



LAKEWOOD CITY COUNCIL STUDY SESSION AGENDA

Monday, July 24, 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>

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

Page No.

CALL TO ORDER

ITEMS FOR DISCUSSION:

- (2) 1. State of the Fire Department. – *Chief Jim Sharp, West Pierce Fire & Rescue*
- (12) 2. 2023-2024 Strategic Plan Update. – (Memorandum)
- (89) 3. Parks Capital Improvement Program Update. – (Memorandum)

ITEMS TENTATIVELY SCHEDULED FOR AUGUST 7, 2023 REGULAR CITY COUNCIL MEETING:

- 1. Proclamation declaring August 6-12, 2023 as Farmers Market week.
– *Sally Martinez, Recreation Coordinator*
- 2. Presentation from Lakewood's CHOICE. – *Marcos Sauri and Lisa Watt Banks*
- 3. Clover Park School District Report.
- 4. Approving the 2023-2024 Strategic Plan. – (Motion – Consent Agenda)
- 5. Information Technology Plan Update. – (Reports by the City Manager)

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.



West Pierce Fire & Rescue

Before, During, and
Beyond the Pandemic

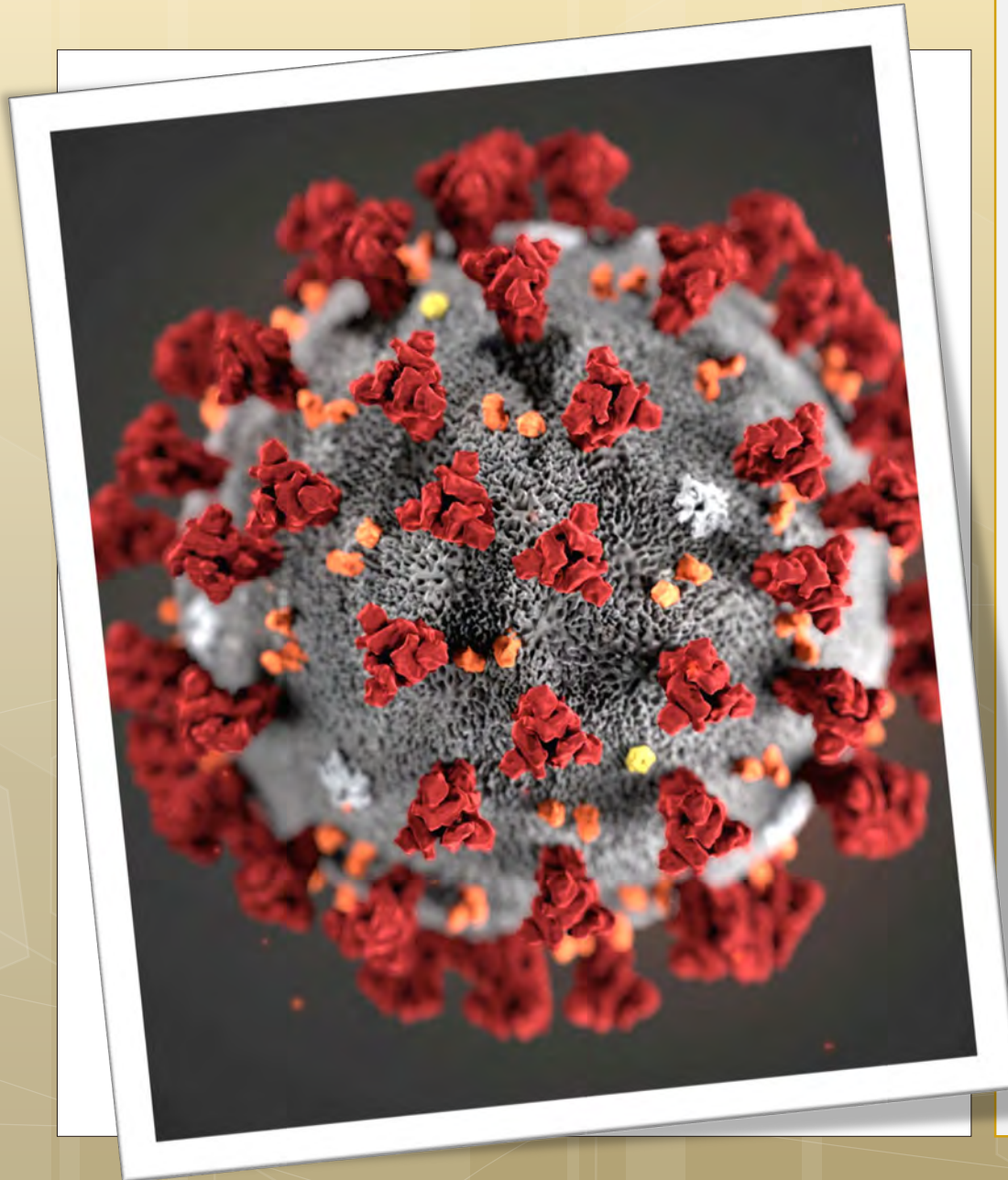
Respond Efficiently • Execute Flawlessly • BE NICE!

Before the Pandemic

- ❖ 2019 Maintenance and Operations Levy
- ❖ Vision 2020 - Re-imagining Emergency Medical Services



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Didn't see that coming.

- ❖ January 1, 2020 first case of COVID in US is in Washington State.
- ❖ Weekly crisis meetings
- ❖ New response protocols
- ❖ Stations closed to the public
- ❖ New training methods
- ❖ Quarantines/overtime staffing
- ❖ Telework
- ❖ Vaccination requirements
- ❖ Significant costs with only partial reimbursement

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Things Didn't Slow Down



- ❖ Calls for service have increased 10% in last 2 years
- ❖ 17, 721 calls for service in 2022
 - Approximately 49 per day
- ❖ For every 1,000 people, 167 called 9-1-1 in 2022
 - Highest call volume per capita of all Pierce County fire districts
- ❖ Over 6,500 people were transported to the hospital in 2022.
 - Approximately 18 per day

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**MISSION:
ACCOMPLISHED**

Vision 2020

- ✓ Squads
 - ✓ Pilot program in 2020
 - ✓ First squad established in 2021, second in 2022
- ✓ Fifth Medic Unit
 - ✓ Established in 2021
 - ✓ One transport unit in 5 stations
- ✓ Multi-lingual Outreach Coordinator
 - ✓ Part-time position established in 2021
 - ✓ Provide outreach and education in communities where English is predominantly a second language
- ✓ Connected CARE
 - ✓ Community Access Referral and Education
 - ✓ Established in 2022
 - ✓ Over 300 referrals in less than nine months
- ✓ Second Battalion Chief
 - ✓ Re-established in 2022 after being cut as a result of the Great Recession.
 - ✓ Manages day to day operations and major incidents

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Beyond the Pandemic

❖ Grants

- ❖ \$3 million in grants since 2020
- ❖ \$1.2 million for heavy rescue vehicle and training
- ❖ \$1 million for paramedic training
- ❖ \$400,000 in Wildland Urban Interface (WUI) training and equipment
- ❖ \$230,000 in American Rescue Plan Act (ARPA) funding via the City of Lakewood

❖ Hiring

- ❖ Vision 2020 represented the first staffing increases since the Great Recession
- ❖ Significant retirements
- ❖ Historically large hiring academies

❖ A New Look

- ❖ 70 employees were hired since the Pandemic
- ❖ One-third of the department doesn't know what the job was like before the pandemic

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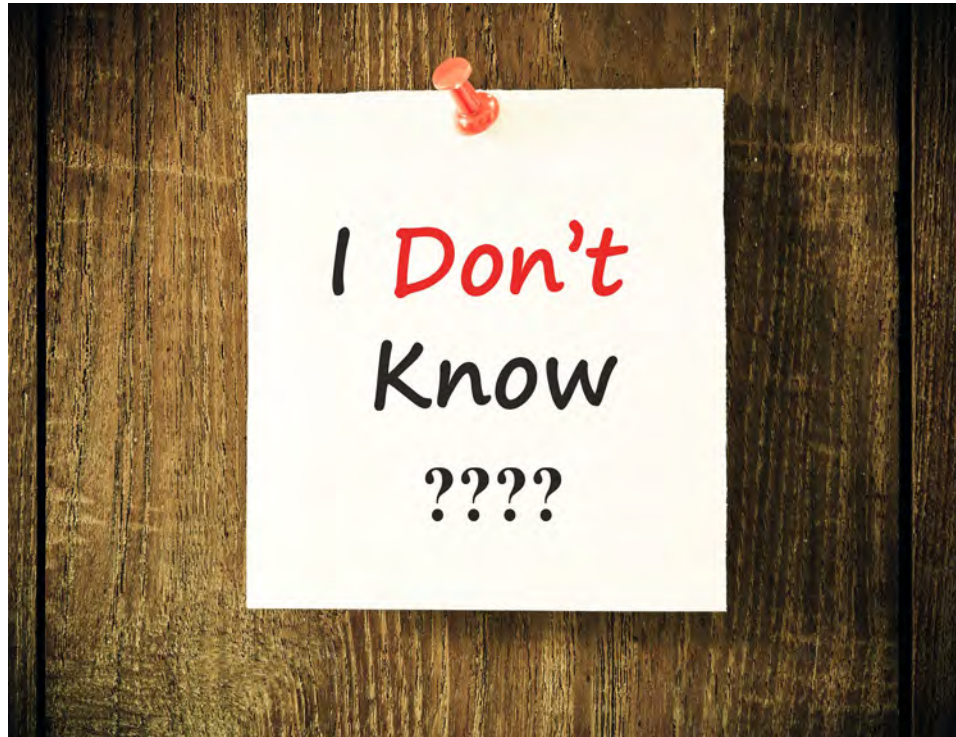


Proposition 1

- ❖ **4-year Maintenance and Operations** – continues to support first class, community-focused fire and EMS services.
- ❖ **Not a new levy** – Renewal of the M&O levy adopted in 2019. Supported for close to 50 years.
- ❖ **Funds 25% of the Department's operating budget**
- ❖ **August 1st ballot**

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Will Property Taxes Go Up?



