



LAKWOOD CITY COUNCIL STUDY SESSION AGENDA

Tuesday, May 28, 2024

7:00 P.M.

City of Lakewood
Council Chambers
6000 Main Street SW
Lakewood, WA 98499

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

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

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

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CALL TO ORDER

ITEMS FOR DISCUSSION:

- (3) 1. City Council Retreat Follow-Up.

ITEMS TENTATIVELY SCHEDULED FOR JUNE 3, 2024 REGULAR CITY COUNCIL MEETING:

1. Proclamation recognizing Juneteenth National Freedom Day. – *Jennie Tubig-Gacek, Senior Warden for St. Joseph-St. John Episcopal Church*
2. Proclamation recognizing the month of June at LGBTQ+ Pride Month. – *Oasis Youth Center*
3. Proclamation recognizing the month of June as Ride Transit Month. – *Lauren Alder, Government Relations Administrator, Pierce Transit*
4. Youth Council Report and Recognition.
5. Clover Park School District Report. – *Alyssa Anderson Pearson, Board President*

Persons requesting special accommodations or language interpreters should contact the City Clerk, 253-983-7705, as soon as possible in advance of the Council meeting so that an attempt to provide the special accommodations can be made.

6. Awarding a bid for the 2024 Chip Seal Program. – (Motion – Consent Agenda)
7. Authorizing American Rescue Plan Act (ARPA) funding, in the amount of \$1 Million, for the Living Access Support Alliance (LASA) Gravelly Lake Commons phase 3 affordable housing project. – (Motion – Consent Agenda)
8. Authorizing American Rescue Plan Act (ARPA) funding, in the amount of \$250,000, for the Emergency Food Network warehouse project. – (Motion – Consent Agenda)
9. Authorizing the execution of an amendment to the agreement with Pacific Point Defense (Horwath Law) for public defense services. – (Motion – Consent Agenda)
10. Authorizing the execution of an agreement with Facet for the Shoreline Management Program Update. – (Motion – Consent Agenda)
11. Approving a Franchise Agreement with Lightcurve for Cable Access TV services. – (Ordinance – Regular Agenda)
12. Approving a Franchise Agreement with Lightcurve for Telecommunication services. – (Ordinance – Regular Agenda)
13. Approving the 2025-2030 Transportation Improvement Program. – (Resolution – Regular Agenda)
14. Urban Forestry Plan Overview and approving an American Rescue Plan Act (ARPA) subaward to Facet, in the amount of \$150,000, to conduct a Lakewood tree inventory. – (New Business – Regular Agenda)
15. Interlaaken Bridge 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.



TO: Mayor, Deputy Mayor, and City Council

FROM: John Caulfield, City Manager *John P. Caulfield*
 Michael Vargas, Assistant to the City Manager/Policy Analyst

DATE: May 28, 2024

SUBJECT: **City Council Retreat Follow-Up**

ATTACHMENT: Draft Summary Report of the March 30, 2024, City Council Retreat

The City Council held a goal setting retreat on Saturday, March 30, 2024, to identify, discuss and prioritize key goals for the 2025-2026 biennium.

These goals once adopted by the City Council will serve as the policy direction for developing and implementing the City's Proposed 2025-2026 Biennial Budget and help guide decision-making at all levels of City government.

Attached is a summary report of the discussions and outcomes from the retreat to include a list of 16 goals ranked by points. The following retreat priorities rose to the top based on total points as identified by the City Council that in turn resulted in the development of four proposed goals.

Retreat Priorities	Proposed Goals
<ol style="list-style-type: none"> 1. Acquire Real Estate for park development in the Central Business District in 2025-2026. (85 pts.) 2. Acquire land, plan, build an urban park in the Central Business District that provides multi-generational recreational activities including a splash pad. (82 pts.) 4. Develop a downtown park and community center by 2026. (70 pts.) <ol style="list-style-type: none"> a. Land acquired b. Master plan completed c. Splashpad d. "perfect is the enemy of the good" 5. Develop and execute a centralized community space within the downtown 	<ol style="list-style-type: none"> I. Downtown Park and Multi-Generational Community Center Development

region that is multi-generational, that serves diverse backgrounds/economic needs and engages our community to express our arts and cultural background. (66 pts.)	
2. Continue to make Lakewood one of the safest communities in Washington. (78 pts.)	II. Public Safety
6. Complete the Edgewater Master Plan by 2025-2026. (56 pts.) a. Property acquired b. Apply for funds c. Design d. Begin construction	III. Edgewater Park Master Plan Implementation
7. Update design standards to account for increasing population density and impact on local parking. (56 pts.) 8. Revisit the downtown and Lakewood Transit subarea plans and better incentivize redevelopment of underutilized spaces to enhance the city's vision. (54 pts.)	IV. Downtown and Lakewood Station District Subareas Revitalization for Sustainable Growth

