



## **LAKWOOD CITY COUNCIL STUDY SESSION AGENDA**

Monday, January 13, 2025

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. Review of Diversity, Equity, Inclusion and Belonging Strategic Plan. – (Memorandum)
- (53) 2. Review of Maintenance Agreement with Washington State Department of Transportation for the Gravelly Lake Drive to Thorne Lane Shared Use Path. – (Memorandum)
- (96) 3. Review of 2025 Citizens Advisory Board, Committee and Commission Work Plans. – (Memorandum)
- (112) 4. Review of City Council liaisons to citizens' advisory boards, committees and commissions, City Council representation on external committees and boards and City Council Proclamation calendar. – (Memorandum)

### **ITEMS TENTATIVELY SCHEDULED FOR JANUARY 21, 2025 REGULAR CITY COUNCIL MEETING AND STUDY SESSION:**

- 1. Larry Saunders Service Award Presentation. – *Lakewood Community Foundation Fund*

*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.*

2. Lakewood Sister Cities Association Presentation. – *Connie Coleman Lacadie and James Kim*
3. Authorizing the execution of a construction contract with R.L. Alia, in the amount of \$3,361,777.20, for the South Tacoma Way 88<sup>th</sup> Street S to North City Limits Project. – (Motion – Consent Agenda)
4. Authorizing the execution of an operation and maintenance agreement with the Washington State Department of Transportation for the I-5 Gravelly – Thorne Connector Shared Use Path. – (Motion – Consent Agenda)
5. Approving the 2025 citizens advisory board, committee and commission work plans – (Motion – Consent Agenda)
6. Review of the Ezee Fiber Franchise Agreement. – (Item for Discussion – Study Session Agenda)
7. Review of Five-Year (2025-2029) Consolidated Community Development Block Grant (CDBG) Plan and 2025 Annual Action Plan. – (Item for Discussion – Study Session Agenda)

## **REPORTS BY THE CITY MANAGER**

## **CITY COUNCIL COMMENTS**

## **ADJOURNMENT**

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



**TO:** Mayor and City Council  
**FROM:** Brynn Grimley, Communications Manager  
**THROUGH:** John J. Caulfield, City Manager *John J. Caulfield*  
**DATE:** January 13, 2025  
**SUBJECT:** Diversity, Equity, Inclusion & Belonging Strategic Plan  
**ATTACHMENTS:** PowerPoint presentation, Diversity, Equity, Inclusion & Belonging Strategic Plan

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The purpose of this presentation is to share the completion of the city's Diversity, Equity, Inclusion and Belonging (DEIB) Strategic Plan.

**Background:** In March 2023 the Lakewood City Council authorized the City Manager to contract with Effenus Henderson of Henderworks Inc., for the development of a DEIB Strategic Plan.

Since mid-2023 Department directors met regularly with Mr. Henderson. Preliminary work included establishing comprehension of the framework necessary to create a plan with actionable outcomes. This included the creation of a commitment statement to serve as our "north star" to guide us in our DEIB efforts.

In mid-2024, employees from across all departments were invited to participate on Action Pillar teams. The teams identified outcomes and action items for three pillars: Leadership, Talent and Education.

Ultimately the teams recommended priorities for each pillar. The leadership team reviewed the recommendations and held a discussion around which recommendations to move forward first. With a focus on high-impact, the leadership team identified action items that became the foundation for the plan.

The next step is to roll out the plan to staff through department meetings and implementation of the items identified under each pillar. In some cases, items are already underway.

The plan is meant to be regularly updated and expanded. Eventually it will expand to include other pillars that were identified by the leadership group.



**Diversity, Equity,  
Inclusion & Belonging**  
Strategic Plan  
2025



# Indigenous People and Lands Acknowledgement

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.

# DEIB Strategic Plan

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### Phase Two: Implementation

Identifying the next steps of the plan and moving it forward.

# Acknowledgement

## Recognizing the team

This plan originated with the Lakewood City Council and its directive to create a Diversity, Equity, Inclusion and Belonging strategic plan to govern city operations.

The following people are recognized for their leadership and involvement in the plan's development:

### **Lakewood City Council**

Mayor Jason Whalen  
Deputy Mayor Mary Moss  
Councilmember Mike Brandstetter  
Councilmember Paul Bocchi  
Councilmember Patti Belle  
Councilmember J. Trestin Lauricella  
Councilmember Ryan Pearson

### **City Manager**

John J. Caulfield

### **Deputy City Manager**

Tho Kraus

### **Leadership Team**

Patrick D. Smith, Lakewood Police Chief  
Heidi Wachter, City Attorney  
Jeff Rimack, Planning and Public Works Director  
Mary Dodsworth, Parks, Recreation and Community Services, Director  
Mary McDougal, Human Resources Director  
Mehdi Sadri, Chief Information Officer  
Brynn Grimley, Communications Manager  
Michael Vargas, Assistant to the City Manager/Policy Analyst

### **Consultant**

Effenus Henderson, President & CEO, HenderWorks, Inc.

# Acknowledgement

## continued

Employees representing all departments volunteered to be part of three Action Pillar Teams tasked with identifying the priorities and actions outlined in this plan. Throughout this process all those involved opened themselves to challenging discussions, provided personal experiences and ultimately laid the groundwork for this strategic plan to become the foundation of the organization's DEIB work.

These employees are recognized for their contributions and thanked for the work they put in to shape the development of this plan:

### **Action Pillar Team members**

#### **Education Action Pillar**

Elizabeth Scheid, Parks, Recreation & Community Services  
Shannon Bennet, Parks, Recreation & Community Services  
Carolina Alba, Human Resources  
Joanna LaVergne, Police Department  
Weston Ott, Planning & Public Works

#### **Talent Action Pillar**

Tracey Freeman, Human Resources  
Danielle Beavers, Planning & Public Works  
Katie Foster, Planning & Public Works  
Heather Brown, Municipal Court  
Becky Newton, Planning & Public Works  
Erica Meeks, Police Department

#### **Leadership Action Pillar**

Hannah Hillig, Human Resources  
Michael Vargas, City Manager Department  
Megan Davis, City Manager Department  
Sam Mahugh, Administrative Services  
Timothy Borchardt, Police Department

# About Lakewood

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.

# Equity Statement

*Equity is a fundamental part of the design of this plan. In 2021 the Lakewood City Council adopted an Equity Statement to acknowledge and prioritize the importance of delivering equitable service to the community.*

## **A 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 19, 2021**

**Mayor** Don Anderson

**Deputy Mayor** Jason Whalen

**City Council members** Mary Moss, Michael Brandstetter, Paul Bocchi, Patti Belle and Linda Farmer.

## **Growing an inclusive and welcoming workplace**



The City of Lakewood is home to one of the most racially and culturally diverse populations in Washington. We are proud to be one of the few cities in the state with a majority-minority population. According to the 2022 American Community Survey from the U.S. Census Bureau, 55% of Lakewood's 64,200 residents identify as Black, Indigenous or people of color.

We are committed to fostering an organizational culture where diversity, equity, inclusion, and belonging (DEIB) are not only valued but actively pursued. This DEIB Strategic Plan is a roadmap for aligning our organizational practices with the rich diversity of the community we serve. We believe that a workforce reflecting our community's demographics enhances our ability to provide equitable services and build trust with all residents.

Our journey begins internally, focusing on strengthening our organizational culture. This plan emphasizes equipping our employees and leadership team with the knowledge and tools needed to create a supportive and welcoming workplace. Through robust training programs and intentional dialogue, we aim to honor the unique backgrounds, experiences, and strengths everyone brings to our team. By fostering an environment of mutual respect and understanding, we are building a foundation for sustainable, systemic change that aligns with our core values and enhances our service to the community.

This is more than a policy — it is a promise to lead with integrity and inclusiveness, ensuring that every voice is heard, valued and empowered. Together, we will create a workplace where everyone can thrive.



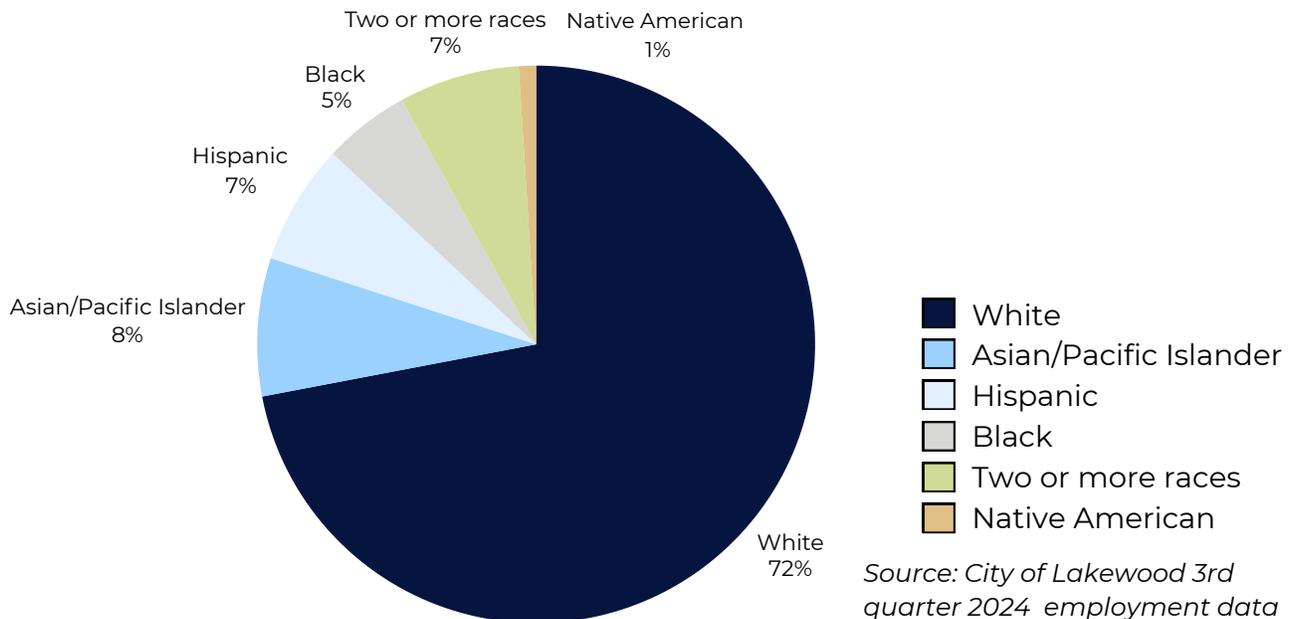
John J. Caulfield  
City Manager

# Diversity, Equity, Inclusion & Belonging

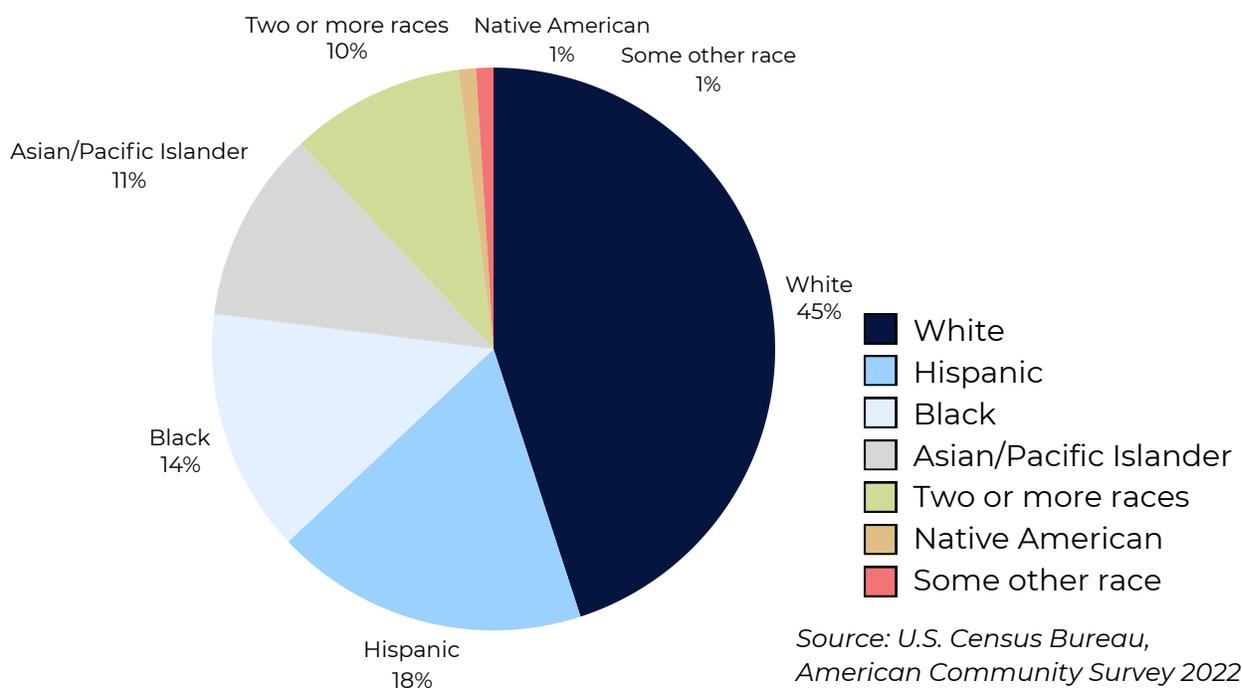
## Lakewood Demographics



### Lakewood Employees by Race



### Lakewood Residents by Race



# Diversity, Equity, Inclusion & Belonging

## Definitions

There are various definitions for DEIB. For the purposes of the creation of this plan, the following definitions were used to guide the work of those involved.