- ❖ Every property is unique
- ❖ Assessed values are set by the PC Assessor Treasurer
- ❖ Many areas in Western Washington are starting to see home prices decline
- ❖ The cities of Lakewood and UP continue to see good economic development

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What's the Bottom Line?

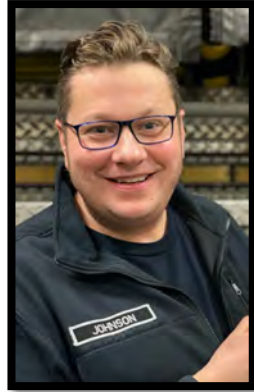
In 2020, total annual fire department taxes on a \$500,000 home were **\$1,755.**

In 2024, total annual fire department taxes on a \$500,000 home are estimated to be **\$1,408.**



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Questions?

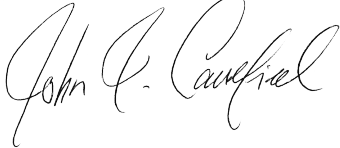


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TO: Mayor, Deputy Mayor, and City Councilmembers

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

THROUGH: John J. Caulfield, City Manager 

DATE: July 24, 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.

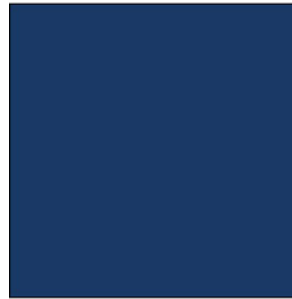
Updates have been made to all sections to reflect the current work of the City, recent developments in the City, and strategic changes include the following:

- 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:

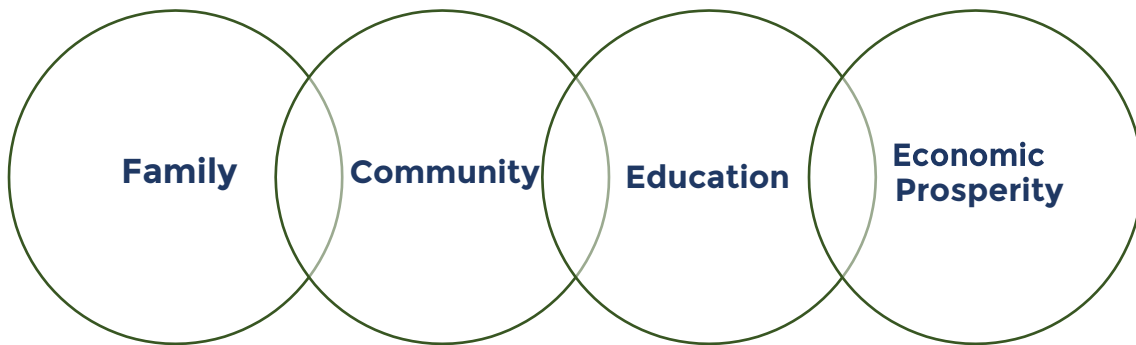
- Instilling equity as a priority of policy and the delivery of services.
- Enacting initiatives that support and celebrate the diversity of the community.
- Ensuring equity in municipal planning.
- Identifying and dismantling preconceived prejudices.
- Increasing sensitivity to social norms and cultural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



1849

Fort Steilacoom
in Lakewood
established to
provide services
to settlers in
Western
Washington

1908 Lakewood
Gardens
established

1937 Lakewood
Colonial Center
built, the first
suburban
shopping center
in the western US

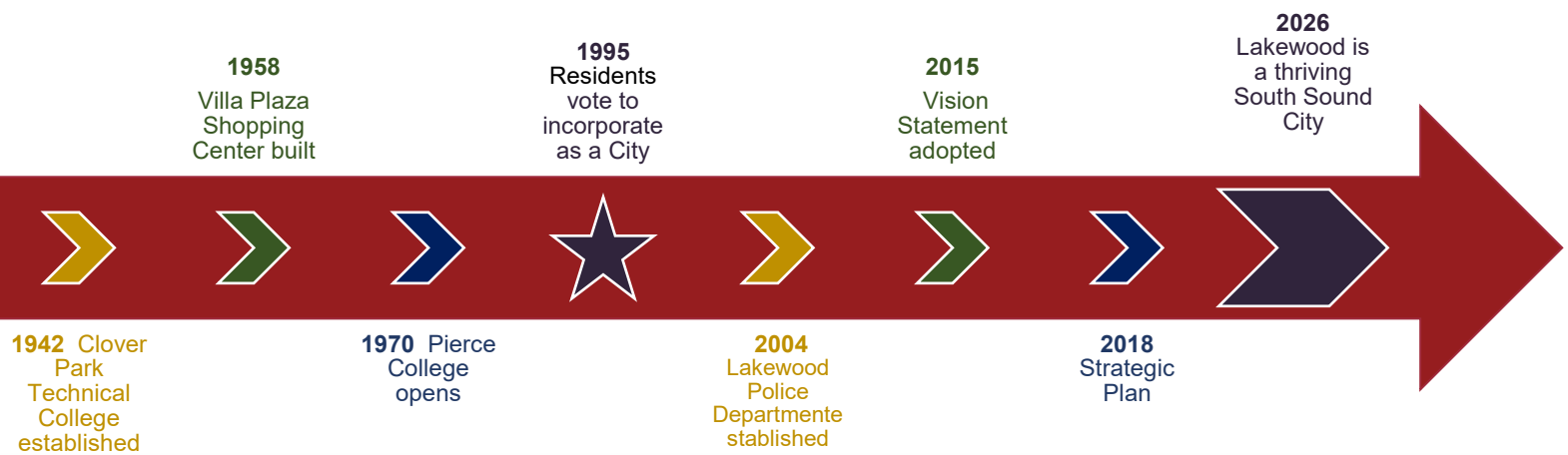
Lakewood has a rich and distinguished history. Prior to the advent of white hunters and settlers, the Steilacoom and Nisqually Indians used the area around Lakewood for hunting and for important tribal gatherings. Since the nineteenth century, commerce and industry have been longstanding hallmarks of 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.

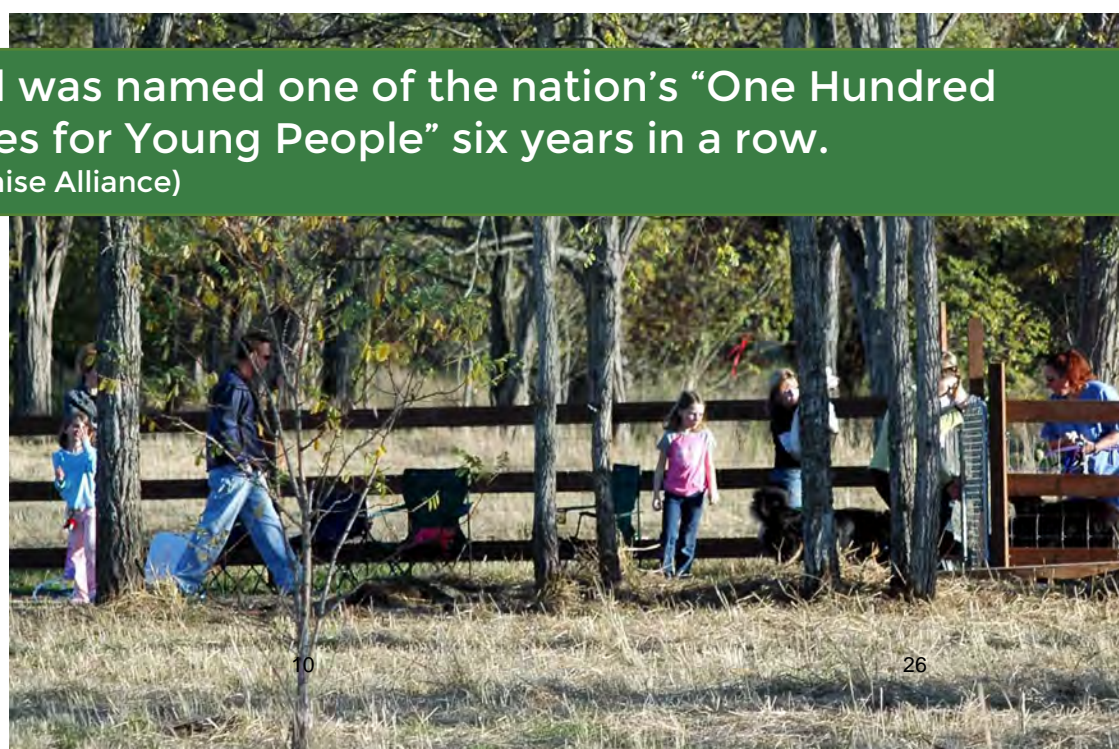
16.6% of the population is at or below poverty level; This is 5.8% higher than Washington State average.

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.