In addition to these four proposed goals, it is also recommended that the City Council maintains its commitment to the following as outlined below:

- Financial stewardship;
- Community engagement and transparency;
- Regional and statewide leadership and partnership;
- Ensuring a safe city;
- Economic development to attract and create jobs;
- Environmental protection and preservation;
- Supporting human services, housing and homelessness;
- Commitment to diversity, equity, inclusion and belonging;
- Recognizing the value and importance of JBLM and Camp Murray;
- Rebuilding our roadway system and adding sidewalks for pedestrian and bicycle access;
- The City's strong leadership to improve parks; and
- Providing a wide range of community events and youth programming.

Next steps are for the City Council to review and discuss these proposed goals and to provide direction on what to consider for adoption at an upcoming City Council meeting.

LAKEWOOD CITY COUNCIL GOALS

2025-2026 Biennium

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 2025-2026 biennial budget. City 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.

In addition to these specific goals, the City Council maintains its commitment to the following:

- Financial stewardship;
- Community engagement and transparency;
- Regional and statewide leadership and partnership;
- Ensuring a safe city;
- Economic development to attract and create jobs;
- Environmental protection and preservation;
- Supporting human services, housing and homelessness;
- Commitment to diversity, equity, inclusion and belonging;
- Recognizing the value and importance of JBLM and Camp Murray;
- Rebuilding our roadway system and adding sidewalks for pedestrian and bicycle access;
- The City's strong leadership to improve parks; and
- Providing a wide range of community events and youth programming.

Operational values improve and optimize the functional performance of the City to achieve these adopted Goals.

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 performance 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.

I. Downtown Park and Multi-Generational Community Center Development

City Council Goal: By 2030, Lakewood will boast a vibrant and inclusive downtown park and multi-generational community center that serves as a central hub for recreation, culture, and community engagement. This space will reflect our commitment to enhancing quality of life, promoting diversity and inclusivity, fostering a sense of belonging for all residents, regardless of age, background or circumstances, and provides a welcoming space for all to enjoy.

Phase 1: Land Acquisition (2025)

- Identify and acquire suitable real estate within the downtown area for the development of an urban park(s) and multi-generational community center.

Phase 2: Planning, Design and Permitting (2026-2027)

- Develop a downtown master park plan that incorporates multi-generational recreational activities and gathering spaces, that may include a splash pad, play areas, walking and connector pathways and seating areas.
- Engage architects, landscape designers, community stakeholders, and residents.
- Ensure the park design is inclusive, accessible, and sustainable, with green spaces, shaded areas, and eco-friendly features.
- Design the multi-generational community center space to be welcoming and accessible to individuals of all ages, backgrounds, and economic conditions, promoting social cohesion and community pride.
- Integrate public art and areas that celebrate the City's history and cultural heritage, such as public art installations, festival areas, and historical exhibits.

Phase 3: Project Financing and Construction (2028-2029)

- Identify and secure funding.

- Begin construction of the urban park.
- Construct a state-of-the-art multi-generational community center adjacent to the urban park, providing facilities for diverse activities such as sports, senior programs, teen activities, arts, education, and community events.

Phase 4: Community Engagement and Programming (2028-2030)

- Develop partnerships to ensure sustainability of operations.
- Launch community programs and events to activate the new space.
- Gather feedback for continuous improvement and future initiatives.

II. Public Safety

City Council Goal: Continue to make Lakewood one of the safest communities in Washington by implementing comprehensive public safety strategies, fostering community partnerships, and investing in resources that support crime prevention, emergency response, and community well-being.

- Ensure the police department is fully staffed and equipped with the latest technology and resources in the biennium.
- Utilize data-driven approaches to identify and address crime hotspots and emerging trends.
- Monitor the effectiveness of public safety initiatives through regular evaluation and feedback.
- Foster a culture of accountability and transparency within the police department.
- Provide ongoing training and professional development for law enforcement personnel.
- Promote community policing initiatives that build trust and cooperation between residents and law enforcement.
- Increase the presence of neighborhood patrols to enhance visibility and responsiveness.
- Organize regular community events and forums to encourage dialogue and partnership with the police department.
- Implement programs focused on youth engagement, education, and mentorship ensuring ongoing trust and collaboration.
- Organize community meetings and surveys to gather input on safety concerns and suggestions.
- Support neighborhoods watch programs and other community-led safety initiatives.
- Promote access to mental health services, substance abuse programs, and social support networks.
- Collaborate with local organizations to address issues such as mental health, substance abuse, homelessness, and domestic violence.
- Foster a supportive environment for residents experiencing crises, ensuring they have access to necessary resources.

