
Parks Capital Improvement Plan
Transportation Improvement Plan
Stormwater and Sewer Improvement Plan
Non-motorized Transportation Plan (NMTP)



PERFORMANCE MEASURES GOALS

- ✓ Diversify funding sources.
- ✓ Increase in transportation and mobility options.
- ✓ Increase in miles of improved roadway.
- ✓ Improved traffic flow.
- ✓ Percentage of projects completed on time and within budget.
- ✓ Increase use & access to public spaces.





YOUR CITY WORKING FOR YOU

JOHN DOWER ROAD SIDEWALK IMPROVEMENTS FUNDING SOURCE:

FHWA
CITY OF LAKEWOOD

\$500,000
\$368,500

DEPENDABLE INFRASTRUCTURE

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

Public infrastructure is a critical component of economic development, community safety, livability, and the overall well-being of the City's residents. The City has made significant public improvements over the past two decades to attract new investments and enhance the overall quality of life. Recent improvements include a Police Station, the Lakewood Station, City Hall, as well as, improvements to parks, gateways, streets, and general beautification. Several catalyst project are on the way, including the Motor Ave Plaza and a Downtown Plan. Lakewood proactively pursues infrastructure needs to ensure regional competitiveness, community connectivity, and to leverage local assests.



The overall condition of Lakewood's principal arterials have continued to improve. As of the last manual measurement in 2018, our streets now score an overall 79 out 100 on the Pavement Condition Index, a 3 point increase over the last decade.

CLASSIFICATION	LANE MILES	2008	2012	2014	2018
Principal Arterial	94.07	77	78	78	87
Minor Arterial	66.39	79	79	76	81
Collector Arterial	44.82	75	75	72	76
Local Access	225.71	77	76	75	75
OVERALL NETWORK PCI		76	76	75	79

\$43,000,000

Capital Improvements Planned
based on Six Year CIP, 2023-2028



FSP was voted
best place to
walk your dog
by South Sound
Magazine
& King 5
Evening
Magazine in
2017

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

	LEAD DEPT.	2023	2024
A. Identify future transportation projects and determine advantageous and sustainable funding strategies. Update the comprehensive plan and six-year TIP when necessary.	PWE PRCS	∞	∞
B. Construct a Downtown Park that serves as a catalyst for the Downtown Area	CED CM PWE	∞	∞
C. Expand neighborhood and non-motorized transportation infrastructure improvements to increase accessibility and connectivity to roadways, parks, public spaces, and public buildings.	PWE PRCS	∞	∞
D. Provide a quality and diverse park and recreation system making strategic additions when prudent.	PRCS	∞	∞
E. Implement technology solutions to enhance accessibility, operations, and City services.	CED COMM	+	∞
F. Partner with stakeholders to identify and implement infrastructure solutions.	CM PWE	∞	∞

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

	LEAD DEPT.	2023	2024
A. Maintain infrastructure using best management practices to ensure it is reliable, safe, aesthetically pleasing, cost effective, and improves municipal services.	PW PRCS CM, PD	∞	∞





DEPENDABLE INFRASTRUCTURE

2.3 Advance infrastructure projects that enhance the City's identity and diversity.	LEAD DEPT.	2023	2024
A. Enhance and upgrade street amenities, public right-of-way, and wayfinding and reader board signage.	PWE PRCS COMM	+	∞
B. Showcase art, culture, and history to enhance sense of place.	PRCS	+	∞
2.4 Increase connectivity and accessibility.	LEAD DEPT.	2023	2024
A. Leverage transit, multimodal infrastructure, and new technologies to improve accessibility in the City and with neighboring communities.	CM	∞	∞
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.	PWE PRCS	∞	∞
C. Proactively pursue transportation safety solutions, including rail safety improvements.	PWE	∞	∞



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.
- 3.2 Match perception of public safety with reality.
- 3.3 Provide resources to support the health, welfare, and safety of the community.
- 3.4 Expand community outreach and educational programs.



ALIGNS WITH VISION 2026:



HISTORY



COMMUNITIES



SCHOOLS



MUNICIPAL
SERVICES



ENVIRONMENT



ECONOMIC
GROWTH



DIVERSITY



SERVICE
MEMBERS



LEAD DEPARTMENT:

POLICE

SUPPORTING DEPARTMENTS:

ALL

SUPPORTING DOCUMENTS

Police Department Annual Report

Biennial Budget

Non-Motorized Transportation Plan (NMTP)

Comprehensive Plan

Police Department Quarterly Updates



PERFORMANCE MEASURE GOALS

- ✓ Decrease crime.
- ✓ Decrease roadway accidents.
- ✓ Decrease number of failed safety inspections.
- ✓ Increase use of alternative sentencing programs.
- ✓ Increase use of community policing programs and initiatives.