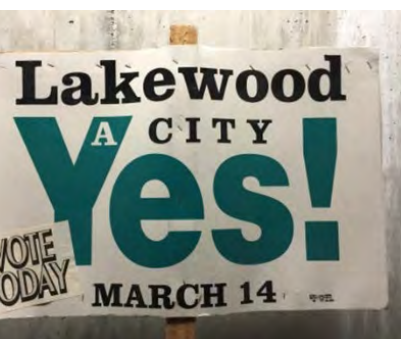


PUBLIC SAFETY

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:

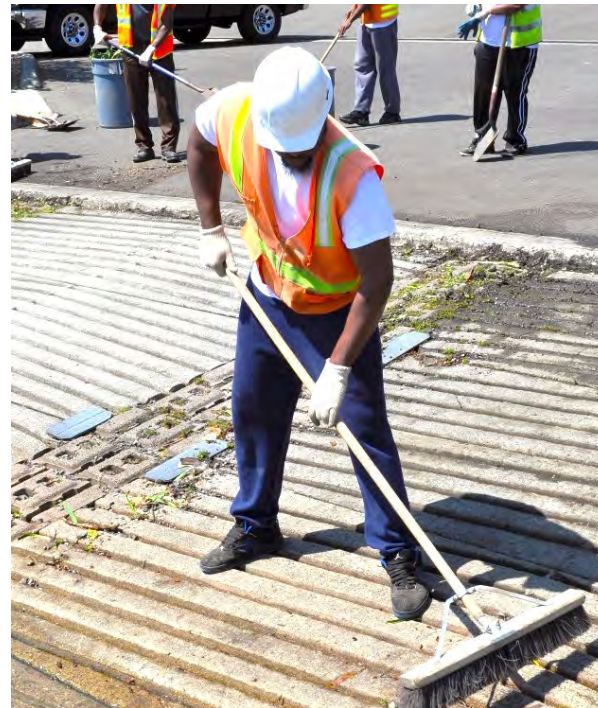
- The implementation of three major urban design projects: The Lakewood Motor Ave Plaza (also known as Colonial Plaza), Lakewood Downtown Plan, and Lakewood Station District Subarea Plan. All three aim to provide strategies and action items for creating a thriving, diverse, livable, sustainable, and 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.



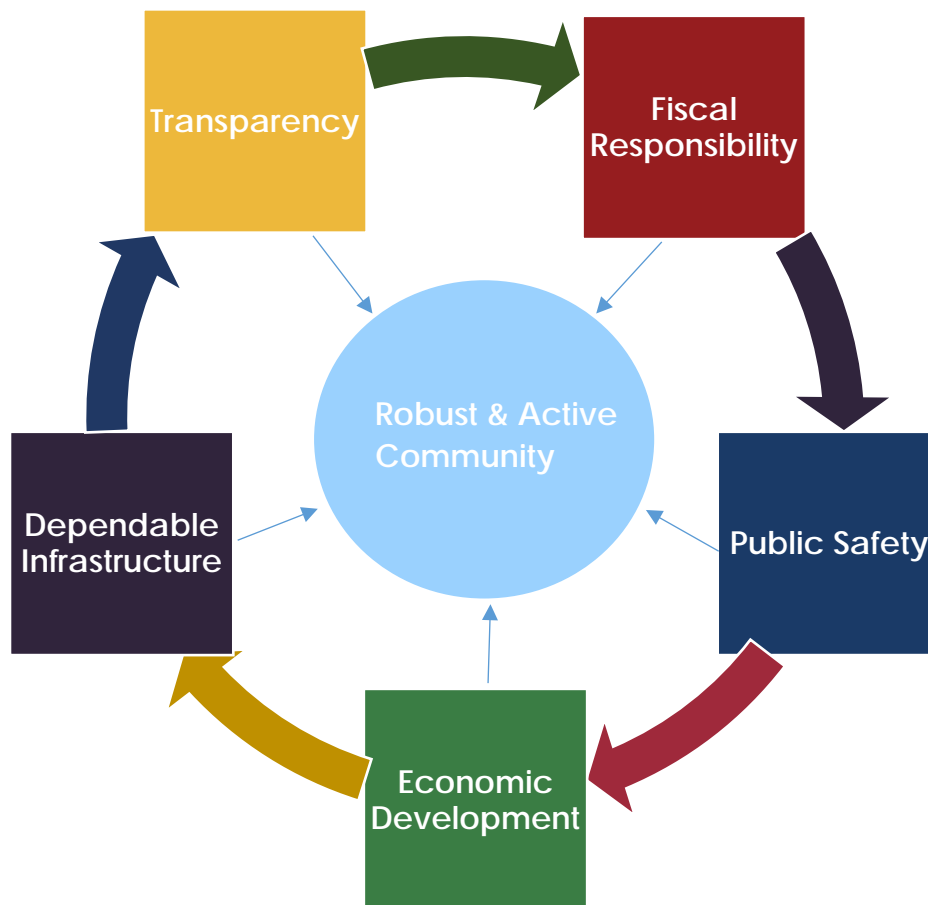


FACT: Lakewood's tremendous sense of civic pride and engagement is evident by the level of community involvement and volunteerism. Lakewood is strong because of the many residents, businesses and community and neighborhood groups that partner with the City to make improvements and address issues.

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

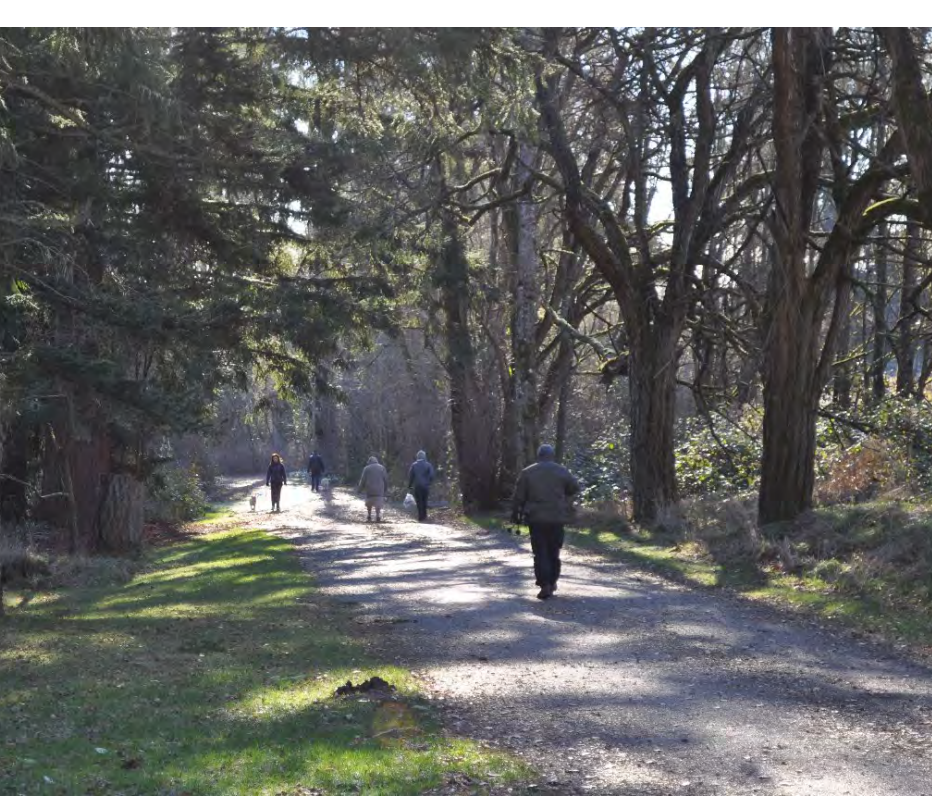
The City is committed to participating and encouraging regional approaches to service delivery whenever the regional model produces efficiencies and improves services to our residents.

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



ENVIRONMENT



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

PWE.....Public Works Engineering

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

Lakewood Downtown Subarea Plan

Lakewood Station District Subarea Plan

Tillicum Neighborhood Plan

Climate Change Work Plan

Urban Forestry Program Implementation Guide



PERFORMANCE MEASURES GOALS

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

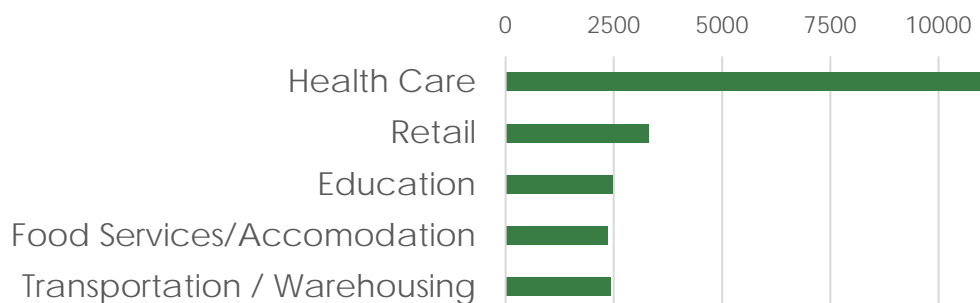
Employment Growth 2022: 2.3%, back to pre-pandemic levels
Wage growth 2022: 6%
Fastest growing occupations:
Community/Social Services, Healthcare Support

\$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



⁵⁰SERVICE
MEMBERS



LEAD DEPARTMENT:
PUBLIC WORKS ENGINEERING
PARKS, RECREATION, AND
COMMUNITY SERVICES

SUPPORTING DEPARTMENTS:
ALL

SUPPORTING DOCUMENTS

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

PERFORMANCE MEASURES GOALS

- ✓ Increase transportation and mobility options.
- ✓ Increase miles of improved roadway.
- ✓ Improved traffic flow.
- ✓ Increase use & access to public spaces.
- ✓ All MyLakewood311 requests completed.





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

Police Department Quarterly Reports

Biennial Budget

Comprehensive Plan



PERFORMANCE MEASURE GOALS

- ✓ Decrease crime.
- ✓ Decrease roadway accidents.
- ✓ Decrease number of failed safety inspections.
- ✓ Maintain WASPC accreditation.
- ✓ Increase use of community policing programs and initiatives.