### **Diversity:**

Diversity refers to the presence of a variety of individuals or groups with different backgrounds, characteristics and identities within a given community or organization. It encompasses differences in race, ethnicity, gender, age, sexual orientation, religion, abilities, and more.

### **Equity:**

Equity is the principle of ensuring fair and just opportunities and outcomes for all individuals, regardless of their background or circumstances. It involves identifying and addressing disparities and barriers that may exist to create a level playing field.

### **Inclusion:**

Inclusion is the practice of actively involving and valuing all individuals, regardless of their differences, in decision-making processes, policies and practices. It goes beyond diversity by fostering a sense of belonging and making everyone feel welcome and respected.

### **Belonging:**

Belonging refers to the feeling of being accepted, valued and included in a particular community, group or organization. It's about creating an environment where individuals feel like they are an integral part of the collective and can be their authentic selves.

# Phase 1:

## Internal Operations

The first phase of the city's strategic planning efforts around DEIB turn the lens inward, focusing on internal operations and the workforce.

As part of its foundational work, which took place in the first half of 2023, the leadership team engaged the expertise of HenderWorks President & CEO Effenus Henderson. Together, the team embarked on a process of Leadership Readiness discussions. The primary objectives of this phase were to assess the team's level of maturity and readiness in guiding and leading the city's DEIB efforts. They aimed to ensure a solid understanding of the fundamental concepts, change methodologies and the importance of role modeling appropriate leadership behavior in driving DEIB initiatives.

In the latter half of 2023, the leadership team delved deeper into the organizational imperative of DEIB. They explored how DEIB principles could be seamlessly integrated into the fabric of all the city's operations. They discovered that DEIB principles were already inherently embedded in some of the services being delivered, even though they had not been explicitly identified as such. This realization sharpened their understanding of how DEIB is an integral component of executing business strategies, reinforcing shared values and giving focused emphasis to their commitment to DEIB.

As a culmination of their efforts, the leadership team collaboratively developed a DEIB commitment statement. This statement serves as a guiding light and North Star for the overarching DEIB Framework, providing a clear direction for the organization's commitment to diversity, equity, inclusion, and belonging.



# City of Lakewood

## Commitment Statement



### Lakewood Represents.

- All **people**. All **cultures**. All **identities**.
- Valuing the **differences** that make us stronger.
- Focusing on **empowerment, inclusivity** and **belonging**.
- Building a **diverse team** to meet the unique needs of the community we serve.

We are **ALL IN**.

# Diversity, Equity, Inclusion & Belonging Change Framework



The DEIB Change Framework is the overarching structure for the work done to create the strategic plan. It served as the foundation as the leadership team began its work.

## DEIB Rationale

Understanding the why and context. Development of the Commitment Statement.



## Leadership Readiness and Organizational Commitment

Understanding the readiness of leadership to implement and establish guiding commitment.



## DEIB Gap Analysis

Identify gaps in the policies, practices, and behaviors; understanding lived experiences of employees and leadership.



## Pillar Initiatives

Propose to close the gaps between current state and desired outcomes by identifying three high-impact Action Pillar initiatives.



## Framework Development

Propose priorities and core requirements to help develop a purposeful framework for change that respond to the Commitment Statement.

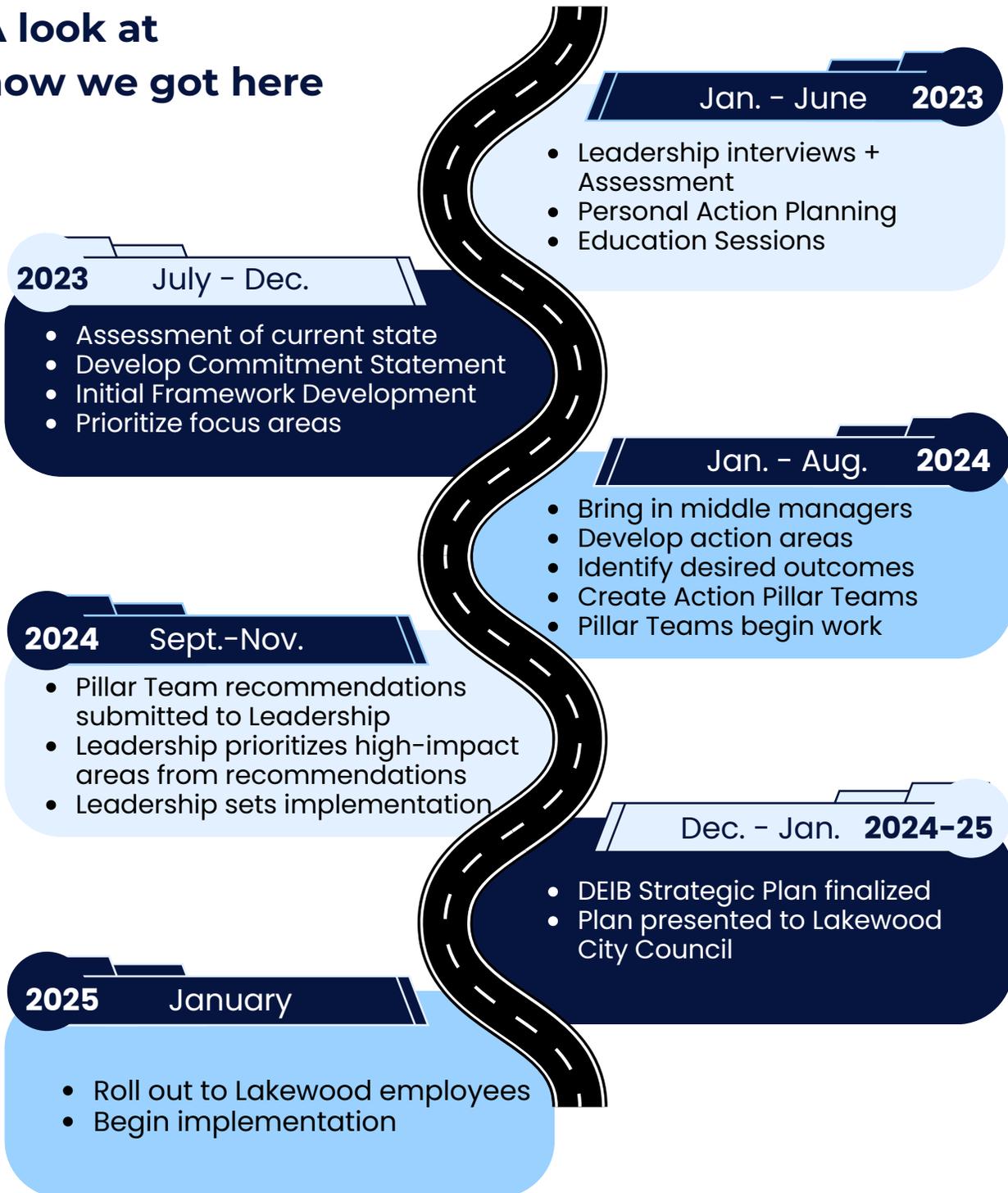


# Diversity, Equity, Inclusion & Belonging

## Strategic Plan Development Timeline



### A look at how we got here



# Diversity, Equity, Inclusion & Belonging

## Action Pillars



After reviewing the results of a staff survey, members of the leadership team identified 11 Action Pillar Initiatives to pursue. From there, three Action Pillars were prioritized to move forward as Phase 1 of the strategic plan.

## DEIB Action Pillar Priorities

### Leadership

This pillar emphasizes commitment by City of Lakewood leadership to Diversity, Equity, Inclusion and Belonging. Included with this pillar is accountability to execute, demonstrate and deliver that commitment and drive sustained change within the organization. Leadership encompasses directors, managers and supervisors.

### Talent

This pillar focuses on creating equitable recruitment practices, community outreach and employee retention strategies to help build a diverse team that meets the unique needs of the community we serve.

### Education

This pillar encompasses the goal to promote ongoing education and learning opportunities for employees around Diversity, Equity, Inclusion and Belonging topics.

**“ Diversity, Equity, Inclusion & Belonging is a dynamic and ongoing journey that is individual to each organization. Our pillar priorities will evolve as we grow as an organization and as our community changes over time. ”**

# Action Pillar

## Leadership



### Leadership Pillar Description

This pillar emphasizes commitment by City of Lakewood leadership to Diversity, Equity, Inclusion and Belonging. Included with this pillar is accountability to execute, demonstrate and deliver that commitment and drive sustained change within the organization. Leadership encompasses directors, managers and supervisors.

### Action Area No. 1: Create a Leadership Development Framework

**Objective:** To develop and implement clear leadership goals around Diversity, Equity, Inclusion and Belonging where leaders actively champion and support DEIB initiatives.

**Desired outcome:** Create a culture within the organization where employees from all backgrounds feel valued and included. They can thrive, share ideas, and collaborate effectively, leading to increased employee engagement, innovation and productivity.

### Specific action areas with outputs

- Establish a standardized requirement for leaders to review the City of Lakewood DEIB Strategic Plan. Once reviewed each leader will sign the plan demonstrating they read, understand and support it. A signed copy will be kept within each employee's personnel file with Human Resources.
  - **Measurements:** All new leaders must review and sign the DEIB strategic plan within established timeline.
  - **Designated leaders:** Department Directors, HR Director, HR Technician.
  - **Timeline:** Existing leaders must read and sign by March 2025. Newly hired or promoted leaders must read and sign within six months of hiring/promotion date.

Continued on next page.

# Action Pillar

## Leadership

### Specific action areas with outputs continued

- Leadership team selects a standardized training plan that employees are required to complete within one year of attaining a supervisory position. This includes courses selected by city leadership and self-selected courses. Discussion with an employee's supervisor is required before self-selected courses are chosen. Training selected by city leadership could include:
  - Conflict resolution
  - Dealing with difficult employees
  - Emotional intelligence/empathy
  - Unconscious bias
  - Coaching/leadership
  - Psychological safety
- **Measurements:** All existing leaders will complete the foundational management training courses within the established timeline. no later than December 2025. All new leaders are expected to complete the required training which will be scheduled as part of the onboarding process.
- **Designated leaders:** Leadership team members to develop the training plan; Direct supervisor is responsible for making sure new hires are scheduled for training. Leaders are responsible for submitting proof of training to HR.
- **Timeline:** Training plan development complete by March 2025. All existing leaders will complete the foundational management training no later than December 2025. All new leaders are expected to complete the required training, which will be scheduled as part of the onboarding process.

# Action Pillar

## Talent



### Talent Pillar Description

Creating equitable recruitment practices, community outreach and employee retention strategies to help build a diverse team that meets the unique needs of the community we serve.