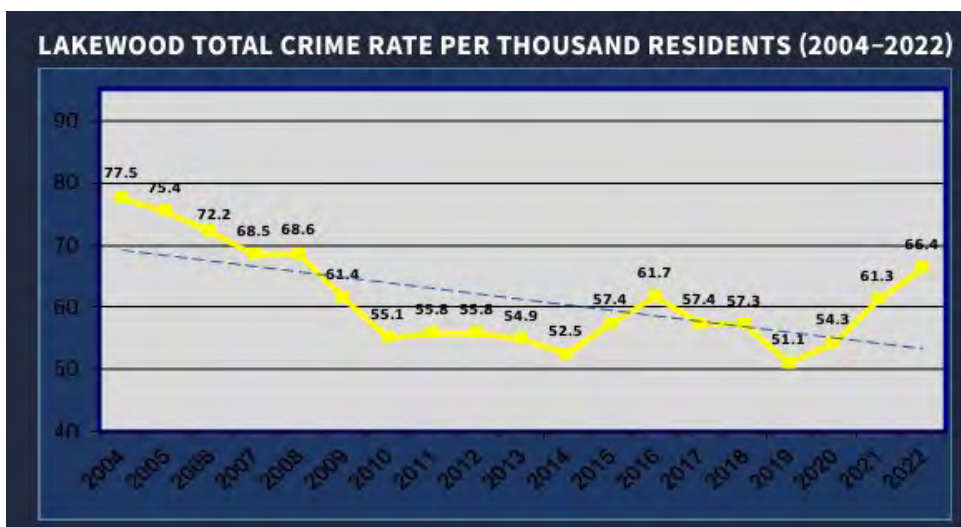


PUBLIC SAFETY

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

Public Safety remains a significant concern across many communities in the United States. While statistically crime has decreased over the past few decades, the overall perception of safety in cities has not improved— rather, it has declined. The City aims to proactively improve confidence in public safety using innovative crime reduction strategies, community-driven approaches, and support for alternative diversion programs. For the City, public safety goes beyond law enforcement to include protecting public health and welfare of all citizens through a variety of programs and

Crime in Lakewood is trending down!



Property Crime decreased*

75%

Violent Crime decreased*

25%

Ranked one of Washington's Safest Cities per
Safehome.org

*since incorporation
Source: Neighborhood Scout

3.1 Improve community safety and reduce crime through data driven processes.	LEAD DEPT.	2023	2024
A. Enhance law enforcement services through on-going training and new technologies.	PD CED IT	+	∞
B. Promote crime prevention through environmental design (CPTED) principles.	CED	∞	∞
C. Develop, practice, and implement emergency management plans.	IT PD	∞	∞

3.2 Match perception of public safety with reality.	LEAD DEPT.	2023	2024
A. Promote advancements and achievements in public safety and the overall safety of the community.	PD COMM	∞	∞
B. Provide streamlined and innovative resources for citizens.	PD MC	▶	+



PUBLIC SAFETY



3.3 Provide resources to support the health, welfare, and safety of the community.	LEAD DEPT.	2023	2024
A. Increase proactive abatement, code enforcement, and housing safety programs to eliminate blight and unsafe conditions.	CED PD CM	∞	∞
B. Encourage neighborhood association safety initiatives.	PWE PD	+	∞
C. Support creative criminal justice and alternative diversion programs.	CC MC	▶	∞
D. Take a proactive role in legislative advocacy in matters which impact public safety.	CC CM	∞	∞
E. Identify and implement new technologies and innovative programs that enhance municipal court services for the community and contract jurisdictions.	MC CM	▶	+



3.4 Expand community outreach and educational programs.

LEAD
DEPT.

2023

2024

A. Cultivate and sustain collaborative partnerships with law enforcement and citizens to develop effective solutions, increase trust, and encourage mutual accountability.

PD

∞

∞

B. Continue to improve communication efforts with youth and underserved communities to remove barriers, increase trust, and provide opportunities for meaningful engagement.

PD
COMM

∞

∞

C. Emphasize crime prevention through public education.

PD
CED

∞

∞

D. Use innovative approaches and partnerships to provide connections to services to individuals experiencing behavioral health incidents and/or homelessness.

PD
CED

∞

∞

FISCAL RESPONSIBILITY

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

OBJECTIVES:

- 4.1 Provide efficient and effective municipal services.
- 4.2 Evaluate revenues and expenditures and respond to changing service needs.
- 4.3 Make smart investments in people, places, and resources.



ALIGNS WITH VISION 2026:



HISTORY



COMMUNITIES



SCHOOLS



MUNICIPAL
SERVICES



⁴⁶ ENVIRONMENT



ECONOMIC
GROWTH



DIVERSITY



⁷⁵ SERVICE
MEMBERS



LEAD DEPARTMENT: **ADMINISTRATIVE SERVICES**

SUPPORTING DEPARTMENTS:
ALL

SUPPORTING DOCUMENTS

Biennial Budget

Financial Policies

Six-Year Financial Forecast

Six-Year Capital Improvement Plans

Six-Year Information Technology
Strategic Plan

Six-Year Property Management Plan
Comprehensive Plan

Quarterly Financial Reports

Comprehensive Annual Financial
Report

Popular Annual Financial Report



PERFORMANCE MEASURE GOALS

- ✓ Balanced budgeting ratio.
- ✓ Improved bond rating on future bonds.
- ✓ Increase municipal service satisfaction.
- ✓ Improve efficiencies in social service provision.





FISCAL RESPONSIBILITY

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

The relationship between the City’s fiscal position and the City’s overall economic health is symbiotic as each greatly depends on the other. To remain competitive, the City must continue to have a resilient and high performing government that provides transparency and allows for meaningful citizen engagement. The City will continue to attract and develop a top-tier workforce and is dedicated to providing great customer service and innovative solutions. The City achieved the Triple Crown Award in 2022, placing us among 1% of municipalities across the country to achieve this award.