PUBLIC SAFETY

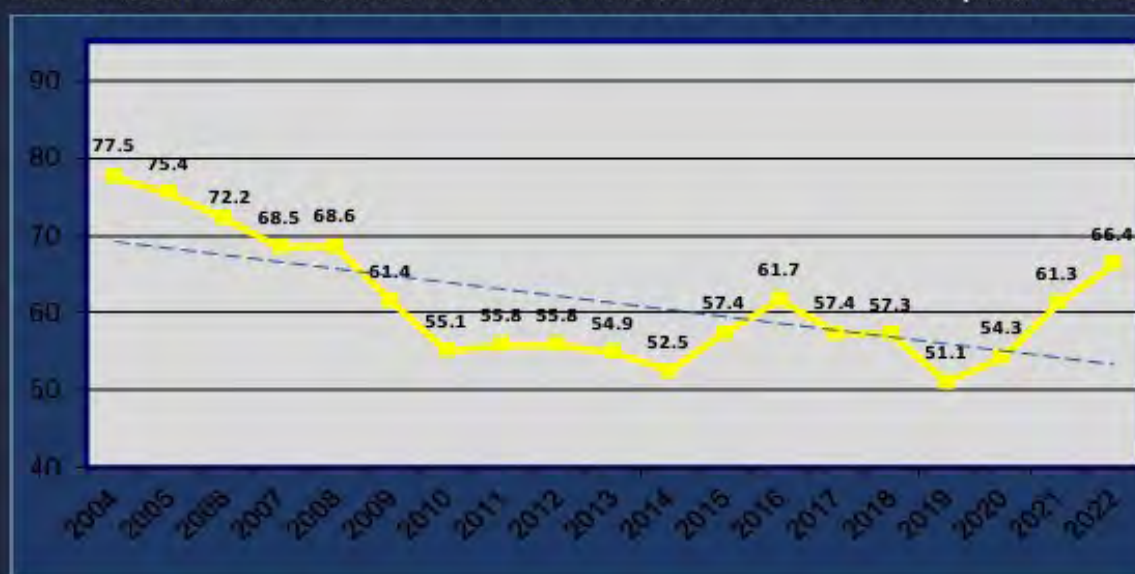
GOAL: The City of Lakewood is one of the safest cities in Washington State.

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 infrastructure improvements.

Crime in Lakewood is trending down!



LAKESWOOD TOTAL CRIME RATE PER THOUSAND RESIDENTS (2004–2022)



Property Crime decreased*

22%

*from LPD creation to 2021
Source: WASPC

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



⁶² 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	∞	∞

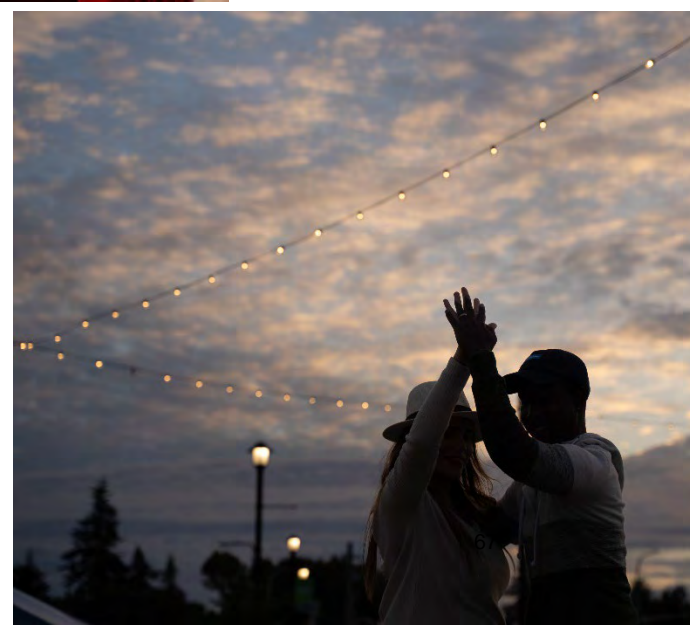


FISCAL RESPONSIBILITY

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
Brand Guide and Communications & Marketing Operational Plan

PERFORMANCE MEASURE GOALS:

- ✓ Increase civic engagement.
- ✓ Increase resident satisfaction with municipal communication.
- ✓ Increase 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

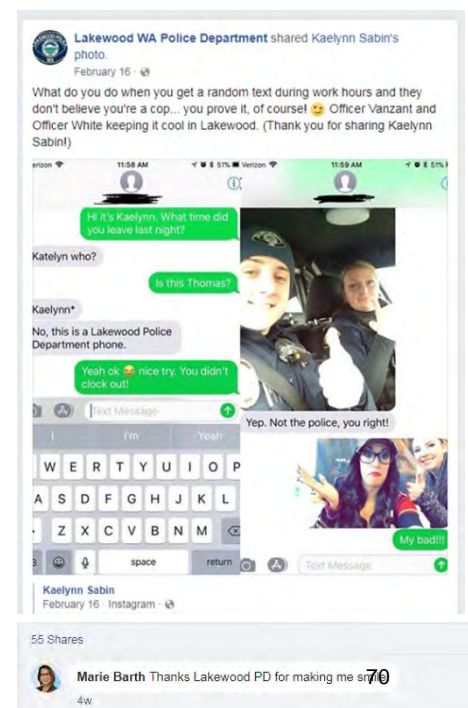
New Facebook followers for
City Facebook page since

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

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





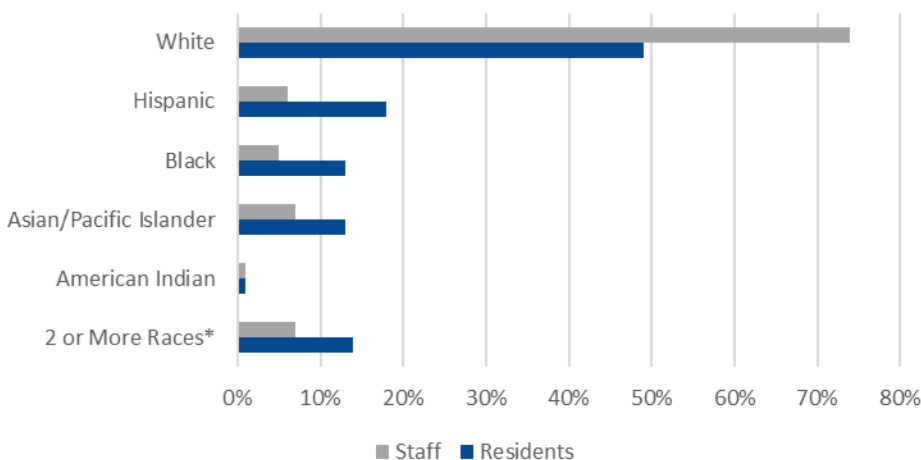
ROBUST & ACTIVE COMMUNITY

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.

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

2023 City Staff and City Residents Demographics



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.

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

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

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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

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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.





To: Mayor and City Councilmembers

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

Through: John Caulfield, City Manager *John E. Caulfield*

Subject: Parks Capital Improvement Program Update

Date: July 24, 2023

Exhibits: Draft Nisqually MOU & Work Plans, American Lake Park Construction Area Map, Parks CIP Schedule Summary, Edgewater Park Draft Master Plan and Chambers Creek Trailheads in Lakewood

This memo is to provide City Council with an update on the City's park capital improvement projects as noted in the 2023/2024 Capital Budget. Included are projects that have been completed since the last update in July 2022; projects that are currently underway; and a status report and/or anticipated start dates of the remaining 2023/2024 work plan.

Completed Projects

301.0006 Gateway Monument Signs

Continuing the work started in 2015 to improve 14 different gateways and create a positive first impression, the City completed gateway signs in conjunction with city road projects. A new gateway sign was installed at Northgate and Edgewood and the Nyanza sign was replaced. The area at Pacific Highway and Bridgeport was reengineered and enhanced to support a replacement sign after multiple vehicle accidents. Cost for replacement will be reimbursed from drivers insurance.

Project Cost: \$76,811 (anticipated for Bridgeport sign rebuild)

STATUS: The Bridgeport sign will be installed and completed by the end of August, 2023.

301.0039 American Lake North Parking Lot

The City purchased land along Veterans Dr. adjacent to the park for overflow parking during the busy summer season and to accommodate loss of on-street parking from Veterans Drive improvements.

Project Cost: \$469,354 (includes property purchase)

Funding Source: City General Fund

STATUS: Complete

301.0046 Street End Update

The City conducted a street end study in 2008-09 to gather data on the feasibility of improved public access at 14 street ends located on four lakes within the City. An update to the study focused on 12 sites. Schematic design and cost estimates were created. Pilot project will be requested in the 2025/26 budget.

Project Cost: \$50,000 General Fund

STATUS: Completed

Wards Lake Land Acquisition

Using a Pierce County Conservation Futures (PCCF) grant the City was able to purchase a residential lot on the park south property boundary (end of 25th Ave) in late 2021. The purchase of an additional 10.5 acres was very complex due to a binding site plan (BSP) with multiple parties being associated with the parcels. After several extensions the PCCF Grant ran out so additional city resources were utilized. Acquisition was complete in June, 2023.

Project Cost \$93,247.26

Funding Source: General Fund

STATUS: Complete

301.0032 Springbrook Park Expansion and Restoration

This project continues City efforts to improve the quality of life for residents in the Springbrook neighborhood. This project will help us clean up approximately 660 linear feet of shoreline, improve water quality, and create a healthy place for Springbrook residents. Improvements include walking paths, viewpoints, picnic and open space areas, a dog park, basketball court, updated community garden, a bike pump track and site furnishings.

Project Budget: \$1,875,916

Funding Source: Department of Commerce grant and general funds

STATUS: Substantially completed in late July 2023. Planting along the creek will occur in Sept-October, 2023.