**Action Area No. 1:** Recruitment Practices.

**Objective:** Utilize effective recruitment practices to diversify the City of Lakewood employee demographics to reflect and represent the Lakewood community.

**Desired outcome:** Create a diverse team that meets the unique needs of the community we serve.

### Specific action areas with outputs

- Assess city workforce demographic data and compare it to available population data for the City of Lakewood (or Pierce County). Use the Utilization Analysis chart from Pierce County to identify underrepresented groups within the city's employee population.
  - **Measurements:** Use the highlighted areas on the Utilization Analysis Chart to determine the areas for recruitment focus.
  - **Designated leaders:** Hiring Managers and designated HR representative.
  - **Timelines:** Implementation begins January 2025 and then becomes part of the hiring process.

Continued on next page.

# Action Pillar

## Talent

### Specific action areas with outputs continued

- When openings occur, job listings should be posted on a range of platforms to reach diverse populations including hitting demographics like gender, age, ethnicity, sexual orientation, location, nationality, veteran and disability status.
  - **Measurements:** Number of new employees hired from underrepresented populations by department. Update the city's hiring policy (200-02) to reflect job posting criteria.
  - **Designated leaders:** Hiring managers and designated HR representative.
  - **Timelines:** Record metrics/measurements quarterly beginning Q1 2025 with reporting due 45 days after the end of each quarter.
- When conducting candidate interviews, the hiring manager will include a diverse group on the panel.
  - **Measurements:** Update the city's hiring policy (200-02) to include interview panel selection requirements.
  - **Designated leaders:** Department Directors, Human Resources.
  - **Timelines:** Complete the hiring policy update by end of 1st Qtr 2025. Begin implementation immediately.

Continued on next page.

# Action Pillar

## Talent

### Specific action areas with outputs continued

- Develop a statement outlining the city's commitment to DEIB practices and the positive impact these efforts have on the community. Include this statement in job postings and publish it on the city website.
  - **Measurements:** Employee understanding of the commitment statement.
  - **Designated leaders:** Department Directors, Human Resources.
  - **Timelines:** Implement improvements by 1st Qtr 2025.
- Produce a thorough and inclusive onboarding program to support integration into the city workforce and awareness of the city's DEIB commitment.
  - **Measurements:** All new employees complete the onboarding process that includes DEIB awareness.
  - **Designated leaders:** Department Directors, Human Resources.
  - **Timelines:** Implement new onboarding process by 1st Qtr 2025.

# Action Pillar

## Education



### Education Pillar Description

This pillar encompasses the goal to promote ongoing education and learning opportunities for employees around Diversity, Equity, Inclusion and Belonging topics.

**Action area No. 1:** Educate city employees about Diversity, Equity, Inclusion and Belonging.

**Objective:** Make sure all employees become educated, have an understanding, feel supported, and ensure leadership buy-in to DEIB.

**Desired Outcome:** Increase in employee awareness and understanding of Diversity, Equity, Inclusion and Belonging issues to create a more inclusive and knowledgeable culture and workforce within the organization.

### Specific action areas with outputs

- Implement DEIB training in the new hire onboarding process.
  - **Measurements:** All new hires must complete DEIB training as part of the onboarding process.
  - **Designated leaders:** Human Resources, Department Directors.
  - **Timelines:** Complete the training within six months of being hired.

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# Action Pillar

## Education

### Specific action areas with outputs continued

- Identify online modules or e-learning courses on DEIB topics that employees can access. Ensure that these modules are interactive and engaging.
  - **Measurements:** All employees must participate in trainings.
  - **Designated leaders:** Leadership team to determine training opportunities/training course; Human Resources to help with implementation.
  - **Timelines:** Identify online training modules by end of 1st Qtr 2025. All employees will participate in required training by end of 4th Qtr 2025.
- Re-evaluate DEIB training annually to ensure effectiveness and to capture any emerging changes. Conduct an employee wide survey every three years to determine the effectiveness of training and to identify areas of improvement or opportunity.
  - **Measurement:** Training is provided annually and training topics are reviewed annually for effectiveness.
  - **Designated leaders:** DEIB leadership team subcommittee responsible for training development in coordination with Human Resources and with executive leadership team approval.
  - **Timeline:** Annual evaluation of training offerings.

# Phase 2:

## Implementation

With the first phase of designing and developing the DEIB Framework complete, the City of Lakewood will transition into Phase Two: Implementation.

This phase focuses on putting the agreed upon, high-impact actions into practice across the three pillars of the framework. The goal is to transform our commitment and strategic priorities into actionable initiatives that drive measurable progress and embed DEIB principles into all aspects of the organization.

### Key Objectives:

- Develop and execute specific, actionable tactics for each pillar.
- Identify and empower champions and subject matter experts to lead and support implementation efforts.
- Establish clear timelines, milestones, and sequencing to ensure efficient and effective execution.

### Next Steps:

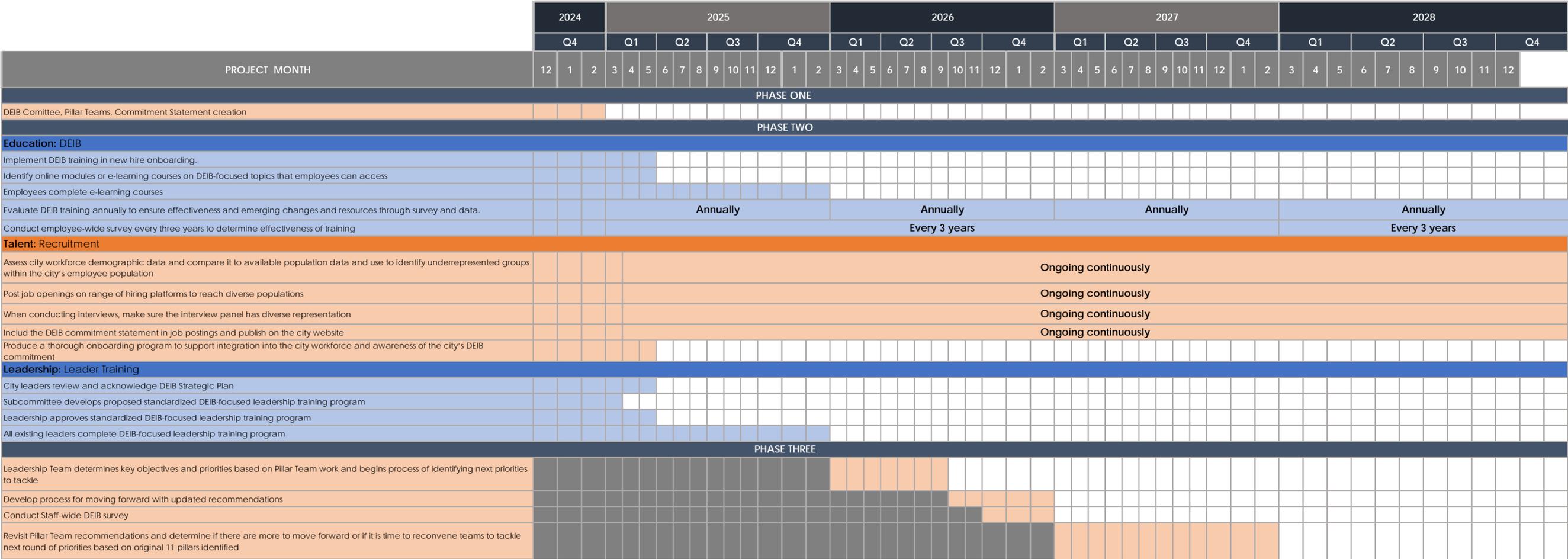
1. **Develop Detailed Tactics:** Define actionable steps aligned with organizational priorities for each pillar.
2. **Assign Champions:** Appoint leaders and experts responsible for driving engagement, accountability, and progress.
3. **Set Timelines:** Create realistic schedules for implementation, highlighting dependencies and key milestones.
4. **Monitor and Report Progress:** Implement robust tracking systems to measure success, share updates, and adapt strategies as needed.
5. **Examine Phase Two Actions:** Identify any externally facing action that be considered in making Lakewood a more Diverse and Inclusive Community. Also, as phase one priorities are operationalized, consider any additional actions from the recommended list of actions from the pillar teams.

This phase represents the critical transition from planning to execution, ensuring that the DEIB Framework delivers tangible outcomes and fosters an inclusive, equitable workplace.

# Appendix A:

## Next Steps

# DEIB GANTT CHART



# **Appendix B:**

## Pillar Team Recommendations

**Pillar Outcomes:** The development and implementation of clear leadership goals around Diversity, Equity, Inclusion and Belonging. Leaders should actively champion and support DEIB initiatives. This in turn will create a culture within the organization where employees from all backgrounds feel valued and included. They can thrive, share ideas, and collaborate effectively, leading to increased employee engagement, innovation, and productivity. **Pillar Description:** This pillar emphasizes a commitment by City of Lakewood leadership to Diversity, Equity, Inclusion and Belonging. Included with this pillar is accountability to execute, demonstrate and deliver that commitment and drive sustained change within the organization.

<b>DEIB Pillar Team:</b>	Leadership			
<b>Action Area # 1:</b>	Create a Leadership Development Framework			
<b>Priority:</b> (1)				
Specific Actions	Outputs	Metrics/ Measurements	Designated Leader(s)	Timeline
<b>SA 1:</b> Standardized requirement for each supervisor to sign a DEIB policy and to create an open door policy after training is received on the open door policy process (1)	<ul style="list-style-type: none"> <li>Open door policy created and signed by all supervisors</li> <li>Open door policy training required for all supervisors</li> <li>Open door policy signed by all supervisors and kept on file</li> <li>Supervisors post time/day or schedule appointments for their available open door hours in an accessible/readily visible spot within their respective work areas</li> <li>DEIB policy signed by all supervisors and kept within each employee's personnel file in HR</li> </ul>	<ul style="list-style-type: none"> <li>100% of supervisors have completed training, reviewed, and signed the City of Lakewood's DEIB policy by DEC2025</li> <li>100% of Department Directors have signed and published open door policies that are accessible for employee review by JUN2026</li> </ul>	<ul style="list-style-type: none"> <li>Department Directors</li> <li>All supervisors to conduct the same process</li> <li>HR Director</li> <li>HR Technician</li> </ul>	<ul style="list-style-type: none"> <li>DEIB Policy: DEC 2025</li> <li>Open Door Policy: JUN 2026</li> </ul>
<b>SA 2:</b> Select a standardized training plan that employees are required to complete within one year of attaining a supervisory position (2)	<p>- 2x core training courses selected by CoL Leadership:</p> <ul style="list-style-type: none"> <li>Conflict Resolution</li> <li>Dealing with Difficult Employees</li> <li>Emotional Intelligence/Empathy</li> <li>Unconscious Bias</li> <li>Coaching/Leadership</li> </ul> <p>- 2x self-selected courses (determined by each individual employee)</p> <ul style="list-style-type: none"> <li>A discussion is required with employee's supervisor regarding course applicability for self-selected courses</li> </ul>	<ul style="list-style-type: none"> <li>50% of current supervisors complete the foundational management training courses by DEC2027</li> <li>100% of new managers complete training within 1 year of starting at CoL</li> </ul>	<ul style="list-style-type: none"> <li>Each employee is responsible for providing their training documentation to their direct supervisor.</li> <li>HR must be cc'd for training documents to be put in personnel's file.</li> </ul>	DEC 2027
<b>SA 3:</b> Standardize procedure for employee requests to move to supervisory/ growth positions (3)	<p>Output is a flowchart containing the following steps:</p> <ol style="list-style-type: none"> <li>Employee request is made to manager</li> <li>Manager meets with HR to identify gaps and possible barriers to employee meeting requirements, and identifies potential resources.</li> <li>Meeting conducted between manager and employee</li> <li>Employee and Manager acknowledge that the request is not a promise of obtaining a new position and that it is a discussion of what qualifications are required to work toward attaining the position.</li> <li>Manager will have cross-training opportunities identified <ul style="list-style-type: none"> <li>Participation in interview panels</li> <li>Job-shadowing</li> <li>Rotational programs</li> </ul> </li> </ol>	<ul style="list-style-type: none"> <li>Managers meet with all employees who make this request within 14x calendar days</li> <li>Supervisors volunteer their sections and work together to identify closely related departments/duties to provide these opportunities</li> </ul>	<ul style="list-style-type: none"> <li>Managers</li> <li>Requesting Employees</li> </ul>	Starting 2026
<b>SA 4:</b> Develop a succession plan for City of Lakewood supervisory positions (4)	<ul style="list-style-type: none"> <li>Review department job descriptions for supervisor positions</li> <li>Identify promotional/growth opportunities within each department</li> <li>All job descriptions have identified: key skills education, qualifications, and certifications</li> <li>Determine growth opportunities available in each department</li> <li>Create a database/SharePoint page with "milestones" for manager/director-level positions</li> </ul>	<ul style="list-style-type: none"> <li>25% of job descriptions reviewed each year to identify key skills</li> <li>SharePoint updated consistently as positions change</li> </ul>	<ul style="list-style-type: none"> <li>HR Analysts w</li> <li>Designated hiring managers</li> <li>DEIB Consultant</li> </ul>	<ul style="list-style-type: none"> <li>DEC 2028</li> </ul>