Long running Recipient of the Government Finance Officers Association’s

Distinguished Budget Presentation Award

&

Certificate of Achievement for Excellence in Financial Reporting

&

Outstanding Achievement Award in Popular Annual Financial Report

&

2022 Triple Crown Award

(For three above achievements)

The City achieved the AA long-term bond rating in 2019 and has maintained it since.

AAA
AA
A
BAA
BA
B
CAA
CA
C

4.1 Provide efficient and effective municipal services.

	LEAD DEPT.	2023	2024
A. Invest resources in core functions based on priorities.	AD CM PD HR	+	+
B. Continually analyze risk assumed by the City, adjust policies and programming if necessary.	AD	+	+
C. Monitor, refine, and respond to performance measures.	CM	+	∞

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

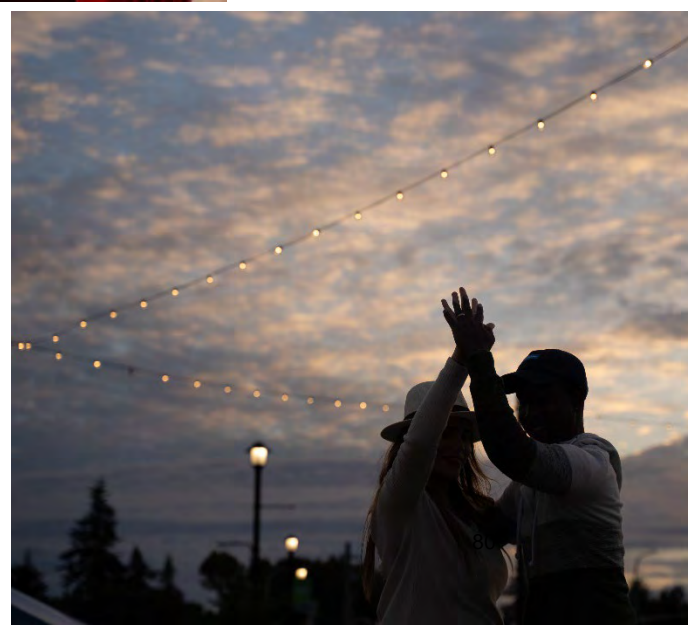
	LEAD DEPT.	2023	2024
A. Maintain and strategically use reserves in case of economic fluctuations, emergency needs, and to take advantage of emerging opportunities.	AD	∞	∞
B. Develop balanced biennial budgets consistent with adopted financial policies.	AD	∞	∞
C. Diversify revenue base and explore innovative funding sources.	CM AD	∞	∞



FISCAL RESPONSIBILITY

4.3 Make smart investments in people, places, and resources.	LEAD DEPT.	2023	2024
A. Continue to hire and cultivate top tier City personnel and strategically plan for future City leadership needs.	HR	∞	∞
B. Seek and promote diverse advisory groups.	CC HR CED PD	∞	∞
C. Continue to maintain our “Well City” status.	AD	∞	∞
D. Continue to evaluate and implement strategic partnerships with other jurisdictions and entities for joint services when of benefit to the community.	CM AD PD	∞	∞
E. Continue to enhance cyber security measures to protect City systems.	IT	+	+
F. Effectively use American Rescue Plan Act funds to help the community recover from the COVID-19 pandemic.	CM	∞	∞





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.
- 5.2 Advocate for Lakewood at all levels of government.
- 5.3 Strengthen connection with stakeholders, partners, and communities.



ALIGNS WITH VISION 2026:





LEAD DEPARTMENT: COMMUNICATIONS

SUPPORTING DEPARTMENTS:
ALL

SUPPORTING DOCUMENTS

Biennial Budget
Comprehensive Plan
City Manager's Bulletin
E-government platforms and social media
Connections Magazine
State of the City Address
My Lakewood311 Application

PERFORMANCE MEASURE GOALS:

- ✓ Increased civic engagement.
- ✓ Increased resident satisfaction with municipal communication.
- ✓ Increased coordination with partner agencies and institutions.
- ✓ Continue efficient provision of public records requests.





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.

Government was created for the people, by the people. An informed public is essential to the success of our City. Community engagement and involvement in the planning and decision making process makes Lakewood stronger and increases accountability. The City endeavors to provide timely, accurate, and relevant information through the City's e-government platforms, traditional communication outlets, and provision of great customer service. The City will make consistent, accountable, transparent, and responsible decisions. The City will also continue its strong leadership position in local and regional affairs to ensure the sustained success of Lakewood.