Projects Currently Underway

Fort Steilacoom Park Boundary Line Adjustment

On June 20, 2019 the City became the proud owner of Fort Steilacoom Park. The parcels, originally leased by Pierce County in the 1970's were transferred to the City. Pierce College received ownership of the property in December 2021 and is in the process of surveying the parcels in preparation for the boundary line adjustment (BLA). Their main interest is to remove all portions of Waughop Lake from their ownership.

STATUS: Pending- anticipate BLA completed by December 2023

301.0045 Motor Ave Lighting Project:

Lighting and landscape improvements were installed to highlight trees in an area adjacent to Motor Ave. Equipment to up light the trees was complete in 2022, however, additional utility work is needed for the system to work and to install landscaping in the area. The infrastructure (water and power meters / systems) may support future events, restroom building or a community park.

Project Budget: \$98,329

Funding Source: General funds

STATUS: Substantially completed – irrigation and landscaping to be complete in 2023.

301.0005 Chambers Creek Trail Planning and Development

The Cities of Lakewood, University Place, and Pierce County have been working together on a Chambers Creek Trail Project. The land is owned by Pierce County with sections of the trail(s) and trailheads located in University Place and Lakewood. The completed trail is anticipated to be 2.5 miles long. Phase 1, which included Bridge 1 construction, was completed in late 2021. Phase 2 will complete the 2.5 mile trail, including necessary bridges, boardwalks and trailheads (see attached trailhead map) through Chambers Creek Canyon from Kobayashi Park to Chambers Creek Road. Several grants have been received to offset project costs. An updated Interlocal Agreement was approved in 2019. All agencies anticipate financially supporting the phased trail projects.

Project Cost: \$657,656 was the anticipated City share which has been funded. Pierce County allocated park impact fees to cover their portion of the project which delayed the start. The 2024 cost estimate is higher and an additional \$323,997 will be requested at mid-year budget adjustment for 2024 project start. See chart below.

City Funding Source: General Fund, REET, SWM and trails funds

STATUS: Phase 2 trails and connector bridges are in final design and permitting. Construction anticipated to begin in 2024. Project complete by end of 2024.

301.005 Chambers Creek Trail - Phase 2 Funding Summary				
Source Revenues	2017 Costs from Design Report	2020 Approved Funding from Engineers Est.	Current Project Cost Estimate 60% Design	Anticipated Funds Needed
RCO Grant Funds	\$709,000.00	\$709,000.00	\$709,000.00	
Pierce County	\$236,334.00	\$657,659.00	\$981,656.00	\$323,997.00
City of Lakewood	\$236,333.00	\$657,659.00	\$981,656.00	\$323,997.00
City of University Place	\$236,333.00	\$657,659.00	\$981,656.00	\$323,997.00
Total	\$1,418,000.00	\$2,681,977.00	\$3,653,968.00	\$971,991.00

301.0020 Wards Lake Improvements

Since incorporation, the City has utilized a variety of funding sources to purchase several parcels of contiguous land to make-up the current Wards Lake Park property. At over 38 acres, Wards Lake is an outstanding natural area in a densely populated area. A comprehensive master plan update was completed in 2019 in conjunction with the Legacy Plan and to prepare for 2020 state grant cycles. The master plan focused on increased access, environmental health, storm water function, improved safety and ways to discourage negative activities. The plan was divided into three phases with funding secured to support Phase 1 and a majority of Phase 2.

Phase 1: Improvements include removing invasive plant species, ADA access, pathways and bridges, new park access off 88th, a dog park, pump track, enhanced open space areas, signage, site furnishings and an accessible loop trail to provide pedestrian access. Improved sight lines through vegetated areas will allow easier access to maintain the site and clean-up area(s) when dumping or encampments are created. PWE will be installing a new signal light and pedestrian crossings at the entrance on Pine St & 84th, which is anticipated to be completed in fall of 2023, prior to phase 1 construction at the park.

Phase 2: Improvements include a new neighborhood park on the south side of the park with playground, site amenities including a new shelter, off-street parking, a 3 acre dirt bike track and general landscape and habitat improvements. Trail development across the park will link the new neighborhood park to the main park entrance and loop trail system and extend to the 25th Ave S through the parcel acquired in 2020. Improvements within the north entry area of the park include expanded parking, replacement of the existing play area, site furnishings including one of two shelters and a Portland Loo to replace the existing restroom.

Phase 3: The newly acquired parcels will be used primarily for trail expansion to improve site access for pedestrians and allow the City to maintain the site and clean-up area(s), especially near freeway and in heavily vegetated areas when dumping or encampments are created. Because the majority of this area is wetland or critical areas, boardwalks and other overwater amenities will be featured.

Phase 1 Project Budget: \$3.9M

Phase 2 Project Budget: \$2.5M

Phase 3 Project Budget: Not in current work program - TBD

Funding Sources: REET, SWM, General fund, LWCF, WWRP Local Parks and YAF and Dept. of Commerce (legislative allocation).

STATUS: Phase one is in permitting. Phase two is in preliminary design. Due to federal funding and critical area designation additional studies and permitting are required. For efficiency and to reduce impacts to park and visitors we are delaying construction of phase one and combining with phase 2. The overall project schedules for both phases can be referenced in the chart below.

Wards Lake Park Phase 1 & Phase 2 Schedule		
Task	Timeline	Anticipated Completion
Phase 1		
Design	Feb 2022-Dec 2022	
Permitting	Jan 2023-Current	August 1, 2023
Phase 2		
Design	March 2023-Nov 2023	
Permitting	Aug 2023-Feb 2024	March 1, 2024
Bidding Phase 1 & 2	Mar-April 2024	
Construction Phase 1&2	May 2024- Feb 2025	February 14, 2025

301.0027 American Lake Park Access Improvements

American Lake Park, although only 5 acres in size, is heavily used in the summer season due to limited waterfront access. Upcoming improvements include ADA access from the upper parking area to the shoreline, replacing restroom, reconstruct deteriorated retaining walls and bulkhead, and adding a new group picnic shelter, entrance plaza, trash compactor, and site furnishings. This project requires state and federal permitting due to in-water work which will delay project start which also impacts summer use of the park.

Project Budget: \$4,272,542

Funding Source: REET, WWRP ALEA, ARPA, DOC (Leg appropriation) and general fund

STATUS: Project is in 90% design development and in process of permit submittals. Plan to bid project as a whole with separate construction periods for upland and in-water work to allow the park to be open to the public in summer, 2024. See attached site map and chart below.

American Lake Park Schedule		
Task	Timeline	Anticipated Completion
Design	May 2022- August 2023	
Permitting Upland	April 2023-Nov 2023	
Permitting In-Water	April 2023-June 2024	June 30,2024
Bidding (all scope project)	Nov-Dec 2023	
Construction Upland	Jan 2024-Jun 2024	June 1, 2024
Construction In-Water*	October 2024-Mar 2025	March 30,2025

301.0031 Fort Steilacoom Park Turf Infields

The baseball fields at Fort Steilacoom Park serve youth and adults throughout Pierce, Thurston and South King Counties. Replacing dirt infields with synthetic turf material will make Fort Steilacoom

Park a more desirable location for large tournaments. The City is working with Pierce College to develop a collegiate sized home field on field #1 with additional amenities. Pierce College will cover all improvement costs associated with the new field. The City will own the facility and have access to program the facility when not in use by the College. A number of Interlocal Agreements have been approved to support the project, outline the Colleges right to use and address City's ownership, ability to coordinate access, maintenance, operations, facility replacement and use of the updated fields.

Project Cost: \$7,610,000 (\$1,610,000 City / \$6,000,000 Pierce College funds)

City Funding Source: REET, Department of Commerce grant (Leg appropriation), YAF grant, City General Fund and Pierce College funds

STATUS: Construction contract was awarded in May to allow for pre-construction administrative work, permitting and to purchase project elements. Groundbreaking event on July 27, 2023. Construction is anticipated to begin in August and be substantially complete in April, 2024.

301.0037 Seeley Lake Improvements

A cooperative project with Pierce County Parks to identify storm water conditions, safety upgrades and public access improvements at the Seeley Lake Conservation Resource Area. This site is located next to the Lakewood Community Center, which is owned and managed by Pierce County and was the location of the City's Senior Activity Center. A basin study and site master plan were created and phase one improvements were established to include improving the main trail head, removing hazardous waste materials, and adding ADA access. The project is in permitting and Pierce County is managing bidding and construction phases.

Project Budget: \$177,900 for permitting & construction

Funding Source: \$80,000 from City SWM and general funds allocated to support project.

STATUS: Currently in permitting with bidding to occur in 3rd quarter 2023 with improvements completed in early 2024

301.0048 Nisqually Partnership

The City and the Nisqually Indian Tribe are engaged in a collaborative partnership to develop interpretive installations at Fort Steilacoom Park featuring the unique history and current culture of the Nisqually Indian Tribe. The partnership project intends to add signage, art, and interpretive information throughout the park to provide an introduction to the Nisqually people and will include Lushootseed language. Cultural interpretive markers will be installed along the 1.7 mile Nisqually Loop Trail.

Project Budget: \$300,000

Funding Source: Dept. of Commerce Grant (Leg appropriation)

STATUS: A draft MOU and work plan(s) are included for review in July and consideration in August, 2023. A milestone breakdown including design, approvals, permitting and construction are referenced in attached work plans (#1 and #2). Completion June, 2025

301.0028 Oakbrook Park Improvements

Oakbrook Park is located in the northwest area of Lakewood. A small park was developed in 2002 and is the only neighborhood park in this housing area. In 2019 the playground was replaced. In May 2022 a design charrette w/ PRAB members and a neighborhood group was held to determine needs and discuss potential site improvements. Suggested improvements included circulation paths around the park, a pickleball court, a small picnic shelter, site furnishings and open space enhancements.