**Pillar Outcomes:** The development and implementation of clear leadership goals around Diversity, Equity, Inclusion and Belonging. Leaders should actively champion and support DEIB initiatives. This in turn will create a culture within the organization where employees from all backgrounds feel valued and included. They can thrive, share ideas, and collaborate effectively, leading to increased employee engagement, innovation, and productivity. **Pillar Description:** This pillar emphasizes a commitment by City of Lakewood leadership to Diversity, Equity, Inclusion and Belonging. Included with this pillar is accountability to execute, demonstrate and deliver that commitment and drive sustained change within the organization.

<b>DEIB Pillar Team:</b>	Leadership			
<b>Action Area # 2:</b>	Mentorship and Relationship Building Program			
<b>Priority: (2)</b>				
<b>Specific Actions</b>	<b>Outputs</b>	<b>Metrics/ Measurements</b>	<b>Designated Leader(s)</b>	<b>Timeline</b>
<b>SA 1:</b> Executive Leadership Team updates to staff on DEI initiatives (1)	2x DEI reports from ELT to staff each year	<ul style="list-style-type: none"> <li>Bi-annual DEI-related progress reports reports from ELT to staff</li> </ul>	<ul style="list-style-type: none"> <li>ELT</li> </ul>	DEC 2026
<b>SA 2:</b> Include supervisor feedback when considering allotment of time and scheduling of mentorship opportunities (2)	Designated amounts of time/days are identified and protected throughout the year to conduct mentorship activities	Provide 1-3 hours 2x per year to conduct mentorship opportunities (adjust as needed based on supervisor feedback of time required)	<ul style="list-style-type: none"> <li>Department Directors</li> <li>HR conducts a short orientation based on CBA and allowable hours</li> </ul>	MAR 2025
<b>SA 3:</b> Involve leadership in the assignment of mentors and mentees (3)	<p>Create a sign-up process for mentors and mentees to be assigned</p> <p>Provide a guidance document for leaders to reference describing “what mentorship looks like”, how it is outlined/defined, and different mentorship approaches</p>	<p>100% of employees that sign-up to participate as a mentee are paired with a mentor within 1x month of request submission.</p> <p><b>NOTE:</b> The mentor cannot be the direct supervisor</p>	<ul style="list-style-type: none"> <li>IT Administrator with system creation and tracking capability</li> </ul>	Ongoing
<b>SA 4:</b> Include virtual or in-person and internal or external opportunities for mentorship and relationship building (4)	Capability to provide and receive mentorship is extended beyond traditional understanding of only in-person options	At least two platforms are available for employees to use for mentorship by the end of 2026 (i.e. in-person and virtual)	<ul style="list-style-type: none"> <li>Volunteers – department immaterial</li> </ul>	DEC 2026

**Pillar Outcomes:** The development and implementation of clear leadership goals around Diversity, Equity, Inclusion and Belonging. Leaders should actively champion and support DEIB initiatives. This in turn will create a culture within the organization where employees from all backgrounds feel valued and included. They can thrive, share ideas, and collaborate effectively, leading to increased employee engagement, innovation, and productivity. **Pillar Description:** This pillar emphasizes a commitment by City of Lakewood leadership to Diversity, Equity, Inclusion and Belonging. Included with this pillar is accountability to execute, demonstrate and deliver that commitment and drive sustained change within the organization.

<b>DEIB Pillar Team:</b>	Leadership			
<b>Action Area # 3:</b>	Workplace Recognition Program			
<b>Priority: (3)</b>				
Specific Actions	Outputs	Metrics/ Measurements	Designated Leader(s)	Timeline
<b>SA 1:</b> Reviewing the current recognition process for leadership excellence (1)	Identify positives and negatives of current recognition/appreciation process. Carry forward the positive elements of current processes	Annually: Conduct 1x employee recognition event each year and 1x award ceremony each year	Assign an individual from each department to participate in the project task force	JUN 2025
<b>SA 2:</b> Research recognition processes and DEIB programs that are conducted by other local government organizations (2)	Create a list of recognition options for city leadership to consider/review	Provide city leadership with a list of 3-4 recognition options to consider/review	Assign an individual from each department to participate in the project task force	JUN 2025
<b>SA 3:</b> Create two types of employee recognition, one via ELT selection and one via staff nomination (3)	At the award ceremony event, present staff nominated and ELT nominated awards	Conduct two recognition processes each year to acknowledge and applaud leadership & DEIB excellence performed by city employees	<ul style="list-style-type: none"> <li>• Department Directors</li> <li>• Feedback from Middle Managers</li> </ul>	JUN 2025
<b>SA 4:</b> Select recognition product (plaques, gifts, cards, certificates, time off, etc.) (4)	<ul style="list-style-type: none"> <li>• Create a list of recognition products for city leadership to consider/review</li> <li>• ELT selects final product from provided list</li> </ul>	Provide city leadership with a list of 5-10 recognition products to consider/review	Assign an individual from each department to participate in the project task force	JUN 2025

**Pillar Outcomes:** The development and implementation of clear leadership goals around Diversity, Equity, Inclusion and Belonging. Leaders should actively champion and support DEIB initiatives. This in turn will create a culture within the organization where employees from all backgrounds feel valued and included. They can thrive, share ideas, and collaborate effectively, leading to increased employee engagement, innovation, and productivity. **Pillar Description:** This pillar emphasizes a commitment by City of Lakewood leadership to Diversity, Equity, Inclusion and Belonging. Included with this pillar is accountability to execute, demonstrate and deliver that commitment and drive sustained change within the organization.

<b>DEIB Pillar Team:</b>	Leadership			
<b>Action Area # 4:</b>	Performance Evaluations			
<b>Priority:</b> (4)				
<b>Specific Actions</b>	<b>Outputs</b>	<b>Metrics/ Measurements</b>	<b>Designated Leader(s)</b>	<b>Timeline</b>
<b>SA 1:</b> Report performance evaluation statuses monthly during ELT meetings (1)	Department Directors report upcoming performance evaluation dues (< 30 days) and overdue evaluations within their department	100% of performance evaluation statuses will be tracked monthly at ELT meetings	<ul style="list-style-type: none"> <li>• ELT Directors</li> <li>• Managers</li> <li>• HR Technician attends meeting as status consolidator based on director-provided information</li> </ul>	Starting JAN 2025
<b>SA 2:</b> For Existing Employees with Over 1 Year of Working for the City: Standardize consistency and frequency of professional development planning touchpoints (2)	Employees meet with managers twice per year	After one year at the city, each employee is required to attend 2x professional development sessions: <ul style="list-style-type: none"> <li>• 1x touchpoint at the midpoint of the evaluation period</li> <li>• 1x performance evaluation at the end of the evaluation period</li> </ul>	<ul style="list-style-type: none"> <li>• All personnel in supervisory positions of employees with over 1x year of employment with the city</li> </ul>	Starting JAN 2026
<b>SA 3:</b> For New Employees: Standardize consistency and frequency of professional development planning touchpoints (3)	New Employees meet with managers a minimum of once per quarter during their first year	An employee's first year with the city consists of 4x professional development sessions: <ul style="list-style-type: none"> <li>• 3x touchpoints, one per quarter</li> <li>• 1x performance evaluation, at the end of the first year</li> </ul>	<ul style="list-style-type: none"> <li>• All personnel in supervisory positions of new employees</li> </ul>	Starting JAN 2026
<b>SA 4:</b> Include DEIB-oriented assessment areas in all performance evaluations (4)	<ul style="list-style-type: none"> <li>• Add 2 DEIB-oriented assessment questions in all performance evaluations</li> <li>• Add training completed or pending completion status</li> </ul>	100% of employees will be regularly assessed on their application of DEIB concepts via consistent performance evaluations	<ul style="list-style-type: none"> <li>• ELT determines and selects DEIB-oriented assessment questions</li> <li>• HR Director and DEIB Consultant are primary reviewers of ELT's selected content</li> </ul>	Starting JAN 2027

Action Planning Template

Pillar – The Talent Pillar team will work towards creating equitable **Recruitment Practices, Community Outreach** and **Employee Retention Strategies** that will help to build a diverse team that meets the unique needs of the community we serve.

Outcome: A diverse team that meets the unique needs of the community we serve by actively utilizing effective recruitment practices

Action Area	Priority	Specific Actions	Outputs	Metrics/Measurement	Designated Leader	Timelines
Recruitment Practices	I	<p>1. Assess Lakewood City Workforce demographic data and ensure alignment with the population of Lakewood (or Pierce County). This also helps track representation at all levels.</p> <p>2. When openings occur, HR should include minority servicing agencies when posting the job (Such as City of Tacoma EEO).</p> <p>3. When selecting candidates for interviews, Hiring Managers should aim to include individuals from at least two underrepresented groups, whenever feasible.</p> <p>4. Develop a statement outlining the city's commitment to integrating DEIB (Diversity, Equity, Inclusion, and Belonging) practices and the positive impact these efforts have on the community. Include this statement in job postings and publish it on the city's website. (see CPSD web page).</p> <p>5. Produce a thorough and inclusive onboarding program to support the talent acquisition and retention process within the city.</p>	<p>- Examine the Utilization Analysis chart from Pierce County and recommend updates as necessary to better identify underrepresented groups.</p> <p>- Assemble comprehensive list of platforms for recruitment.</p> <p>- Post job listings on a range of platforms to reach diverse populations, including various demographics such as gender, age, ethnicity, race, sexual orientation, location, nationality, and disability status.</p> <p>- Establish targets for increasing representation of underrepresented groups in key roles.</p> <p>- Update the City's hiring policy (200-02) to include new candidate selection requirements, and job posting criteria.</p> <p>- Provides education for new employees on DEIB practices and increases employee retention.</p>	<ul style="list-style-type: none"> <li>• Use the highlighted areas on the Utilization Analysis Chart to determine the areas for recruitment focus (targeted increase for stats for +1%).</li> <li>• Number of new employees hired from diverse populations by department.</li> <li>• Update onboarding procedures with DEIB practices.</li> </ul>	Hiring Managers & appointed HR representative	<p>All Outputs to be completed by January 2025.</p> <p>Record Metrics/Measurements Quarterly beginning Q1 2025 with reporting due 15 days after the end of each quarter.</p> <p>Update City's hiring policy and onboarding policy (200-02)Q1 2025 and thereafter annually.</p>

Outcome: Builds a stronger sense of belonging and inclusion within the community and a wide selection of potential candidates