#IamLakewood

2015 Blue Pencil and Gold
Screen Award Recipient

+16,000

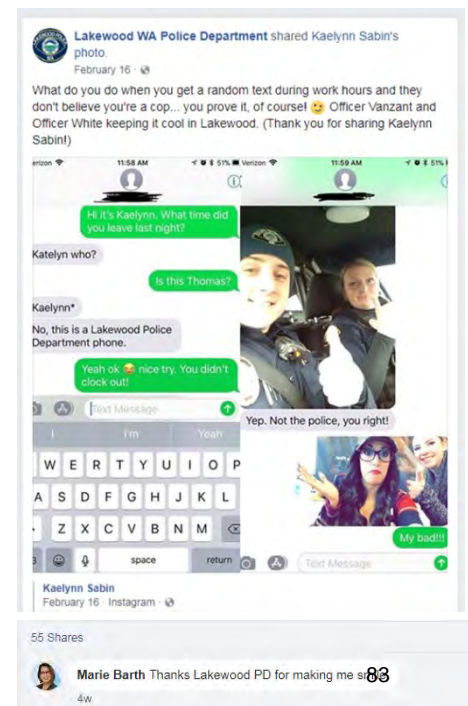
New Facebook followers for
City Facebook page since

21,349

MyLakewood311 online
citizen requests since
2016

97%

Completion Rate of
MyLakewood311
requests since 2016



TRANSPARENCY

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

	LEAD DEPT.	2023	2024
A. Create and implement a Communication Strategic Plan that prioritizes inclusivity, community engagement, meaningful civic participation, and enhances branding standards.	COMM CM	🚩	∞
B. Leverage new and existing communication methods and innovative partnerships to effectively build trust, disseminate information, and reduce barriers to access.	COMM CM	∞	∞
C. Enhance city's image through positive spotlights, planning tools, land use codes, code enforcement, and infrastructure improvements.	COMM PRCS CM	+	∞
D. Continuously enhance online and digital services.	COMM CM	∞	∞
E. Regularly implement surveys that measure community priorities, satisfaction, and specific projects.	CED CM	∞	∞



55



5.2 Advocate for Lakewood at all levels of government.

	LEAD DEPT.	2023	2024
A. Continue to serve in a leadership capacity in national, regional, and local affairs.	CM SSMCP CED	∞	∞
B. Develop annual legislative agenda and proactively engage with the County Council, state legislature, and federal delegation.	CC CM SSMCP	🚩	🚩
C. Improve awareness of JBLM's and Camp Murray's direct and indirect economic impacts on the city, region, county, and state.	CED SSMCP	∞	∞
D. Advocate for increased transportation and parks infrastructure funding.	CM SSMCP	∞	∞
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.	CM CED	∞	∞



TRANSPARENCY

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

	LEAD DEPT.	2023	2024
A. Expand meaningful, two-way communication and engagement opportunities with community stakeholders and regional partners.	CED COMM CM	∞	∞
B. Support and collaboratively engage with neighborhood groups, civic associations, and non-profits.	PD PRCS	∞	∞
C. Support access to information on workforce development, healthcare, and local services.	COMM	∞	∞
D. Strengthen relationship with local school districts, colleges, and other public entities.	CC CM CED	∞	∞





Lakewood City Council honors veterans
106 views

87

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.

Objectives:

- 6.1 Continue to improve the quality of life for all residents, businesses, and visitors.
- 6.2 Continue to build and support an inclusive and equitable community that embraces, celebrates, and enhances diversity.
- 6.3 Provide a range of amenities and events that attract residents, businesses, and visitors.



ALIGNS WITH VISION 2026:



HISTORY



COMMUNITIES



SCHOOLS



MUNICIPAL
SERVICES



ENVIRONMENT



ECONOMIC
GROWTH



DIVERSITY



SERVICE
MEMBERS



LEAD DEPARTMENT:

ALL

SUPPORTING DEPARTMENTS:

ALL



PERFORMANCE MEASURE GOALS

- ✓ Increase in diversity in City government
- ✓ Continue partnerships with Community-Based Organizations
- ✓ Increase in number of local areas where City job openings are advertised
- ✓ Increase in diversity in City job applicants



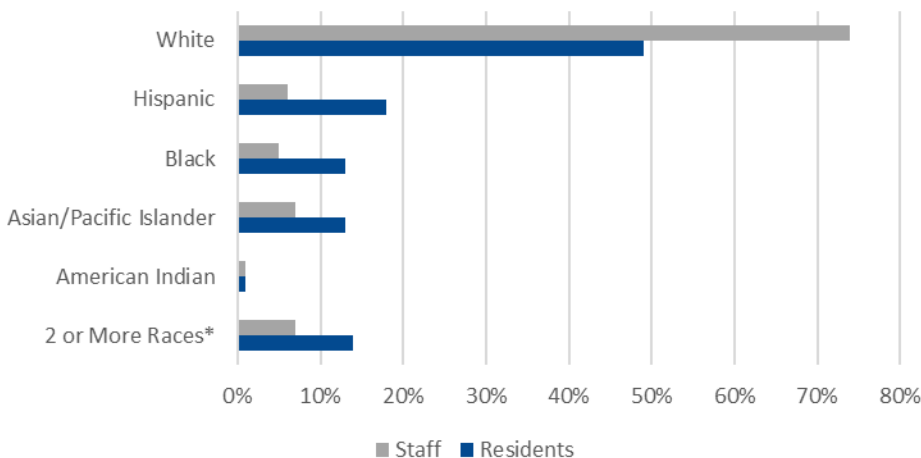


ROBUST & ACTIVE COMMUNITY

GOAL: The City of Lakewood is a livable, resilient, and inclusive community that embraces and celebrates diversity and delivers equitable municipal services.