Project budget: \$200,000

Funding Source: General Fund

STATUS: Design and cost estimates will be developed in early 2024 with construction anticipated to be complete by the end of 2024.

301.0000 Primley Park

Primley Park, a 0.17 acre pocket park, was built in 2007. The PRAB met with local neighbors to determine current needs and to discuss replacing the aging playground. Suggested improvements included new playground, ADA access and more seating.

Project budget: \$55,000

Funding Source: General Fund

STATUS: Design will be developed in early 2024 with construction anticipated by Q3 2024.

301.0041 Park Sign Replacement Design

The original signs, installed in 2002, were outdated and weren't consistent with other City signs, specifically the Gateway signs located near the various City entrances. During design development the project was expanded to include park wayfinding near the new entry within Ft. Steilacoom Park and two city reader boards.

Project Cost: \$67,930

Funding Source: General Fund

STATUS: Initial design concepts will be presented to the PRAB in September with Council review and consideration to follow. Design completion anticipated by Dec 2023. Installation to occur in 2024.

On Deck

301.0006 Gateway Monument Signs

The two remaining signs will complete the work started in 2015 to provide up to 14 gateway monuments at all city entrances. We will take advantage and plan around various transportation improvements to utilize resources efficiently.

Project Cost: \$75,000 per sign

Funding Source: General Fund

STATUS: 84th and Tacoma Mall Boulevard – This sign will be located along 84th street near Wards Lake Park. Design of new location to occur in 2024 with installation in early 2025.

South Tacoma Way (near B&I) - limited ROW and PWE is looking at over-the-road span options

301.0034 Park Sign Replacement Program

The City created a park sign program in 2002 to identify new and improved City park sites. The concrete monument signs were placed near the entrance of each park and included the park name and city logo. Eleven park signs will be updated to identify City parks as public spaces.

Project Cost: \$329,104 Sign construction budget is approximately \$30,000 per sign.

STATUS: Design is anticipated to be completed by end of year 2023. Construction is anticipated in 2024. Sites: Wards Lake Park, Active Park, Washington Park, Springbrook Park, Fort Steilacoom Park, Harry Todd Park and American Lake Park, Oakbrook Park, Kiwanis and First Lions Skate Park, Primley Park and Edgewater Park

301.0038 Playground Equipment Replacement

Playgrounds are an important amenity in city parks, especially neighborhood parks. Playgrounds are regularly inspected and repaired as needed. The life span of a playground is influenced by use, materials and environment but can typically last between 10-15 years. The Legacy Plan identified the following playground replacement program:

Funding Source: TBD

2024 - Primley Park - \$55,000

2024 - Active Park - \$ 110,000

2025 - Lake Louise School Park - \$115,000 (partnership with CPSD)

2025 - Washington Park - \$115,000

STATUS: Met with Primley Park neighbors in 2023 and will coordinate neighborhood meetings and discuss with CPSD if this site needs replacement or to consider another location.

301.0019 Edgewater Park Master Plan

This 1 acre linear park is relatively undeveloped. In 2006 the City replaced the boat launch at Edgewater Park but no additional improvements have been made for the past 17 years. The City met with neighbors and community members in 2018 to review site issues and concerns and brainstorm improvements. A draft master plan was completed in 2019 and dangerous trees were removed in 2021. During this time right of way and encroachment issues were discovered which delayed continuation of the master plan design process (traffic study and final plan approval).

Project Cost: \$126,556 to resume project development.

STATUS: An updated master plan will be developed with community input. Current site issues along with updated shoreline management codes will be included in the design process. PRAB will participate and provide a recommendation to Council for review and consideration in preparation of applying for various grants in 2024.

Task	Timeline
Public Outreach and master plan development	Sept 2018 - 2019
Update Master Plan w/ community input	July 2023-Dec 2023
PRAB Review / Recommendation to Council	Jan. 2023
Council review of PRAB Master Plan recommendation / approval	Feb. 2024
Grant Application Development	Feb-April 2023
RCO Grant Application Deadline	May 1, 2024
Design	Sept 2024- August 2025
Permitting	Sept 2025 – March 2026
Bidding	April 2026
Construction	Fall 2026-Winter 2027

301.0049 Harry Todd Park Pickleball Courts

The City will convert the aging and underutilized above ground skate park and 50 year old tennis courts at Harry Todd Park into four pickleball courts. Two of the courts will be ADA accessible and adjacent ADA parking, access route from the current gravel parking area, new drainage and fencing will be included. The proposed improvements would increase opportunities for recreation clinics, local and regional tournament use and increase healthy recreation opportunities for youths and families in the Tillicum Neighborhood.

Project Cost: \$650,000

Funding Source: YAF, City general funds

STATUS: Design completed in 2024 with construction in second quarter of 2025.

301.0050 Fort Steilacoom Park Pavilion Acoustics

The Pavilion in the Park was created to provide an area for community gatherings and celebrations. In 2021 two restrooms and a warming kitchen were added to make this space more functional and marketable. Based on current use, it was determined that acoustic treatments are needed to improve use of the space for meetings and events.

Project Cost: \$50,000

Funding Source: City General Funds

STATUS: Design and construction completed in 2024.

301.0053 Fort Steilacoom Park Overflow Parking

Park use at Fort Steilacoom Park has increased over the years. At 350 acres and as one of the City's most popular parks, there are often multiple groups using the park at the same time. This use often creates parking and access impacts. An improved parking area in an underutilized area near the barns and the pavilion would provide additional ADA parking for Pavilion use as well as use during special events.

Project Cost: \$250,000

Funding Source: General funds

STATUS: Design completed in 2023 with permitting and construction in 2024.

Future Projects

H-Barn – Partners for Parks (PFP), a nonprofit focused on enhancing the quality of life for Lakewood residents, is leading an external fundraising campaign to support the \$7.5 million public-private partnership project. PFP will oversee a \$3.5 million private sector fundraising effort that will make possible a \$4 million public investment from the City of Lakewood. Multiple fundraising strategies will be used to encourage private financial support from individuals, foundations, organizations and businesses in a major gift campaign carried out in three phases through 2023 and 2024. The City may begin design and preconstruction work in 2024 anticipating construction to begin in 2025.

Project Cost: \$7.5 million To date PFP has raised almost \$1.3 million

Down Town Park - The Legacy Plan as well as the Lakewood Central Business District or "Downtown" Plan includes a variety of projects to support desired change and development in the City. One of the improvement options is to acquire 2 acres of land to develop a central park in the established downtown area to provide citizens with recreation and cultural features. The park would be connected to the anticipated green street loop. Potential improvements could include multi-use plazas, courtyards and walkways, benches, landscaped and turf areas, public art, spray park, restrooms, dog parks and connections to other civic centers (like theaters and libraries).

Project Cost: \$10 million

Camp Murray Boat Launch – The City and representatives from Camp Murray are discussing how to improve and fund access and improvements at Camp Murray boat launch, to include the City supporting and/or partnering on state grant and/or legislative opportunities. The project would address long standing inequities in access to water amenities and activities for the Tillicum and Woodbrook neighborhoods. Camp Murray and the City would enter into an MOU to move this project forward that would start with the development of a joint master plan for this site. Once completed, the City and Camp Murray would be able to apply for state park grants, including WWRP, ALEA, and Land and Water Conservation Funds that City has successfully sought for other City parks. These state park funds would not conflict with state capital budget grants, which is the source of funds for Camp Murray's current priorities.

Cost: \$100,000 to develop a Master Plan for improvements at the Camp Murray Boat Launch to prepare for future grant cycles and legislative sessions.

Status: Anticipate master plan development in early 2024 to prepare for RCO grant cycle in May 2024.

Memorandum of Understanding Between the Nisqually Indian Tribe and the City of Lakewood

The Nisqually Indian Tribe (Tribe) and the City of Lakewood (Lakewood) are engaged in a collaborative partnership to develop interpretive installations on public lands within the City featuring the unique culture and history of the Nisqually Indian Tribe. This Memorandum of Understanding (MOU) between the Tribe and Lakewood set forth the parties' understandings regarding their desire to work cooperatively on partnership projects. The elements of this understanding are set forth below.

1. The Nisqually Indian Tribe is signatory to the Treaty of Medicine Creek of 1854 and its traditional homelands include the land known today as the City of Lakewood.
2. Specific areas within the City are of special prehistorical, historical, cultural, and environmental significance. The pre-settlement prairies, lakes and creeks are central to the identity of the Tribe as the Squally-Absch people. The name Squally-Absch means "People of the River, people of the Grass" (prairie lands in the Nisqually river drainage.) Modern Lakewood encompasses ancestral villages, fishing sites, sacred sites, and prairie grassland. The lands and waters included in Lakewood are culturally and historically significant to the Tribe.
3. The Tribe and Lakewood mutually agree to engage in a collaborative process to develop installations and facilities on public lands within Lakewood that interpret the unique culture and history of the Nisqually Tribe.
4. Both the Tribe and Lakewood are willing to devote staff and resources toward the cooperative planning process as set forth therein. Lakewood's authority to enter into this agreement is under RCW 39.34. The Tribe's authority to enter into this MOU is as per the Nisqually Constitution Article VI.
5. Specifically, the parties are committed to reaching agreement on all current and future phases of partnership projects to include interpretive installations and community events, including but not limited to design and selection of location(s), preferred alternative, submission of any and all permits necessary including mitigation actions, selection of consultants, and adaptive management actions to on-site issues discovered during construction.
6. The parties will jointly and cooperatively develop a series of work plans relative to specific tasks and deadlines central to the progress and implementation of a shared vision of interpreting the Tribe's history in Lakewood. These work plans will be project specific and incorporated by reference to this MOU and be governed by its terms.