III. Edgewater Park Master Plan Implementation

City Council Goal: Implement the adopted Edgewater Park Master Plan to ensure it becomes a vibrant, sustainable, and accessible park on Lake Steilacoom enhancing the overall quality of life for all Lakewood residents.

Phase 1 (2025-2026): Funding and Timeline

- Secure funding through grants and budget allocations to implement Edgewater Park improvements.
- Establish a project timeline with key milestones and deliverables.

Phase 2 (2027-2030): Implementation

- Begin phased implementation of the master plan. Project enhancements will include access and safety improvements, environmental restoration, seating, parking, a fishing pier and a new boat launch.
- Continue to engage with the community to ensure improvements align with adopted Master Plan goals.

IV. Downtown and Lakewood Station District Subareas Revitalization for Sustainable Growth

City Council Goal: Promote redevelopment incentives of underutilized spaces in key growth areas such as the downtown and station district subareas, ensuring the City's vision is met for sustainable and vibrant urban growth that promotes and supports a dynamic and robust local economy. The revitalization of downtown and the district subareas will create vibrant, sustainable, and economically thriving urban environments that align with the City's long-term vision.

- Update development standards and regulations to accommodate higher population density and incentivize alternative transportation options, to include walkable and bike-friendly infrastructure, to address increased demand and state-mandated changes to parking policy.
- Revisit the downtown and Lakewood Station district subarea plans to ensure alignment with current City Council goals and vision with a focus on current and future community needs.
- Ensure design standards enhance aesthetic quality and maintain community character.
- Develop strategies to attract investment and encourage redevelopment of underutilized spaces.
- Promote development to create vibrant, livable urban environments.
- Provide and promote incentives for businesses to invest in the downtown and Lakewood Transit subareas.
- Enhance public amenities and cultural attractions to increase the appeal of these areas.

Introduction

The Lakewood, Washington City Council held a retreat on March 30th, 2024 at City Hall in Lakewood, Washington. The purpose of this retreat was to review and discuss key policy issues and to set City Council Goals for 2025 and 2026. The following agenda, set by an agenda setting team, guided the discussions during this council retreat:

1. Downtown Center-Park
2. 2024 Comprehensive Plan
3. City Vision
4. H-Barn
5. Issues identified by individual Council Members
6. City Council Goals for 2025 and 2026

The following report is a summary of the discussions and outcomes of the retreat (a complete recording of this retreat was made and is retained by City officials as well as a copy of the retreat workbook) The retreat was guided by a set of ground rules (see Appendix Two):

Downtown Center-Park

The first discussion module focused on the creation of a Downtown Center and/or Park. While there has been a lot of focus on areas often seen as “neighborhood” parks and recreation areas it now seems to be the right time to focus on a central core or Downtown Center and Park. Such an area might include transit, retail space, a splash pad and other innovations. It was noted that a Downtown Park would attract a diversity of people, multi-generational participation that could feature an environmental focus.

Participants discussed the general location of a possible downtown center. Various definitions were discussed such as an area know as the “triangle” anchored by City Hall and roughly defined by 112th to Bridgeport to Gravelly Lake Drive. Other possible characteristics of a Downtown center were discussed such as walkability, multicultural arts, a transit center and the value of general connectivity of various spaces and areas. Participants discussed various approaches to financing and the need for funding. It was noted that while existing owners of businesses and property in the potential downtown area are important participants, they alone should not drive the conceptualization and development of the area. Rather full citizen participation and partnership in the

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project would be most desirable. After a long discussion the following consensus emerged:

Consensus One: There is high interest in a Downtown Park, a desire for innovation in the development of such a park, and that the city should lead the effort in partnership with private owners to make it happen.

2024 Comprehensive Plan

The participants next discussed the ongoing requirement to develop and up-date the city Comprehensive Plan (CP). It was noted that the CP is a living document and need not be a city goal as it is constantly in development and change as mandated by state law. Participants discussed various features of the plan such as its role in managing density, setting of design standards, how it might serve the existing city population while contemplating future growth and people yet to come to the city. Participants noted concerns such as how to protect existing neighborhoods, the importance of balancing on street parking with density, the role of apartment complexes and the needs of seniors wishing to locate closer to services. It was noted that while there is a mandate to accommodate a future population of 85 thousand people, there is not a requirement to promote growth to that number. The importance of infrastructure to attract development was noted along with the importance of an urban design that is walkable. It was noted that the adoption of the Form Based Code system like in the Downtown Plan would be useful. Finally, the importance of addressing vacant properties, market incentives and, waiving development fees for vacant properties and other ways to help buyers purchase abated properties were discussed.