The City is committed to achieving a robust and active community that is diverse, inclusive, and equitable. This goal can only be achieved through making advancements in the first five goals (economic development, dependable infrastructure, public safety, fiscal responsibility, and transparency) and addressing equity gaps in municipal government. In order to enhance equity at the municipal government, the City recently hired a Diversity, Equity, and Inclusion (DEI) Manager to develop and implement a DEI Strategic Plan to identify and provide tools and solutions to equity gaps in municipal processes, policies, plans, programs, and services. City leadership and personnel is committed to implementing the DEI Strategic Plan in daily operations. The City will continue to address equity within municipal government and Lakewood communities.

2023 City Staff and City Residents Demographics



The City of Lakewood strives to attain a municipal government that represents the diverse communities of Lakewood.

Partial list of partnered Community-Based Organizations:

- Living Access Support Alliance
- The Nisqually Indian Tribe
- Korean Women's Association
- Habitat for Humanity
- Lakewood YMCA
- Centerforce
- Emergency Food Network

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

	LEAD DEPT.	2023	2024
A. Continue to partner with community-based organizations and partner entities to support the community's most vulnerable individuals and families.	PRCS ALL	∞	∞
B. Support and encourage the physical, emotional, and behavioral health of those that live, work, and visit Lakewood.	PRCS	∞	∞
C. Develop, partner, and implement innovative strategies that foster a more livable, healthy, equitable, and resilient community.	ALL	∞	∞
D. Enhance City-led community programming and events.	PRCS COMM	+	+



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

LEAD
DEPT.

2023

2024

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 processes.

CM

∞

∞

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.

COMM
CED

∞

∞

C. Continue to build diversity, equity, and inclusion competency in City leadership and across the organization.

HR

∞

∞

D. Facilitate relationships with external partners and community stakeholders to increase inclusion and equitable access to services in Lakewood and beyond.

CED
PRCS

∞

∞

6.3 Provide a range of amenities and events that attract residents, businesses, and visitors.

LEAD
DEPT.

2023

2024

A. Celebrate, value, and support the cultural diversity of the community through partnerships, public art, events and programs.

PRCS

+

+

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

CM

∞

∞

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.

PWE
PRCS

∞

∞



LAKEWOOD CITY HALL

CITY HALL
MUNICIPAL
COURT
ENTRANCE
→

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.

Council Goals by Department

ALL DEPARTMENTS

GOAL	OBJECTIVE	STRATEGY	DEPT1	DEPT2	DEPT3	DEPT4
Economic Development	1.5 Promote and facilitate sustainable economic development.	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.	ALL			
Public Safety	3.1 Improve community safety and reduce crime through data driven processes.	C. Develop, practice, and implement emergency management plans.	ALL			
Public Safety	3.2 Match perception of public safety with reality.	B. Provide streamlined and innovative resources for citizens.	ALL			
Public Safety	3.3 Provide resources to support the health, welfare, and safety of the community.	B. Encourage neighborhood association safety initiatives.	ALL			
Public Safety	3.4 Expand community outreach and educational programs.	B. Continue to improve communication efforts with and underserved communities to remove barriers, increase trust, and provide opportunities for meaningful engagement.	ALL			
Fiscal Responsibility	4.1 Provide efficient and effective municipal services	A. Invest resources in core functions based on priorities.	ALL			
Fiscal Responsibility	4.2 Evaluate revenues and expenditures and respond to changing service needs.	C. Diversify revenue base and explore innovative funding sources.	ALL			
Fiscal Responsibility	4.3 Make smart investments in people, places, and resources.	B. Seek and promote diverse advisory groups.	ALL			
Transparency	5.1 Enhance communications with residents, businesses, and community stakeholders about City issues, projects, and services.	B. Leverage new and existing communication methods and innovative partnerships to effectively build trust, disseminate information, and reduce barriers to access.	ALL			
Transparency	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 partnerships.	ALL			
Transparency	5.3 Strengthen connection and engagement with stakeholders, partners, and communities.	B. Support and collaboratively engage with neighborhood groups, civic associations, and non-profits.	ALL			

Administrative Services

GOAL	OBJECTIVE	STRATEGY	DEPT1	DEPT2	DEPT3	DEPT4
Dependable Infrastructure	2.1 Implement capital infrastructure projects to improve transportation, park, and utility systems	A. Identify future transportation projects and determine advantageous and sustainable funding strategies. Update the comprehensive plan and six-year TIP when necessary.	PW	AD		
Fiscal Responsibility	4.1 Provide efficient and effective municipal services	B. Continually analyze risk assumed by the City, adjust policies and programming if necessary.	AD	CM	LG	
Fiscal Responsibility	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.	AD			
Fiscal Responsibility	4.2 Evaluate revenues and expenditures and respond to changing service needs.	B. Develop balanced biennial budgets consistent with adopted financial policies.	AD			
Fiscal Responsibility	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.	AD			
Fiscal Responsibility	4.3 Make smart investments in people, places, and resources.	C. Continue to maintain our "Well City" status.	AD			