Action Area	Priority	Specific Actions	Outputs	Metrics/Measurement	Designated Leader	Timelines
Community Outreach	2	<p>1. Create a ‘Recruiter’ role, which could either be a new position or a current HR technician with a strong focus on recruitment. This role would be tasked with developing effective outreach and partnership strategies to engage diverse talent sources.</p> <p>2. The person in the “Recruiter” role should represent the city at events to strengthen relationships and promote DEIB objectives, including job fairs, Youth Council meetings, CPTC, Pierce College, and other city events.</p> <p>3. The “Recruiter” should provide QR codes linked to the city’s website or distribute cards with information, such as instructions on how to sign up for job alerts. Additionally, offer a sign-up sheet for individuals who do not have access to the internet or QR code scanners.</p>	<ul style="list-style-type: none"> <li>- Recruiter role established (either new hire or focus for a current human resource employee).</li> <li>- Reference list of collaborators from professional and minority-serving agencies, local organizations, colleges, and industry associations.</li> <li>- Connect with collaborators to build relationships with these sources, helping the city attract a diverse pool of candidates and enhance representation across various populations.</li> <li>- Publish events and partnerships on the city website and work with the Communications department on promotion of events and opportunities.</li> </ul>	<ul style="list-style-type: none"> <li>• Track the number of open channels we have with organizations. Need the Utilization Analysis Chart and a log of groups the city is working with/who those groups represent.</li> <li>• Track engagement methods/tools used to promote (In person booths, social media posts, diversity sites (Diversityworking.com)).</li> <li>• Track the number of events we are attending for recruiting/focused outreach.</li> <li>• Track traffic we are receiving on the city website and on the job posting website after an event.</li> </ul>	<p>“Recruiter” position or current HR position with recruitment role.</p> <p>Would work with:</p> <ul style="list-style-type: none"> <li>-Communication Department</li> <li>-Shannon Bennet for Youth Counsel</li> <li>-Nikki York for City Events</li> <li>-Wellness Committee</li> </ul>	<p>Q4 2024 Determine if a new position is feasible or if the “recruiter” role is to be absorbed by a current HR position (for budget purposes).</p> <p>Q4 2024 assemble events, and lists, and outreach to collaborators.</p> <p>Q1 2025 Begin expanded outreach/event attendance.</p> <p>Ongoing: Publish and promote.</p>

Outcome: Create a workplace culture that values diversity of thought and experience

Action Area	Priority	Specific Actions	Outputs	Metrics/Measurement	Designated Leader	Timelines
Employee Retention	3	<p>1. Create a hybrid system that allows employees to anonymously share their comments, suggestions, or feedback. This system should include both physical comment boxes and a SharePoint site.</p> <p>2. Promote the use of the comment box for employees to share their feedback, such as their perspectives on talent management practices or workplace experiences.</p> <p>3. Submissions are reviewed, and a report is created and shared with relevant stakeholders, such as leadership and department heads. If the report highlights any issues needing action, it is the responsibility of the designated parties to address and resolve them.</p> <p>4. Communications Department could incorporate a highlight from the comment box in the Friday Newsletter.</p>	<p>- SharePoint site established that catalogues submitted comments, and supports backend review by appointed parties.</p> <p>- Physical comment boxes in place. Boxes will be placed in the main office at each out the city's buildings (City Hall, O&amp;M, Parks) Propose that all submitted material be input into SP for tracking and accountability purposes.</p> <p>- Feedback reported (used to drive continuous improvement and adapt talent management strategies).</p> <p>- Data collected of employee experiences within workplace.</p> <p>- Anonymous survey to gauge employee satisfaction with workplace structure.</p>	<ul style="list-style-type: none"> <li>• SharePoint site fully functional and comment boxes in place.</li> <li>• Number of comments received by quarter and by department.</li> <li>• Feedback report completed.</li> <li>• Bi-annual survey of changes in satisfaction by category.</li> </ul>	<p>Communications Department &amp; Jeff Rimack or his appointee (for PPL). Also any persons appointed to sort through the data in other departments.</p>	<p>Q4 2024 SharePoint site established, comment boxes in place, appointees established, and messaging out to all employees on this effort.</p> <p>Q1 2025 establish survey and distribute; Survey responses due by end of quarter; survey bi-annually.</p> <p>April 2025 Feedback reports due.</p>

**Additional guidance regarding Actions and Outputs for employee retention:**

- Categories for submissions: When creating an entry, the employee picks from a list that specifies what the entry is about (improvements, experiences, general, applause, etc.). Also allows us to see how often employees are engaging these feedback avenues.
- Data concentration: 1-2 people will be appointed to input the handwritten notes from the comment boxes into the SP site. This enables all data concentrated for review and extraction
- Data Review: Recommended 1-2 people initially review data and generate report weekly (can change if needed). Report then goes to designated persons for further review (leadership, department heads etc.)
- Sharing Comments/ Taking Action: Demonstrate the data is getting reviewed by incorporating it into the weekly newsletter. If a more serious submission needs action, set a target date for when issue is responded to/ resolved.

DEIB EDUCATION PILLAR TEAM

**Team:** Carolina Alba, Shannon Bennett, Joanna LaVergne, Weston Ott & Elizabeth Scheid

**High Priority:** *To educate City employees about DEIB*

**ACTION ITEMS:**

- *Regular Workshops and Seminars: Organize regular workshops, seminars, and discussion sessions on DEIB issues. Invite external speakers or experts to provide different perspectives and insights.*
- *Online Learning Modules: Create online modules or e-learning courses on DEIB topics that employees can access at their convenience. Ensure that these modules are interactive and engaging.*
- *Resource Libraries: Establish a DEIB resource library that includes articles, books, documentaries, and other educational materials. Encourage employees to explore these resources to deepen their understanding.*
- *Storytelling and Sharing: Encourage employees to share their personal experiences related to DEIB. This can humanize the issues and foster empathy among colleagues*
- *Accessible Learning: Ensure that educational resources and programs are accessible to all employees, including those with disabilities or different learning preferences.*

**Outcome:** Make sure all employees become educated, have an understanding, feel supported, and ensure leadership buy-in to DEIB. Create a more cohesive cross-departmental environment. Include older adults and persons with disabilities.

Action Area	Priority	Specific Actions	Outputs	Metrics Measurements	Designated Leader	Timeline
<i>Educate City employees about DEIB</i>	1	Implement DEIB training in new hire onboarding.	Training Make sure all employees become educated, have an understanding	Develop the training by EOY  All new hires and existing employees complete	ELT  HR  Effenus	12/31/24

		<p>Provide online learning modules.</p> <p>Include short clip videos (testimonials) in DEIB training for all employees</p> <p>Re-evaluate training for DEIB annually to ensure effectiveness and emerging changes and resources through survey and data.</p>	, and feel supported.	<p>training by 2025 Q1.</p> <ul style="list-style-type: none"> <li>-NeoGov</li> <li>-Power DMS</li> <li>-Sign in sheets</li> <li>-Done Annually</li> </ul> <p>Employee DEIB Survey given annually to measure success and areas of improvement for current demographics of city staff.</p>	DEIB Education Pillar	
Employee DEIB Resources	2	<p>Create a glossary of terms.</p> <p>Glossary of terms is part of DEIB onboarding and shared with all employees as well.</p> <p>Employee Resources Groups</p>	<p>Training and understanding of DEIB terms.</p> <p>Create groups for employees to feel connected with others regarding DEIB or to gain knowledge.</p>	Available to all employees on Sharepoint	<p>ELT</p> <p>HR</p> <p>Effenus</p> <p>DEIB Education Pillar</p>	12/31/24

Story telling and sharing	3	Invite community partners (KWA, APCC, OASIS Youth Center, etc) to host regular workshops and seminars. Involve Youth Council to provide lived experiences (video content).	<p>Training</p> <ol style="list-style-type: none"> <li>1. Terms</li> <li>2. People with disabilities</li> <li>3. Microaggressions</li> <li>4. Unconscious bias and Racism</li> <li>5. Generational diversity</li> <li>6. Unhoused people</li> <li>7. LGBTQIA</li> <li>8. By standard intervention</li> <li>9. Training on the significance of racial fairness</li> <li>10. Cultural Competency</li> <li>11. Belonging VS. Fitting in.</li> </ol>	<p>Quarterly DEIB presentation.</p> <p>Ensure leadership buy-in to DEIB.</p> <p>Create a more cohesive cross-departmental environment.</p> <p>Include older adults and persons with disabilities</p>	<p>ELT</p> <p>HR</p> <p>Effenus</p> <p>DEIB Education Pillar</p>	12/31/24
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NEXT STEPS:

1. Identify Budget
2. Staffing resources (Hiring, overseeing, Consultants)
3. Implementation time and process of implementation (When and who will implement this plan, creation of training materials)

# **Appendix C:**

Initial Pillar Priorities identified by  
Leadership

# Action Pillar

## Identifying priority areas

After reviewing the results of a staff survey, members of the leadership team identified 11 Action Pillar Initiatives to pursue. These pillars are listed below and include the three pillars prioritized to be addressed first.

### Eleven Action Pillars

- **Leadership Commitment and Accountability\***
- **Equity-centered Recruitment, Talent Management and Retention\***
- **Education and Learning\***
- **Belonging**
- **City Services**
- **Community Engagement and Education**
- **Community Outreach and Engagement**
- **Employee Awareness and Training**
- **Inclusive Culture**
- **Risk Management**
- **Transparency and Communication**

*\*Action pillars currently outlined in plan.*

# Diversity, Equity, Inclusion & Belonging **Strategic Plan**

*Lakewood City Council, Jan. 13, 2025*



# Road Map

- Our Goal
- Commitment Statement
- Timeline
- Action Pillars
- Implementation



# **Our goal**

Create an internal culture that prioritizes Diversity Equity Inclusion and Belonging as an important element to achieve success and foster trust among employees, stakeholders, and the broader community.



# Commitment Statement

## Lakewood Represents.

- All people. All **cultures**. All **identities**.
- Valuing the **differences** that make us stronger.
- Focusing on **empowerment, inclusivity** and **belonging**.
- Building a **diverse team** to meet the unique needs of the community we serve.
- We are **ALL IN**.



# Our Journey

1

## Phase 1 (Jan. – June '23)

- Leadership Assessment
- Personal Action Planning
- Education Sessions

2

## Phase 2 (July – Dec. '23)

- Assessment of current state
- Development of Commitment Statement
- Initial Framework Development
- Prioritization of Focus Areas

3

## Phase 3 (Jan. – Aug. '24)

- Bring in middle managers
- Develop action areas
- Identify desired outcomes
- Create Action Pillar Teams
- Pillar Teams begin work

4

## Phase 4 (Sept. – Dec. '24)

- Pillar team recommendations
- Leadership prioritized high-impact areas and set implementation
- DEIB Strategic Plan finalized



# **Lakewood's 3 Pillars**

- Leadership
- Talent
- Education



# Leadership

**This pillar emphasizes commitment by City of Lakewood leadership to Diversity, Equity, Inclusion and Belonging. Included with this pillar is accountability to execute, demonstrate and deliver that commitment and drive sustained change within the organization. Leadership encompasses directors, managers and supervisors.**



# Talent

**This pillar focuses on creating equitable recruitment practices, community outreach and employee retention strategies to help build a diverse team that meets the unique needs of the community we serve.**



# Education

**This pillar encompasses the goal to promote ongoing education and learning opportunities for employees around Diversity, Equity, Inclusion and Belonging topics.**



## **Next Steps: Implementation**

- Roll out staff-wide through department meetings.
- Form implementation committee to oversee implementation of action items.
- Regular check ins at Executive Leadership Team level to ensure timelines are being met.



Thank you





**TO:** Mayor and City Council

**FROM:** Weston Ott, P.E. City Engineer

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

**DATE:** January 13, 2025

**SUBJECT:** Review of Gravelly Lake Drive to Thorne Lane Shared Use Path Maintenance Agreement with Washington State Department of Transportation (WSDOT)

**ATTACHMENTS:** Maintenance Agreement and Scope of Work

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**Summary:** Review of the Washington State Department of Transportation (WSDOT) Gravelly Lake Drive to Thorne Lane shared use path maintenance agreement with the City of Lakewood.