City Vision

The next discussion module started with the observation that the city's 30 year vision statement ends in 2026 and it would be important to not let it lapse. It was noted that the last process for setting the vision was rather involved and involved numerous steps and participants. Participants discussed the importance of updating the vision. It was noted that the current statement established in 2021 seems to still hold true. It was noted that part of setting a vision may depend upon establishing a "city identity" like other cities such as Portland, Puyallup, and Kent have done. It was noted that vision statements

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have language such as “Lakewood is family first” which suggest a possible identity statement. The discussion led to the following consensus:

Consensus Two: While the current city vision captures most of what is desired, there is a need for some minor adjustments to make it more contemporary. A process for updating the city vision to include a city identity should occur in the near future.

H-Barn

The participants next discussed an on-going partnership project known as the H Barn area in the city that has a building and serves as a venue for events. Participants reviewed the history and current status of the project which currently is estimated at 7 million dollars. Efforts by the partners in the project to raise funds seems to have lagged. It was noted with the demand for other projects, such as the Downtown discussed above, the use of city funds for this project is questionable given that it serves a very narrow segment of the community. Participants further discussed a range of issues such as that importance of trying to keep their agreement, the rising expenses, the inability to recover costs, the cost of upkeep of the Barn, and the need for an exit strategy.

Individual Issues

The participants next discuss several topics that were added to the agenda by individual Council Members.

City Communication. The participants next discussed the nature of city sponsored communications and ways to be more strategic, proactive in efforts to reach multiple audiences within the city. Specific examples such as the Edgewater Park and Barnes and Noble were noted and discussed. Various techniques were noted and such as press releases, the production of videos, and the limitations of the Executive Session format. The importance of transparency, the use of ambassadors, pro and con talking points and proactive vs reactive strategies were noted and discussed. Finally it was noted all council members, not just the Mayor could be out in the community sharing information and discussion various topic/issues.

Art Funding. Participants next discussed the city’s role in funding the arts and that that role is set to end in 2027. It was noted that the McGavick Center revenue stream has provided a set funding source for the arts without requiring the Arts Commission to ask each budget cycle for funding support. It was noted that it would be important to avoid the end of this funding stream. The

importance of the arts were discussed and it was noted that the public wants and enjoys the arts.

Re-visit Cannabis. Participant next discussed re-visiting the prohibition on cannabis within the city. The brief history of the issue and decision behind the prohibition was discussed to include public opinion, the school boards position, impacts on crime, the military bases position and other issues. After a discussion there was the following consensus:

Consensus Three: Not to revisit the cannabis issue.

Neighborhood Associations. Participants discussed, briefly, the role of Neighborhood Associations. It was noted that some associations were active while others seemed dormant. It was noted that the associations are a good forum for communication and a back and forth between citizens and the city.

Diversity, Equity, and Inclusion (DEI). Participants briefly discussed DEI. It was noted that DEI is important, but is yet to be a stand-alone goal but rather a theme across all city goals and activities. It was noted that an update on city DEI activities and efforts would be useful.

Economic Development. Participants next discussed, briefly, the importance of Economic Development. It was noted that the city had a good long term strategy, however it might be important to look at some short term goals as well.

City Council Goals for 2025-2026

The final portion of the retreat was devoted to setting City Council Goals for 2025-26. The following process was used to identify goals:

1. Review of Goal Guide (see appendix three).
2. Silent writing of goals
3. Posting goals on work sheets
4. Round Robin explanation-discussion of each goal
5. Paired comparison Ranking.