CITY COUNCIL

GOAL	OBJECTIVE	STRATEGY	DEPT1	DEPT2	DEPT3	DEPT4
Economic Development	1.4 Foster collaborative and advantageous partnerships with businesses, community members, non-profits, and regional partners.	E. Develop an educated workforce through collaboration with local educational institutions to leverage collective resources and to enhance K-12 and higher education opportunities.	CC	CM		
Public Safety	3.3 Provide resources to support the health, welfare, and safety of the community.	C. Support creative criminal justice and alternative diversion programs.	CC	MC		
Public Safety	3.3 Provide resources to support the health, welfare, and safety of the community.	D. Take a proactive role in legislative advocacy in matters which impact public safety.	CC	CM	LG	
Transparency	5.2 Advocate for Lakewood at all levels of government.	B. Develop annual legislative agenda and proactively engage with the county council, state legislature, and federal delegation.	CC	CM	SSMCP	
Transparency	5.2 Advocate for Lakewood at all levels of government.	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.	CM	CC	CED	
Transparency	5.4 Strengthen connection with stakeholders, partners, and communities.	E. Strengthen City's relationship with local school districts, colleges, and other public entities.	CC	CM	PRCS	

CITY MANAGER

GOAL	OBJECTIVE	STRATEGY	DEPT1	DEPT2	DEPT3	DEPT4
Economic Development	1.4 Foster collaborative and advantageous partnerships with businesses, community members, and regional partners.	B. Continue partnership with JBLM and Camp Murray to improve communication and connectivity, land use development, and transportation.	CM	SSMCP	CED	
Economic Development	1.4 Foster collaborative and advantageous partnerships with businesses, community members, non-profits, and regional partners.	E. Develop an educated workforce through collaboration with local educational institutions to leverage collective resources and to enhance K-12 and higher education opportunities.	CC	CM		
Public Safety	3.3 Provide resources to support the health, welfare, and safety of the community.	D. Take a proactive role in legislative advocacy in matters which impact public safety.	CC	CM	LG	
Fiscal Responsibility	4.1 Provide efficient and effective municipal services	B. Continually analyze risk assumed by the City, adjust policies and programming if necessary.	AD	CM	LG	
Fiscal Responsibility	4.1 Provide efficient and effective municipal services	C. Monitor, refine, and respond to performance measures.	CM			
Fiscal Responsibility	4.3 Make smart investments in people, places, and resources.	F. Effectively use American Rescue Plan Act funds to help the community recover from the COVID-19 pandemic.	CM			
Transparency	5.1 Enhance communications with residents, businesses, and community stakeholders about City issues, projects, and services.	E. Regularly implement surveys that measure community priorities, satisfaction, and specific projects.	CM			
Transparency	5.2 Advocate for Lakewood at all levels of government.	A. Continue to serve in a leadership capacity in national, regional, and local affairs.	CM	SSMCP	CED	
Transparency	5.2 Advocate for Lakewood at all levels of government.	B. Develop annual legislative agenda and proactively engage with the county council, state legislature, and federal delegation.	CC	CM	SSMCP	
Transparency	5.2 Advocate for Lakewood at all levels of government.	C. Improve awareness of JBLM's and Camp Murray's direct and indirect economic impacts on the city, region, county, and state.	SSMCP	CM	CED	
Transparency	5.2 Advocate for Lakewood at all levels of government.	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.	CM	CC	CED	
Transparency	5.3 Develop measureable outcomes and compare these to national benchmarks.	C. Develop an annual performance report card and accessible "real time" community-dashboard.	CM			
Transparency	5.4 Strengthen connection with stakeholders, partners, and communities.	E. Strengthen City's relationship with local school districts, colleges, and other public entities.	CC	CM	PRCS	

COMMUNITY AND ECONOMIC DEVELOPMENT

GOAL	OBJECTIVE	STRATEGY	DEPT1	DEPT2	DEPT3	DEPT4
Economic Development	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.	CED			
Economic Development	1.1 Align economic goals and resources across departments.	B. Review and develop prudent business incentives that enhance economic development.	CED			
Economic Development	1.1 Align economic goals and resources across departments.	C. Direct growth through sound planning. Update land use codes and continue to improve internal processes, including implementation of new technologies.	CED	LG		
Economic Development	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.	CED			
Economic Development	1.2 Pursue infrastructure improvements vital to economic development and to bolster the City's competitiveness.	B. Improve underutilized commercial and mixed-use areas, e.g., the WSDOT facility, revise zoning regulations where appropriate and minimize nonconforming uses.	CED			
Economic Development	1.2 Pursue infrastructure improvements vital to economic development and to bolster the City's competitiveness.	C. Expand and improve utilities and community assets, such as sewers, libraries, parks, public spaces, etc.	PW	CED	LG	
Economic Development	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.	CED			
Economic Development	1.3 Enhance and diversify housing stock and improve multi-generational community assets.	C. Support and preserve historical, cultural, and ecological buildings of significance.	CED			
Economic Development	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 development, and planning policies.	CED			
Economic Development	1.4 Foster collaborative and advantageous partnerships with businesses, community members, non-profits, and regional partners.	B. Continue partnership with JBLM and Camp Murray to improve connectivity, land use development, and transportation near bases.	CM	SSMCP	CED	
Economic Development	1.4 Foster collaborative and advantageous partnerships with businesses, community members, non-profits, and regional partners.	D. Expand partnership with the Chamber of Commerce, neighborhood groups and associations, and other civic groups.	CED			
Economic Development	1.5 Promote and facilitate sustainable economic development.	A. Focus resources on business creation, attraction, retention, and expansion.	CED			
Economic Development	1.4 Foster collaborative and advantageous partnerships with businesses, community members, and regional partners.	B. Continue partnership with JBLM and Camp Murray to improve communication and connectivity, land use development, and transportation.	CM	SSMCP	CED	
Economic Development	1.5 Promote and facilitate sustainable economic development.	B. Promote an entrepreneurial environment, encourage a balance of manufacturing, commercial, professional and retail and service businesses.	CED			
Public Safety	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.	CED	PD	LG	