**Background:** Washington State Department of Transportation (WSDOT) will construct the Gravelly Lake Drive to Thorne Lane shared use path in 2025 and through mid-2026. The total project cost is \$31.5 million. As the project connects Tillicum to Gravelly Lake Drive, and is within the City Limits, the day-to-day maintenance of the path would be the City of Lakewood's responsibility. As this is a path, the maintenance would be limited in nature and within City staff's abilities and current equipment and services contract. The on-going monthly cost to budget for in 2026 would be power costs for 73 pedestrian scale lights. It is anticipated that the monthly power cost with Puget Sound Energy would be \$625/month. Finally, as the path is located in the Sound Transit ROW, the long-term ST lease costs would be fully borne by WSDOT, no cost for the lease will be borne by the City of Lakewood. Exhibit B shows the items maintained by WSDOT.

**OPERATION AND MAINTENANCE AGREEMENT  
BETWEEN  
WASHINGTON STATE DEPARTMENT OF TRANSPORTATION (GMC 1009)  
AND  
CITY OF LAKEWOOD**

This Agreement (Agreement) is between the Washington State Department of Transportation (WSDOT) and the City of Lakewood (COL), also referenced as “Party” and the “Parties”.

**RECITALS**

1. WSDOT planned the construction of a Shared Use Path (SUP) within the city limits of Lakewood connecting the neighborhoods of Tillicum and Ponders Corner, hereinafter referred to as the “Project,” and
2. The Project will accommodate emergency vehicles when an alternative to I-5 is needed and be located within COL and Sound Transit (ST) right of way (ROW); and
3. WSDOT will lease the underlying property from Sound Transit to construct the SUP for COL’s use and benefit; and
4. WSDOT and the COL enter into this Maintenance Agreement to outline the division of maintenance and operational responsibilities at the Project.

Now therefore, pursuant to RCW 47.28.140 (Highway, public transportation improvements, flood damage prevention—Cooperative agreements.)

the above recitals that are incorporated herein as if fully set forth below, and in consideration of the terms, conditions, covenants, and performances contained herein, and the attached Exhibits which are incorporated and made a part hereof, it is mutually agreed as follows:

**1. COOPERATION**

- 1.1 The Parties agree to work cooperatively to ensure that the ROW and improvements are maintained so as to function as designed. The Parties shall meet on an as needed basis to discuss their respective maintenance obligations, the functioning of the improvements, and this Agreement.

**2. PURPOSE**

- 2.1 The purpose of this Agreement is to establish each Party’s respective responsibilities for the operation and maintenance of the subject property and improvements.
- 2.2 Except as specifically set forth herein, as between COL and WSDOT only, nothing in this Agreement is intended to depart from, or supersede, RCW 47.24.020 and the current City Streets as Part of State Highways Guidelines.

**3. PERIOD OF PERFORMANCE**

- 3.1 This Agreement shall commence upon execution and shall remain in effect unless and until terminated by one or both parties as set forth herein.

**4. TERMINATION**

- 4.1 This Agreement may be terminated, without penalty or further liability as follows:

4.1.1 Termination for Convenience

This Agreement may be terminated for convenience by either Party at any time. The notice of intent to terminate for convenience shall be issued by a Party in writing no less than thirty (30) working days in advance of termination. The Party terminating for convenience shall not be liable to the other Party for any direct, indirect, or consequential damages arising solely from termination of this Agreement.

4.1.2 Termination for Cause

This Agreement may be terminated for cause by either Party if the other Party does not fulfill in a timely and proper manner its obligations under this Agreement, or if the other Party violates any of the terms and conditions of this Agreement. The notice of intent to terminate for cause shall be issued by a Party in writing and the other Party shall have the opportunity to correct the violation or failure within fifteen (15) working days of the date of the notice. If the failure or violation is not corrected within the time allowed, this Agreement will automatically terminate.

4.1.3 Termination for Withdrawal of Authority

This Agreement may be terminated by WSDOT in the event that WSDOT's authority to perform any of its duties is withdrawn, reduced, or limited in any way after the commencement of this Agreement. The notice of intent to terminate for withdrawal of authority shall be issued by WSDOT in writing no less than seven (7) calendar days in advance of termination. No penalty shall accrue to WSDOT in the event termination under this section is exercised. This section shall not be construed to permit WSDOT to terminate this Agreement in order to acquire similar services from a third-party.

4.1.4 Termination for Non-Allocation of Funds

This Agreement may be terminated by either Party if insufficient funds are allocated or appropriated to the Party to continue its performance of this Agreement in any future period. The notice of intent to terminate for non-allocation of funds shall be issued in writing no less than seven (7) calendar days in advance of termination.

4.2 If this Agreement is terminated prior to the fulfillment of the terms stated herein, COL agrees to reimburse WSDOT for the actual direct and related indirect expenses and costs it has incurred up to the date of termination, as well as the costs of non-cancelable obligations.

4.3 Any termination of this Agreement shall not prejudice any rights or obligations accrued to the Parties prior to termination.

**5. CITY OF LAKEWOOD OPERATION AND MAINTENANCE RESPONSIBILITIES**

5.1 The COL at its sole cost and expense shall maintain the features constructed by the Project as set forth in this Agreement. Maintenance of all features included in this Agreement shall hereinafter be referred to as "Work." The Work does not include any obligation to reconstruct or to make additions to the Project. Any reconstruction or additional construction shall be negotiated in a separate agreement.

5.2 In the operation and maintenance of their respective improvements, COL will comply with all applicable federal, state and local laws, rules, and regulations, and all permits issued with respect thereto, as they currently exist or as amended.

- 5.3 The COL shall perform all Work in accordance with WSDOT Maintenance Manual standards M51-01.11, or any revisions thereto.
- 5.4 The COL shall not perform any Work required under this Agreement in such a manner as to conflict with, impede or disrupt in any way Sound Transit rail or WSDOT highway operation, construction, or maintenance, or interfere with or endanger the safety of the traveling public or pedestrians. The COL shall conduct all traffic control required for the Work in a manner consistent with the Manual on Uniform Traffic Control Devices (MUTCD) and/or the WSDOT's Work Zone Traffic Control Guidance M54-44.
- 5.5 Maintenance responsibility is as defined in Exhibit A.
- 5.6 City of Lakewood Requested Work and Traffic Control
  - 5.6.1 If the COL determines Work requiring placing traffic control devices on the state highway is necessary, the COL shall provide written notice, with email being acceptable, to WSDOT's AREA MAINTENANCE SUPERINTENDENT including a description of proposed Work, plans and specification for the proposed Work (if available) and the proposed Traffic Control Plan/Procedures a minimum of 14 days prior to commencing the Work.
  - 5.6.2 WSDOT will review and comment on the proposed Work or issue written approval within 10 days from receipt of the Traffic Control Plans.
  - 5.6.3 Upon completion of the Work, the COL shall notify WSDOT for final inspection and acceptance.

**6. WSDOT OPERATION AND MAINTENANCE**

- 6.1 WSDOT shall maintain the following:
  - 6.1.1 WSDOT shall, at its own cost and sole discretion, maintain the retaining walls, connected concrete traffic barriers, and fencing, as shown in Exhibit B.
  - 6.1.2 WSDOT shall, at its own cost and sole discretion, maintain the pedestrian bridge substructure, concrete bridge deck and approach slabs, connected concrete moment slab barriers, and fencing as shown in Exhibit B.
  - 6.1.3 The plants and trees installed by the Project are subject to a one-year plant establishment period under the construction contract between WSDOT and the contractor. The plant establishment period begins immediately upon written notification from WSDOT of the completion of initial planting for the Project and has a duration of one year before automatically transferring plant and tree maintenance responsibilities to the COL.
- 6.2 Any maintenance items within the Highway ROW that are not identified within the body of this Agreement shall be the responsibility of WSDOT.
- 6.3 In the operation and maintenance of their respective improvements, WSDOT will comply with all applicable federal, state and local laws, rules, and regulations, and all permits issued with

respect thereto, as they currently exist or as amended.

## **7. EMERGENCY MAINTENANCE OR REPAIR**

- 7.1 Should a Party determine that any work that is the responsibility of the other Party presents an immediate danger to the public or to the real property, facility, or operations, the Party will notify the responsible Party in writing with email being acceptable, and request that the responsible Party immediately address the emergency maintenance or repair problem, within one (1) working day of notification.
- 7.2 In the event that the responsible Party does not or cannot immediately perform the emergency maintenance or repair, the Party providing notice may perform the emergency maintenance or repair at the expense of the responsible Party.
- 7.3 The responsible Party shall be responsible for the actual direct and related indirect costs of the emergency maintenance or repair work. Reimbursement of the cost of the work shall be made in accordance with invoice and payment procedures set forth below.

## **8. FAILURE TO PERFORM MAINTENANCE AND EMERGENCY MAINTENANCE**

- 8.1 WSDOT reserves the right to perform the Work required of the COL on those segments of Project that lie within WSDOT owned access to the extent necessary for the safe operation and maintenance of the highway, should the COL fail to perform the Work pursuant to this Agreement.
  - 8.1.1 If the COL fails to perform the Work required under this Agreement WSDOT will notify the COL, in writing with email being acceptable, of the Work that must be completed, and the COL shall perform the Work within thirty (30) calendar days. If the COL does not perform the identified Work, WSDOT reserves the right to perform the Work in accordance with minimum WSDOT highway standards set forth in this agreement.
  - 8.1.2 In the event WSDOT is required to perform any of the Work required to be performed by the COL, the COL shall reimburse WSDOT for its actual direct, and related indirect costs, for all Work performed on behalf of the COL within thirty (30) days of the date of the invoice from WSDOT (the "Due Date"). In the event the COL fails to make payment by the Due Date, the COL will pay WSDOT interest on outstanding balances at the rate of twelve percent (12%) per annum, or the highest rate of interest allowable by law, whichever is greater. Interest shall be calculated from the Due Date to the date of payment.
  - 8.1.3 If the COL objects to all or any portion of an invoice, it shall notify WSDOT within twenty (20) calendar days from the date of receipt and shall pay only that portion of the invoice not in dispute. WSDOT and the COL shall make every effort to settle the disputed portion, and if necessary, utilize dispute resolution provided for herein. No interest shall be due on any portion of an invoice the COL is determined not to owe following settlement between the parties or completion of dispute resolution process.

## **9. RIGHT OF ENTRY**

- 9.1 Each Party hereby grants to the other parties a right of entry upon the real property for which the Party holds fee title as may be necessary to perform the Work required under this Agreement.

9.2 The granting of the right of entry pursuant to this agreement does not relieve the Party exercising the right of entry from obtaining all permits required to perform the Work required under this Agreement.

**10. FUTURE IMPROVEMENTS**

10.1 A Party shall not make any alterations, additions, or improvements to the property that may affect the other Party without first obtaining the other Party's approval, which approval shall not be unreasonably withheld. Alternations and improvements shall be the subject of a subsequent agreement, or amendment which must be executed prior to commencing work.

10.2 The cost and expense of any such alteration, addition, or improvement consented to by the other Party, including construction, maintenance and removal, shall be borne by the Party(ies) benefiting from the improvements, in proportion to the benefit received by each Party.

10.3 It shall be the responsibility of the Party making the alteration to secure any and all governmental permits required in connection with any such work, and to perform such work in accordance with governing laws and procedures.

10.4 In addition, any Party constructing such an improvement shall work with the other Party to minimize any adverse impacts of construction to the other parties.

**11. THIRD PARTY DAMAGE**

11.1 The COL shall be responsible for repairing all third-party damage to the Project at its own expense.

11.2 WSDOT has information concerning third-party damages, it shall provide the information to the COL as soon as practicable after receipt of request for records.

**12. ADMINISTRATION AND NOTICES**

12.1 The Point of Contact (POC) identified for each Party shall be responsible for administering this Agreement.

POC for the COL:  
Operations Superintendent  
Scott Williams  
6000 Main St. SW  
Lakewood, WA 98499  
(253) 579-1852

POC for WSDOT:  
Maintenance Superintendent Area 1  
Tim Marganelli  
11211 41<sup>st</sup> Ave. SW  
Lakewood, WA 98499  
(253) 983-7550

12.2 Any notice, demand, or other communication required or permitted to be given under this Agreement or applicable law shall be effective only if it is in writing, email being acceptable, addressed to the applicable Party's designated POC as set forth herein.