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2025- 2026

Goals

1. Acquire Real Estate for park development in the Central Business District in 2025-2026. 85 pts.
2. Acquire land, plan, build an urban park in the Central Business District that provides multi-generational recreational activities including a splash pad. 82 pts
3. Continue to make Lakewood one of the safest communities in Washington. 78 pts.
4. Develop a downtown park and community center by 2026. 70 pts.
 - a. Land acquired
 - b. Master plan completed
 - c. Splashpad
 - d. "perfect is the enemy of the good"
5. Develop and execute a centralized community space within the downtown region that is multi-generational, that serves diverse backgrounds/economic needs and engages our community to express our arts and cultural background. 66 pts.
6. Complete the Edgewater Master Plan by 2025-2026. 56 pts.
 - a. Property acquired
 - b. Apply for funds
 - c. Design
 - d. Begin construction
7. Update design standards to account for increasing population density and impact on local parking. 56 pts.
8. Revisit the downtown and Lakewood Transit subarea plans and better incentivize redevelopment of underutilized spaces to enhance the city's vision. 54 pts.
9. Complete the previously identified and funded TBD and NMTP projects. (both motorized and unmotorized). 54 pts.

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- 10. Citywide acquisition for future park property. 51 pts.**
- 11. Development and investment in communications including the expansion of Neighborhood Associations. 43 pts.**
- 12. Address human service needs by prioritizing outreach for mental health, homelessness, and addiction measuring effectiveness in a transparent and open forum. 38 pts.**
- 13. Develop and improve access to Lakewood's natural features (parks, lakes, etc.) while also embracing our environmental plan including forestry and tree canopy. 36 pts.**
- 14. Implement the TIP and NMTP policy. 29 pts.**
- 15. Document achieving milestones and update the climate change workplan to facilitate ongoing progress. 23 pts.**
- 16. Initiate and implement process to establish a city brand. 19 pts.**

Note: The city staff will finalize the exact wording of the above-listed goals and present to the City Council for approval.

**Appendix One
Retreat Participants**

Mayor
Jason Whalen

Deputy Mayor
Mary Moss

Councilmember
Patti Belle

Councilmember
Paul Bocchi

Councilmember
Mike Brandstetter

Councilmember
J. Trestin Lauricella

Councilmember
Ryan Pearson

City Manager
John Caulfield

Assistant to the City Manager/Policy Analyst
Michael Vargas

Facilitator
Michael Pendleton

Appendix Two
Retreat Ground Rules

- **Empower The Facilitator**
- **Be On Time**
- **Respect For Others And Their Views**
- **Speak Only For Yourself And Not Others**
- **Seek Facilitator Acknowledgment Before
Speaking**
- **Share Air Time**
- **One conversation at a time**
- **Listening is Sign of Respect**
- **Move On-Avoid Saying the Same Thing Twice**
- **Seek Positive Outcomes and a Positive
Experience**

Appendix Three

A Guide To The Nature of a Board of Director's Goal

The goals of an organizations policy board should communicate the current and future areas of emphasis from among the larger array of organizational services, activities and issues.

The purpose of goals are:

1. To address a need and/or opportunity
2. To communicate the policy boards priorities and areas of emphasis
3. To provide meaningful direction to the organization
4. To inform an organizational work-plan and operational budget
5. To establish organizational performance expectations and a basis for organizational accountability

There are two types of board goals:

1. Content Goals: these are goals that specify an intention to establish policy, complete a project, or an event, etc.

Example of a board content goal: Implement an Economic Development Program to provide improved employment opportunities in the community and enhance a diversified tax base for the city.

2. Process Goals: these are goals that specify an intention to engage in or establish a procedure, organizational practice, or process to reach a decision and/or desired outcome.

Example of a board process goal: To establish a structured procedure for community involvement during Council working committee meetings.

Characteristics of Effective Board of Director Goals:

1. Level of detail: the most effective board goals are centered on the "abstract-specific detail spectrum". Effective goals are not so vague as to be useless and not so specific as to constitute "micro-management".

Example of an abstract board goal: To establish a warm and safe feeling in our community

Example of a “centered” board goal: Plan and build a Community Center to serve the needs of our youth, seniors, and general citizenry in partnership with other community organizations.

Example of a “micro-management” board goal: To place a 45,000 square foot fire station on the corner of 5th and Vine that will house 3 truck companies in the next twelve months.

3. **Attainability:** effective board goals are given both adequate resources (funds etc.) and a realistic timeframe for accomplishment.
4. **Organizational Compatibility:** effective board goals are consistent with the mission of the organization, current policy and integrate into the existing organizational work-plan taking into account on-going activities and commitments.
5. **Accountability Features:** effective board goals provide the basis for monitoring progress and determining completion such as benchmarking and a clear definition of accomplishment.
6. **Parsimonious:** effective board goals reflect the view that fewer goals done well is preferred to many goals done poorly. Experienced boards of directors realize that goals should not and cannot reflect the full array of organizational activities and services. All members of the organization realize and accept that important organizational activities and services may not be reflected in goals selected by the board of directors but will continue to accomplish the organizational mission.