Public Safety	3.4 Expand community outreach and educational programs.	D. Use innovative approaches and partnerships to provide connections to services to individuals experiencing behavioral health incidents and/or homelessness.	PD	CED		
Transparency	5.1 Enhance communications with residents, businesses, and community stakeholders about City issues, projects, and services.	C. Enhance city's image through positive spotlights, planning tools, land use codes, code enforcement, and infrastructure improvements.	COMM	CED	PD	PW
Transparency	5.2 Advocate for Lakewood at all levels of government.	A. Continue to serve in a leadership capacity in national, regional, and local affairs.	CM	SSMCP	CED	
Transparency	5.2 Advocate for Lakewood at all levels of government.	C. Improve awareness of JBLM's and Camp Murray's direct and indirect economic impacts on the city, region, county, and state.	SSMCP	CM	CED	
Transparency	5.2 Advocate for Lakewood at all levels of government.	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.	CM	CC	CED	

COMMUNICATIONS

GOAL	OBJECTIVE	STRATEGY	DEPT1	DEPT2	DEPT3	DEPT4
Economic Development	1.5 Promote and facilitate sustainable economic development.	D. Develop and implement an imaging campaign that confidently promotes recent accomplishments and community assets.	COMM			
Public Safety	3.2 Match perception of public safety with reality.	A. Promote advancements and achievements in public safety and the overall safety of the community.	PD	COMM		
Transparency	5.1 Enhance communications with residents, businesses, and community stakeholders about City issues, projects, and services.	C. Enhance city's image through positive spotlights, planning tools, land use codes, code enforcement, and infrastructure improvements.	COMM	CED	PD	PW

PUBLIC WORKS

GOAL	OBJECTIVE	STRATEGY	DEPT1	DEPT2	DEPT3	DEPT4
Economic Development	1.2 Pursue infrastructure improvements vital to economic development and to bolster the City's competitiveness.	C. Expand and improve utilities and community assets, such as sewers, libraries, parks, public spaces, etc.	PW	CED	LG	
Dependable Infrastructure	2.1 Implement capital infrastructure projects to improve transportation, park, and utility systems	A. Identify future transportation projects and determine advantageous and sustainable funding strategies. Update the comprehensive plan and six-year TIP when necessary.	PW	AD		
Dependable Infrastructure	2.1 Implement capital infrastructure projects to improve transportation, park, and utility systems	B. Construct a Downtown Park that serves as a catalyst for the Downtown Area	PW			
Dependable Infrastructure	2.1 Implement capital infrastructure projects to improve transportation, park, and utility systems	C. Expand neighborhood and non-motorized transportation infrastructure improvements to increase accessibility and connectivity to roadways, parks, public spaces, and public buildings.	PW			
Dependable Infrastructure	2.1 Implement capital infrastructure projects to improve transportation, park, and utility systems	E. Implement technology solutions to enhance accessibility, operations, and services.	PW	PRCS		
Dependable Infrastructure	2.1 Implement capital infrastructure projects to improve transportation, park, and utility systems	F. Partner with stakeholders to identify and implement infrastructure solutions.	PW			
Dependable Infrastructure	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.	PW	PRCS		
Dependable Infrastructure	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.	PW	PRCS		
Dependable Infrastructure	2.4 Increase connectivity and accessibility.	A. Leverage transit, multimodal infrastructure, and new technologies to improve accessibility in the City and with neighboring communities.	PW			
Dependable Infrastructure	2.4 Increase connectivity and accessibility.	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.	PW	PRCS		
Dependable Infrastructure	2.4 Increase connectivity and accessibility.	C. Proactively pursue transportation safety solutions, including rail safety improvements.	PW	PRCS		
Public Safety	3.1 Improve community safety and reduce crime through data driven processes.	B. Promote crime prevention through environmental design (CPTED) principles.	PW			
Transparency	5.1 Enhance communications with residents, businesses, and community stakeholders about City issues, projects, and services.	C. Enhance city's image through positive spotlights, planning tools, land use codes, code enforcement, and infrastructure improvements.	COMM	CED	PD	PW
Transparency	5.2 Advocate for Lakewood at all levels of government.	D. Advocate for increased transportation and parks infrastructure funding.	PW	PRCS		