7. The parties commit to each other that State and Federal guidelines will be followed as they pertain to cultural resources and that Nisqually Tribal Historic Preservation Office (THPO) staff will be consulted before any ground-disturbing activities are commenced in relation to partnership projects. The Nisqually THPO also reserves the right to have THPO staff monitor all ground disturbing activities as needed.
8. In the event that either party becomes aware that an action has been taken by the other that is inconsistent with this MOU, or if a dispute arises concerning the implementation of this MOU that cannot be resolved by the designated contacts, notification in writing describing the issue(s) will be provided by the grieving party to the other. Following written notification, the issue(s) will be referred to the signatories of this agreement and they will meet within 30 days in an attempt to resolve the dispute.
9. The parties will act in good faith to meet the above terms and conditions over the 5-year term of the MOU and conduct periodic reviews of implementation at minimum of every 3 months.
10. This MOU is a statement of intent and understanding on a mutually desirable course of action. The MOU is not a contract and not enforceable as such. The parties have a sincere desire to proceed as described and express a commitment to good faith in working with each other to attain the objectives identified. In order to maintain this spirit of cooperation, dispute resolution provisions are provided, but a party to this MOU may also withdraw by providing 45 days written notice to the other party.
11. Responsibilities: The parties commit to ensuring through performance of certain tasks and responsibilities as follows:
 - A. The City shall perform the following tasks:
 - a. Act as fiscal agent for City projects;
 - b. Consult and cooperate with the Tribe in the planning, location, design, and development of interpretive elements, special events and art facilities within Ft. Steilacoom Park.
 - c. Coordinate all permits and requirements necessary to update the facilities;
 - d. Develop and track milestones and manage and approve all final decisions during the construction period;
 - e. Own the improvements and be responsible for management, maintenance and operations of all improved areas.
 - B. Nisqually Tribe shall perform the following tasks:
 - a. Coordinate staff and key decision makers to implement projects
 - b. Consult and cooperate with the City in the planning, location, design, and

- development of interpretive elements, special events and art facilities within the City.
- c. Contribute interpretive and thematic content for projects and provide review and approval based on established work plan timelines
- d. Contribute staff or other tribal resources and participate in meetings as needed to support the completion of projects.

12. Financial Commitment. Each party seeks to make this joint approach to planning and construction of interpretive facilities at the Park successful, and each intends to devote resources to the process as needed. A proposed budget will be established within each project work plan. Each party's contribution is subject to available resources for that entity in light of other commitments and responsibilities. Each party agrees to bear the costs of any resources committed to the process. Neither side shall have a claim against the other for the costs of resources devoted to this process. Nothing in this agreement shall constitute a waiver of the Nisqually Indian Tribe's sovereign immunity from suit, which is expressly reserved.

13. Points of Contact. Each party will designate contacts for the purpose of facilitating the development of the work plans and stewardship of this MOU.

For City of Lakewood:
Mary Dodsworth, Parks Director
Phone: 253-983-7741

For Nisqually Tribe:
Hanford McCloud
Phone: 360- 888-7489

14. Public Reporting and Communications.

- a. All reports, presentations, data, and all other work product prepared or gathered by the parties will not disseminated publicly without written approval by the other party.
- b. Both parties have permission to take photos of any meetings, ribbon-cutting ceremonies, or other gatherings related to the work; a photo release form will be used to gain permission if any identifiable individuals appear in any photos.
- c. Lakewood Communications Manager (Brynn Grimley bgrimley@cityoflakewood.us 253-983-7761 will seek prior review and approval from Information Officer Debbie Preston preston.debbie@nisqually-nsn.gov (360) 780-1295 of newsletter articles, social media posts, or similar public communication showcasing the project and work activities.

15. Duration. This agreement will last for a period of five years from signing date At the end of this five (5) year period, the agreement will automatically renew with two more 5 year renewal terms existing on this MOU, unless any party gives the other written notice of it's intent not to renew the agreement at least 45 days before the expiration of this agreement.

16. Amendments. The agreement may be updated to include additional specific projects or additional detail on the current project by mutual written agreement of both parties.

CITY OF LAKEWOOD

NISQUALLY INDIAN TRIBE

Dated: _____

Dated: _____

John Caulfield, City Manager
jcaulfield@cityoflakewood.us

William Frank, III, Chairman
frank.willie@nisqually-nsn.gov

Attest:

Briana Schumacher, City Clerk
bschumacher@cityoflakewood.us

Approved as to Form:

Heidi Ann Wachter, City Attorney
hwachter@cityoflakewood.us

Nisqually Indian Tribe and the City of Lakewood Work Plan #1

Project Title: Nisqually Interpretive & Art Installation at Ft. Steilacoom Park

Project Description: The City of Lakewood and the Nisqually Indian Tribe are engaged in a collaborative partnership to develop interpretive installations on public lands within the City featuring the unique history and current culture of the Nisqually Indian Tribe. The partnership pilot project at Ft. Steilacoom Park intends to add signage, art, and interpretive information throughout the park that will provide an introduction to the Nisqually people and will include Lushootseed language. The installations incorporate information regarding Chief Leschi's legacy. Cultural interpretive markers will be installed along the 1.7 mile Nisqually Loop Trail

Funding: **City of Lakewood - \$300,000**
 Nisqually Indian Tribe - TBD

Work Plan: Develop improvements to inform park visitors of the tribes vibrant past along with the important current work the tribe is doing in our community. Improvements are planned at the following areas:

- Plaza Area: a new sign will be placed on the kiosk and may feature territory maps, important Nisqually sites and locations, Lushootseed language, City land acknowledgement statement and/or photos and other graphic elements. Carved wood or steel back benches displaying tribal artwork and other seating areas will be located in the plaza area near the dog park and Waughop Lake parking lot.
- Interpretive Markers: Educational information will be placed along the 1.7 mile Nisqually Loop Trail and may include markers, artwork and other types of interpretive information to include Lushootseed language. Benches along the trail may be installed and/or used as interpretive markers.
- Chief Leschi Trailhead: a new sign will be placed on the kiosk and may feature information regarding the legacy of Chief Leschi and his family as well as other site amenities such as benches or public art (see Work Plan #2 for public art element) located in or near the Angle Lane parking lot and entry on the south east side of the park.

Phase 1: Pre Contract Elements (June - September 2023)

City of Lakewood

- Manage the project associated with this work plan.
- Develop and approve project budget.
- Act as fiscal agent and manage grants, donations and other revenue sources to complete project.
- Designate key staff members, consultants and other city resources for project development.
- Communicate and collaborate with Tribe on consultant solicitation and selection.
- Review and update MOU and future work plans as needed to complete project.
- Develop proposed site plan and construction documents to support project.
- Manage local, state and federal permits, including cultural resource survey, as needed to complete project.

Nisqually Tribe

- Designate key staff members, consultants and other tribal resources for project development and completion. For the purposes of this project, key decision makers include Tribal Council Art Workgroup.
- Communicate and collaborate with City on consultant solicitation and selection.
- Review and approve budget for various project elements and procure funding as needed to supplement project budget.
- Develop interpretive themes and content outline for kiosks and up to eight (8) interpretive signs/areas.
- Develop interpretive themes and sample bench for 8-10 benches. Produce a sample bench to assess size, style, process to meet project timeline.

Phase 2: Project Development and Construction (City of Lakewood and Nisqually Tribe)

- Approval of project elements to include signs, interpretive areas, trail layout and art.
- City to manage consultant contracts to implement project elements
- Attend project meetings as needed and meet established project milestones

Milestones

Task	Timeline for completion	Tribe Approval	City Approval	Comments
Approve MOU	8-30-23	August 2023	August 2023	
Develop and Approve Themes and Interpretive Concepts	June-Sept	Sept 2023	Sept 2023	Tribe support HRA consultant
Approve Bench base and designs	June-Sept	Sept 2023	Sept 2023*	prototype fabricated and themes/locations confirmed
Approve artwork/sculpture	See work plan #2	TBD	TBD	Size, location and foundry cost estimate needed
Site verify exhibits, art and bench locations	September	September	September	Define area location and measure trail route
Prelim Layout Map & Finalized Scope	October	October 2023	October 2023	Need City / Tribe review approval
Cultural Survey and review(s)	Nov-Dec 2023	Approved by DHAP and DOC February 2024	Approved by DHAP and DOC February 2024	Confirm CR consultant with Tribe staff
DOC contract readiness submittal & grant contract issuance	Feb 2024	NA	February, 2024	Pending cultural survey completion & Tribes & DAHP approval
Contract with Consultants and Project Support	February 2024 - June 2025		February 2024	RFQ/ RFP Nov-Dec 2023
Kick Off Meeting	Feb 2024			City/Tribe
30% Design	Feb-April 2024			Cost est review
60% Design	May-June 2024			Cost est review
90% Design	July-Aug 2024			Final cost est & funding review
Permit Submittal & Issuance	Sept-Dec 2024			
Construction	January - June 2025			
Bench Fabrication	January - Aug 2024			Tribe summer program support
Dedication	June 2025			
Closeout	July-Aug 2025			

Nisqually Indian Tribe and the City of Lakewood Work Plan #2

Project Title: Nisqually Art Installation at Ft. Steilacoom Park

Project Description: The City of Lakewood and the Nisqually Indian Tribe are engaged in a collaborative partnership to develop interpretive installations on public lands within the City featuring the unique history and current culture of the Nisqually Indian Tribe. This partnership project at Ft. Steilacoom Park intends to add an art installation to honor the legacy of Chief Leschi. The installation will be located on or near the 1.7 mile Nisqually Loop Trail

Funding: **City of Lakewood – TBD**
 Nisqually Indian Tribe – TBD
 A portion of or remaining funds from work plan #1 will be directed to art installation

Work Plan: Develop an art installation that interprets Nisqually history and current culture. Improvements are planned on or near the Chief Leschi Trailhead located at the south east side of the park. Alternate locations will be considered during the design phase.