12.3 The name and contact information of a POC may be updated by a Party in writing to the other Party. A change in the name and/or contact information of a POC shall not be considered an amendment to this Agreement.

**13. ASSIGNMENT AND SUBCONTRACT**

13.1 Except as otherwise provided herein, a Party to this Agreement shall not assign, delegate or transfer this Agreement or the obligations incurred hereunder, in whole or in part, by operation of law or otherwise, or subcontract for the management or operation of their respective responsibilities, or parts thereof, without the prior written consent of the other Party to this Agreement, which approval shall not be unreasonably withheld.

**14. LEGAL RELATIONS**

14.1 It is understood and agreed that this Agreement is solely for the benefit of the Parties hereto and gives no right to any other Party. No joint venture or partnership is formed as a result of this Agreement.

14.2 The Parties shall be deemed independent contractors for all purposes, and the employees of the Parties or any of their contractors, subcontractors, consultants, and the employees thereof, shall not in any manner be deemed to be employees of the other Party.

**15. INDEMNIFICATION**

15.1 Each Party to this Agreement will protect, defend, indemnify, and save harmless the other Party, its officers, officials, employees, and agents, while acting within the scope of their employment as such, from any and all costs, claims, judgments, and/or awards of damages (both to persons and property), arising out of, or in any way resulting from, each Party's negligent acts or omissions with respect to the provisions of this Agreement. Neither Party will be required to indemnify, defend, or save harmless the other Party if the claim, suit, or action for injuries, death, or damages (both to persons and property) is caused by the sole negligence of the other Party. Where such claims, suits, or actions result from the concurrent negligence of the Parties, their agents, officials or employees, and/or involve those actions covered by RCW 4.24.115, the indemnity provisions provided herein will be valid and enforceable only to the extent of the negligence of the indemnifying Party, its agents, officials or employees.

15.2 The Parties agree that their obligations under this section extend to any claim, demand, and/or cause of action brought by, or on behalf of, any of their officers, officials, employees or agents. For this purpose only, the Parties, by mutual negotiation, hereby waive, with respect to each other only, any immunity that would otherwise be available against such claims under the Industrial Insurance provisions of Title 51 RCW.

15.3 This indemnification and waiver will survive the termination of this Agreement.

**16. DISPUTE RESOLUTION**

16.1 The Parties shall work collaboratively to resolve disputes and issues arising out of, or related to, this Agreement. Disagreements shall be resolved promptly and at the lowest level of hierarchy. To this end, following the dispute resolution process shown below shall be a prerequisite to the filing of litigation concerning any dispute between the parties:

16.1.1 The POC, as designated in this Agreement shall use their best efforts to resolve disputes and issues arising out of or related to this Agreement. The POCs shall communicate regularly to discuss the status of the tasks to be performed hereunder and to resolve any disputes or issues related to the successful performance of this

Agreement. The POCs shall cooperate in providing staff support to facilitate the performance of this Agreement and the resolution of any disputes or issues arising during the term of this Agreement.

- 16.1.2 A Party's POC shall notify the other Party in writing of any dispute or issue that the POC believes may require formal resolution contained herein. The POCs shall meet within five (5) working days of receiving the written notice and attempt to resolve the dispute.
- 16.1.3 In the event the POCs cannot resolve the dispute or issue, the COL, and WSDOT's Region Administrator, or their respective designees, shall meet and engage in good faith negotiations to resolve the dispute.
- 16.1.4 In the event the COL and WSDOT's Region Administrator, or their respective designees, cannot resolve the dispute or issue, the COL and WSDOT shall each appoint a member to a Dispute Board. These two members shall then select a third member not affiliated with either Party. The three-member board shall conduct a dispute resolution hearing that shall be informal and unrecorded. All expenses for the third member of the Dispute Board shall be shared equally by both parties; however, each Party shall be responsible for its own costs and fees.

## **17. RECORDS AND AUDIT**

- 17.1 All records related to the Work performed under this Agreement shall be held and kept available for inspection and audit for a period of six (6) years from the date of termination of this Agreement or any final payment authorized under this Agreement, whichever is later. Each Party shall have full access to and right to examine said records, during normal business hours and as often as it deems necessary. In the event of litigation or claim arising from the performance of this Agreement, the COL and WSDOT agree to maintain the records and accounts until such litigation, appeal or claims are finally resolved. This section shall survive the termination of this Agreement.

## **18. GENERAL PROVISIONS**

- 18.1 Assurances. The Parties agree that all activity pursuant to this Agreement shall be in accordance with all applicable federal, State and local laws, rules, and regulations as they currently exist or as amended.
- 18.2 Interpretation. This Agreement shall be interpreted in accordance with the laws of the state of Washington. The titles to paragraphs and sections of this Agreement are for convenience only and shall have no effect on the construction or interpretation of any part hereof.
- 18.3 Amendments. This Agreement may be amended only by the mutual written agreement of the Parties executed by personnel authorized to bind each of the parties.
- 18.4 Conflict with Sound Transit Lease. The Parties acknowledge that the SUP will be constructed on real property leased by WSDOT from Sound Transit and that WSDOT and Sound Transit have not yet negotiated the terms of that lease. The lease between Sound Transit and WSDOT will be executed prior to completion of the SUP. In the event of any conflict between the terms of this Agreement and the terms of lease between WSDOT and Sound Transit, the Parties agree to amend the terms of this Agreement to conform with the terms of the lease.
- 18.5 Waiver. A failure by a Party to exercise its rights under this Agreement shall not preclude that

Party from subsequent exercise of such rights and shall not constitute a waiver of any other rights under this Agreement unless stated to be such in writing signed by an authorized representative of the waiving Party and attached to the original Agreement.

- 18.6 All Writings Contained Herein. This Agreement contains all of the terms and conditions agreed upon by the Parties. No other understandings, oral or otherwise, regarding the subject matter of this Agreement shall be deemed to exist or to bind the parties.
- 18.7 Venue. In the event that either Party deems it necessary to institute legal action or proceedings to enforce any right or obligation under this Agreement, the Parties agree that any such action or proceedings shall be brought in the superior court situated in Thurston or Spokane County, Washington unless filing in another county is required under any provision of the Revised Code of Washington. Further, the Parties agree that each shall be responsible for its own attorneys' fees and costs.
- 18.8 Severability. If any term or condition of this Agreement is held invalid, such invalidity shall not affect the validity of the other terms or conditions of this Agreement.
- 18.9 Authority to Bind. The signatories to this Agreement represent that they have the authority to bind their respective organizations to this Agreement.

**19. COUNTERPARTS AND ELECTRONIC SIGNATURE**

- 19.1 This Agreement may be executed in counterparts or in duplicate originals. Each counterpart or each duplicate shall be deemed an original copy of this Agreement signed by each party, for all purposes. Electronic signatures or signatures transmitted via e-mail in a "PDF" may be used in place of original signatures on this Agreement. Each party intends to be bound by its electronic or "PDF" signature on this Agreement and is aware that the other parties are relying on its electronic or "PDF" signature.

In witness whereof, the Parties hereto have executed this Agreement.

<b>City of Lakewood</b>	<b>Washington State Department of Transportation</b>
By:	By:
Printed:	Printed:
Title:	Title:
Date:	Date:
<b>Approved as to Form for City of Lakewood</b>	<b>Approved as to Form for Washington State Department of Transportation</b>
By:	By:
Printed:	Printed: Alex Straub
Title:	Title: Assistant Attorney General

Date:	Date:

# Scope of Work

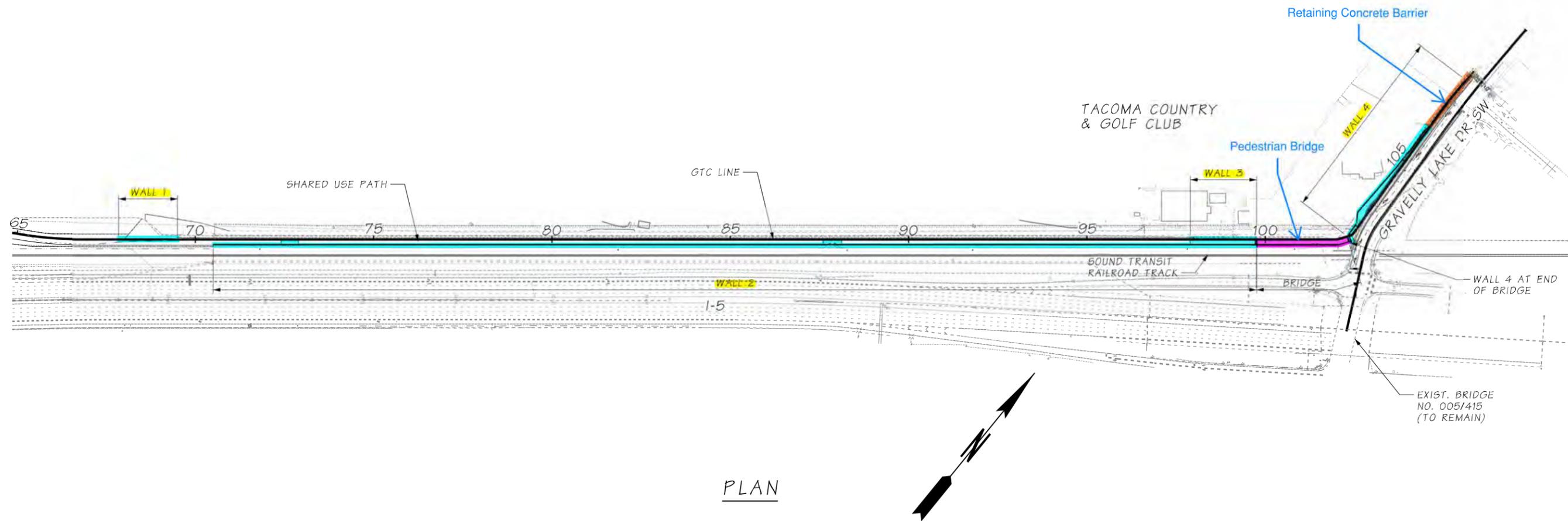
## I-5 Gravelly-Thorne Connector

The Project will construct a Shared Use Path (SUP) that will connect the Tillicum neighborhood to the rest of the City of Lakewood (COL). The Project is Stage 4 of the I-5, Mounts Rd to Thorne Lane Corridor Improvements Project. The SUP will serve as a route for emergency vehicles as an alternative to I-5 when necessary. The SUP will run parallel to and between Sound Transit right of way (ROW) and the Tacoma Country Golf Club (TCGC) property, and will be built by WSDOT on Sound Transit and COL ROW.

Except for the WSDOT maintenance responsibilities outlined in the Maintenance and Operations agreement between WSDOT and the COL (the Agreement), the COL will be responsible for all maintenance and operations of the Project after physical completion at COL's sole cost and expense. This responsibility is for the entirety of the newly constructed facility, including but not limited to paving, lighting, markings, signage, roadway landscaping and graffiti removal. The contractor will be responsible for the first year of the plant establishment period.

WSDOT will obtain a lease from Sound Transit for the SUP. The lease will be paid for by WSDOT either monetarily or through land bank credits with Sound Transit.