POLICE

GOAL	OBJECTIVE	STRATEGY	DEPT1	DEPT2	DEPT3	DEPT4
Public Safety	3.1 Improve community safety and reduce crime through data driven processes.	A. Enhance law enforcement services through on-going training and new technologies.	PD			
Public Safety	3.2 Match perception of public safety with reality.	A. Promote advancements and achievements in public safety and the overall safety of the community.	PD	COMM		
Public Safety	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.	CED	PD	LG	
Public Safety	3.4 Expand community outreach and educational programs.	A. Cultivate and sustain collaborative partnerships with law enforcement and citizens to develop effective solutions, PD increase trust, and encourage mutual accountability.				
Public Safety	3.4 Expand community outreach and educational programs.	C. Emphasize crime prevention through public education.	PD			
Public Safety	3.4 Expand community outreach and educational programs.	D. Use innovative approaches and partnerships to provide connections to services to individuals experiencing behavioral health incidents and/or homelessness.	PD	CED		
Transparency	5.1 Enhance communications with residents, businesses, and community stakeholders about City issues, projects, and services.	C. Enhance city's image through positive spotlights, planning tools, land use codes, code enforcement, and infrastructure improvements.	COMM	CED	PD	PW

PARKS, RECREATION, & COMMUNITY SERVICES

GOAL	OBJECTIVE	STRATEGY	DEPT1	DEPT2	DEPT3	DEPT4
Economic Development	1.3 Enhance and diversify housing stock and improve multi-generational community assets.	B. Continue to support youth and senior programming and expand community events.	PRCS			
Dependable Infrastructure	2.1 Implement capital infrastructure projects to improve transportation, park, and utility systems	D. Provide a quality and diverse park and recreation system making strategic additions when prudent.	PRCS			
Dependable Infrastructure	2.1 Implement capital infrastructure projects to improve transportation, park, and utility systems	E. Implement technology solutions to enhance accessibility, operations, and services.	PW	PRCS		
Dependable Infrastructure	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.	PW	PRCS		
Dependable Infrastructure	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.	PW	PRCS		
Dependable Infrastructure	2.3 Advance infrastructure projects that enhance the City's identity and diversity.	B. Showcase art, culture, and history to enhance sense of place.	PRCS			
Dependable Infrastructure	2.4 Increase connectivity and accessibility.	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.	PW	PRCS		
Dependable Infrastructure	2.4 Increase connectivity and accessibility.	C. Proactively pursue transportation safety solutions, including rail safety improvements.	PW	PRCS		
Transparency	5.2 Advocate for Lakewood at all levels of government.	D. Advocate for increased transportation and parks infrastructure funding.	PW	PRCS		
Transparency	5.4 Strengthen connection with stakeholders, partners, and communities.	E. Strengthen City's relationship with local school districts, colleges, and other public entities.	CC	CM	PRCS	

SOUTH SOUND MILITARY COMMUNITIES PARTNERSHIP

GOAL	OBJECTIVE	STRATEGY	DEPT1	DEPT2	DEPT3	DEPT4
Economic Development	1.4 Foster collaborative and advantageous partnerships with businesses, community members, and regional partners.	B. Continue partnership with JBLM and Camp Murray to improve communication and connectivity, land use development, and transportation.	CM	SSMCP	CED	
Transparency	5.2 Advocate for Lakewood at all levels of government.	A. Continue to serve in a leadership capacity in national, regional, and local affairs.	CM	SSMCP	CED	
Transparency	5.2 Advocate for Lakewood at all levels of government.	B. Develop annual legislative agenda and proactively engage with the county council, state legislature, and federal delegation.	CC	CM	SSMCP	
Transparency	5.2 Advocate for Lakewood at all levels of government.	C. Improve awareness of JBLM's and Camp Murray's direct and indirect economic impacts on the city, region, county, and state.	SSMCP	CM	CED	

LEGAL

GOAL	OBJECTIVE	STRATEGY	DEPT1	DEPT2	DEPT3	DEPT4
Economic Development	1.1 Align economic goals and resources across departments.	C. Direct growth through sound planning. Update land use codes and continue to improve internal processes, including implementation of new technologies.	CED	LG		
Economic Development	1.2 Pursue infrastructure improvements vital to economic development and to bolster the City's competitiveness.	C. Expand and improve utilities and community assets, such as sewers, libraries, parks, public spaces, etc.	PW	CED	LG	
Public Safety	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.	CED	PD	LG	
Public Safety	3.3 Provide resources to support the health, welfare, and safety of the community.	D. Take a proactive role in legislative advocacy in matters which impact public safety.	CC	CM	LG	
Fiscal Responsibility	4.1 Provide efficient and effective municipal services	B. Continually analyze risk assumed by the City, adjust policies and programming if necessary.	AD	CM	LG	

IT

GOAL	OBJECTIVE	STRATEGY	DEPT1	DEPT2
Fiscal Responsibility	4.3 Make smart investments in people, places, and resources.	E. Continue to enhance cyber security measures to protect City systems.	IT	

MUNICIPAL COURT

The Municipal Court is a court of limited jurisdiction that handles infractions, misdemeanors and gross misdemeanor offenses that occur in the City of Lakewood. The Municipal Court provides court services on a contract basis to the City of University Place, Town of Steilacoom and the City of DuPont. Programs of the Municipal Court include: Municipal Court road tour; transportation of defendants to court for pending hearings; electronic home monitoring (EHM); community service work crew program; veterans' court; probation; and video arraignment at Nisqually Corrections.

GOAL	OBJECTIVE	STRATEGY	DEPT1	DEPT2	DEPT3	DEPT4
Public Safety	3.3 Provide resources to support the health, welfare, and safety of the community.	C. Support creative criminal justice and alternative diversion programs.	CC	MC		