Phase 1: Pre Contract Elements (June - September 2023)

City of Lakewood

- Manage the project associated with this work plan.
- Develop and approve project budget.
- Act as fiscal agent and manage grants, donations and other revenue sources to complete project.
- Designate key staff members, consultants and other city resources for project development.
- Communicate and collaborate with Tribe on consultant solicitation and selection.
- Review artwork proposal and facilitate City approval
- Develop proposed site plan and construction documents to support project.
- Manage local, state and federal permits, including cultural resource survey, as needed to complete project.
- Update MOU and future work plans as needed to complete project.

Nisqually Tribe

- Designate key staff members, consultants and other tribal resources for project development and completion. For the purposes of this project, key decision makers include Tribal Council Art Workgroup.
- Develop and approve project budget and procure funding as needed to supplement project budget.
- Communicate and collaborate with City on consultant and artist solicitation and selection.
- Develop art installation concepts (Leschi Circle: Chief Leschi & Quiemuth, Circle of Life) and potential locations and provide to City for approval.

Phase 2: Project Development and Construction (City of Lakewood and Nisqually Tribe)

- Approve art project and/or phases and location
- City to manage consultant and artist contracts to implement project elements
- Provide funding for artwork as noted in approved budget.
- Attend project meetings as needed and meet established project milestones
- Support dedication ceremony

Milestones

Task	Timeline for completion	Tribe Approval	City Approval	Comments
Develop art themes and location concepts	July – Dec 2023			Size, location and foundry cost estimate needed
Select Artist and location		January 2024	January 2024	
Contract for services (artist and foundry)	Feb 2024			
30% Design	March - April 2024			Cost est review
60% Design	May-June 2024			Cost est review
90% Design	July-Aug 2024	August 2024	August 2024	Final cost est & funding review
Permit Submittal & Issuance	Sept-Dec 2024			
Artwork Fabrication	January – May 2025			Determine who contracts for fabrication and installation
Artwork Installation	May 2025			
Dedication	June 2025			
Closeout	July-Aug 2025			

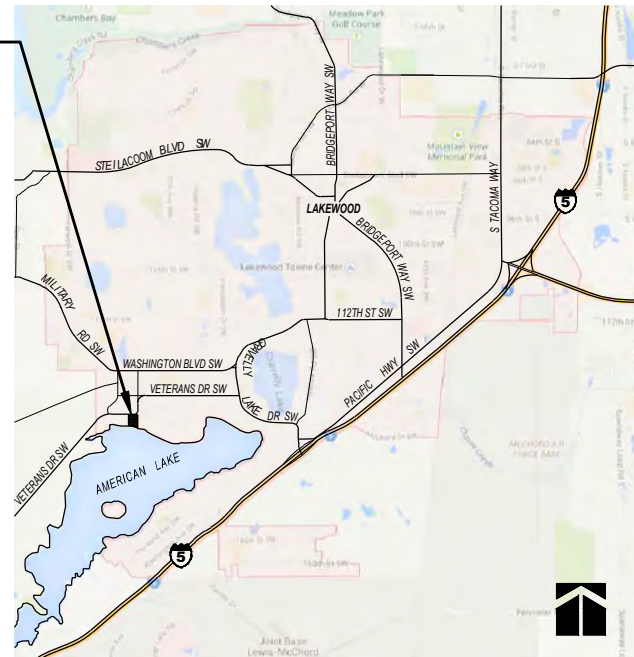
AMERICAN LAKE PARK
9222 VETERANS DR SW
LAKEWOOD, WA 98498

SECTION 5, TOWNSHIP 16 NORTH, RANGE 2 WEST W.M.

6385000181		
MAPPED PARCEL AREA:	2.38 AC	103,673 SF.
6385000200		
MAPPED PARCEL AREA:	1.63 AC	71,003 SF.
0219162008		
MAPPED PARCEL AREA:	0.74 AC	32,234 SF.
<hr/>		
TOTAL OF PROJECT PARCEL AREAS:	4.75 AC	206,910 SF.

OPEN SPACE & RECREATION ONE (OSR1)

DESCRIPTION:	AREA	% OF PROJECT SITE
AREA COVERED BY STRUCTURES :	1,530 SF	0.74%
AREA OF SITE COVERED BY IMPERVIOUS SURFACES:	146,075 SF	70.60%
TOTAL PAVED AREA:	141,900 SF	68.58%

[illegible]

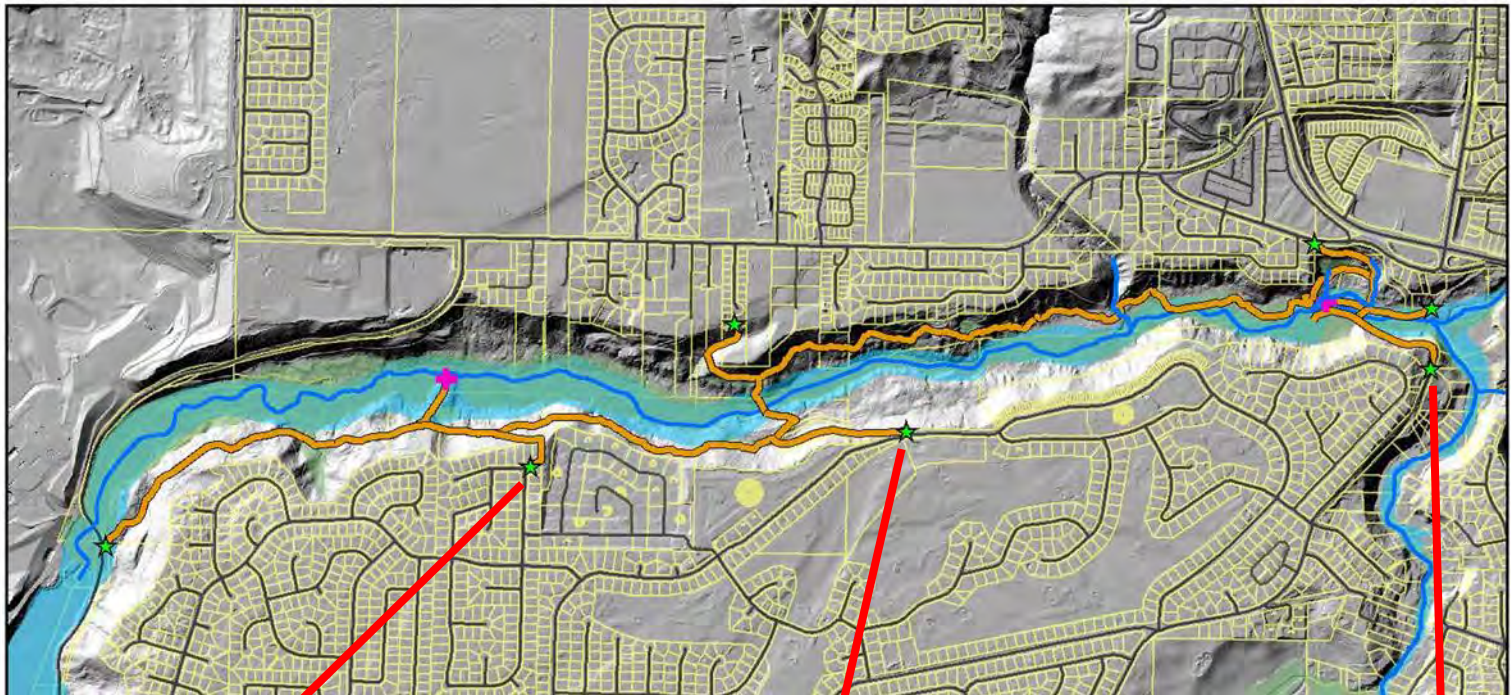
UPLAND CONSTRUCTION SCOPE outlined in RED including new restroom, retaining walls, plaza and walkways, site furnishings, play equipment, shelters, utility work, trash enclosure and compactor, landscaping, & shoreline improvements

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Parks CIP Schedule 2023-2027			2023					2024					2025					2026					2027															
Projects Under Way	Start Date	End Date	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D
FSP Boundary Line Adjustment	2019	12/31/2023																																				
Motor Ave Garry Oak Lighting																																						
Chambers Creek Trail	2017	12/30/2024																																				
Wards Lake Park (Ph 1-2)	8/18/2021	2/14/2025																																				
American Lake Access Improvements	5/10/2022	3/30/2025																																				
Ft Steilacoom Athletic Fields	10/20/2021	4/30/2023																																				
Seeley Lake Park	5/1/2020	3/30/2024																																				
Nisqually Partnership Project	3/16/2022	6/1/2025																																				
Oakbrook Park	5/24/2022	3/30/2024																																				
Primley Park	10/25/2022	6/30/2024																																				
Park Sign Design	10/12/2022	12/30/2023																																				
Projects On Deck																																						
Gateway Monument	3/30/2024	3/31/2025																																				
Park Sign Replacement	1/15/2024	6/1/2024																																				
Playground Equipment Replacement	1/1/2024	12/31/2025																																				
Edgewater Park Plan Update	9/15/2018	4/30/2027																																				
Harry Todd Pickleball Courts	1/15/2024	6/30/2025																																				
Pavillon Acoustics FSP	1/30/2024	6/1/2024																																				
Ft Steilacoom ADA Overflow Parking	2/1/2024	6/1/2024																																				



Chambers Creek Trail – Lakewood Trailheads



Current Access Point



ROW improvements to access trail



To be constructed in the future based on need and use of area