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 SR FILE NO. SHEET



PLAN

Overview of Structural Features to be Maintained by WSDOT

Bridge Design Engr. A. LELAND	XL5814_PS_WR1_Key.dgn		REGION NO.	STATE	FED. AID. PROJ. NO.	SHEET NO.	TOTAL SHEETS
Supervisor			10	WASH.			
Designed By			JOB NUMBER				
Checked By							
Detailled By A. VALENCIA							
Bridge Projects Engr.							
Prelim. Plan By							
Architect/Specialist	DATE	REVISION	BY	APP'D			
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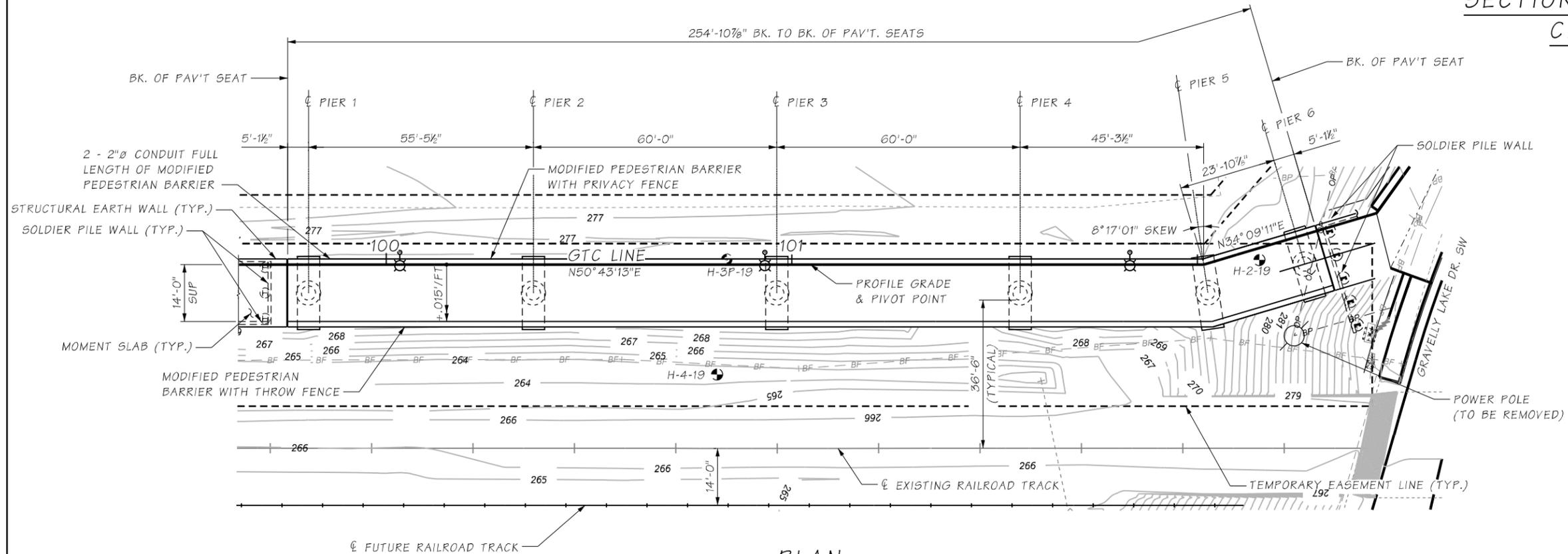
BRIDGE  
 AND  
 STRUCTURES  
 OFFICE  
 DATE

  
 Washington State  
 Department of Transportation  
**Parametrix**

I-5  
 GRAVELLY-THORNE CONNECTOR  
 SHARED USE PATH  
 WALL KEY PLAN

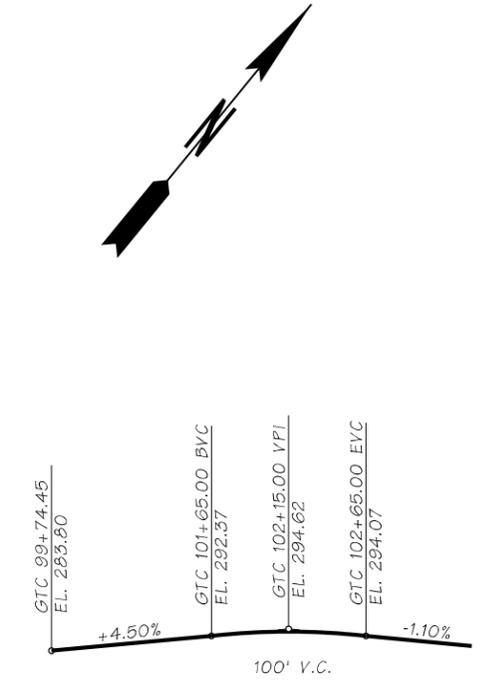
BRIDGE SHEET NO.	WR1
SHEET X OF X SHEETS	64

SECTIONS 15, T. 19N. R.2E. W.M.  
CITY OF LAKEWOOD

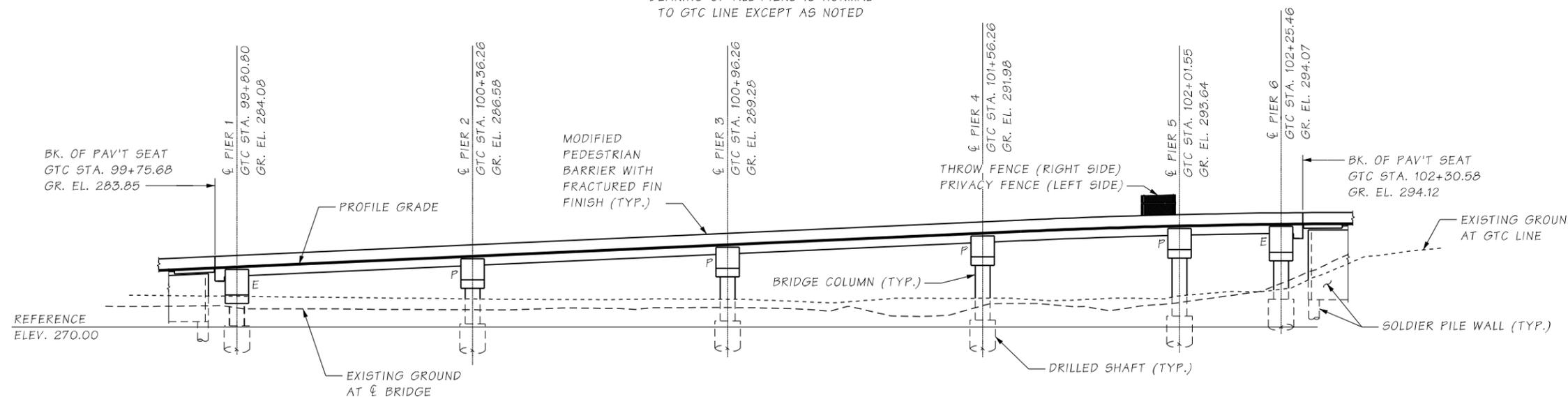


PLAN

BEARING OF ALL PIERS IS NORMAL TO GTC LINE EXCEPT AS NOTED



GTC LINE PROFILE



DEVELOPED ELEVATION - GTC LINE

GRADE ELEVATIONS SHOWN ARE FINISH GRADES AT TOP OF BRIDGE DECK ON GTC LINE AND ARE EQUAL TO PROFILE GRADE

LEGEND

- SOIL BORING
- LIGHTING STANDARD
- BF - BURIED FIBER-OPTIC
- BP - BURIED POWER
- OP - OVERHEAD POWER
- P PINNED BEARING
- E EXPANSION BEARING
- SUP SHARED USE PATH

**Pedestrian Bridge**  
**(WSDOT to maintain all features shown on this sheet except for illumination system)**

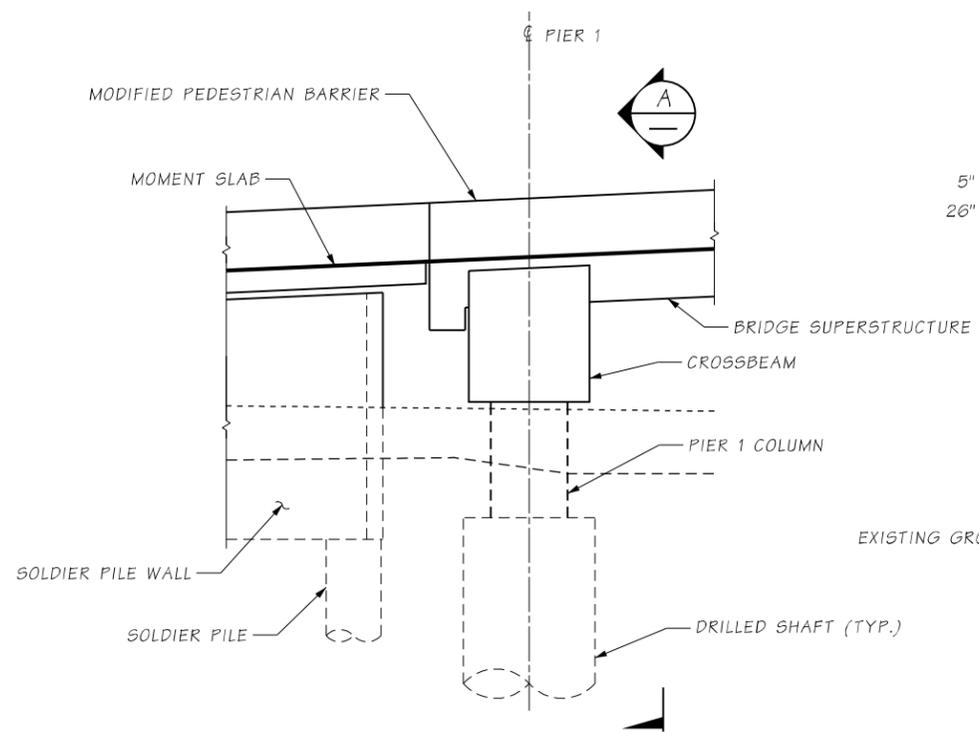
**PRECAST PRESTRESSED SLAB**  
**(26" VOIDED SLAB)**  
**W/5" MIN. CIP CONC. SLAB**  
**AASHTO LRFD - PEDESTRIAN LOAD & H10**

DATUM  
NAVD 1988

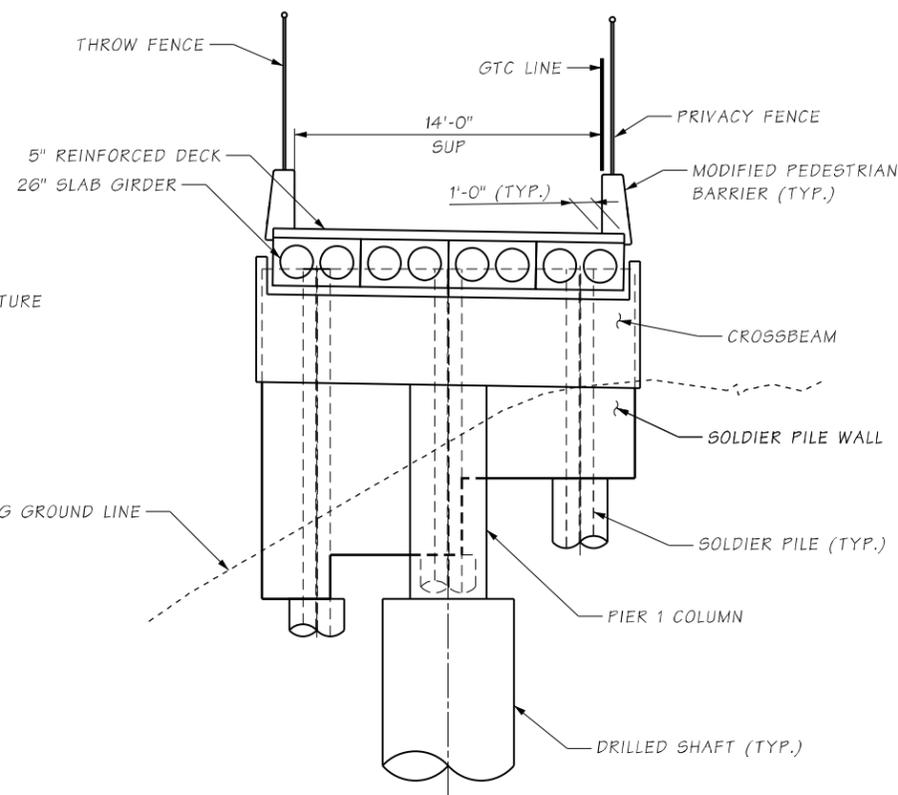
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Supervisor				10	WASH.				BRO1				
Designed By													SHEET X OF X SHEETS
Checked By													
Detailled By	V. SCHICCHI				JOB NUMBER	TBD							
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Prelim. Plan By													
Architect/Specialist		DATE	REVISION	BY	APP'D							LAYOUT	65
9/18/2024													

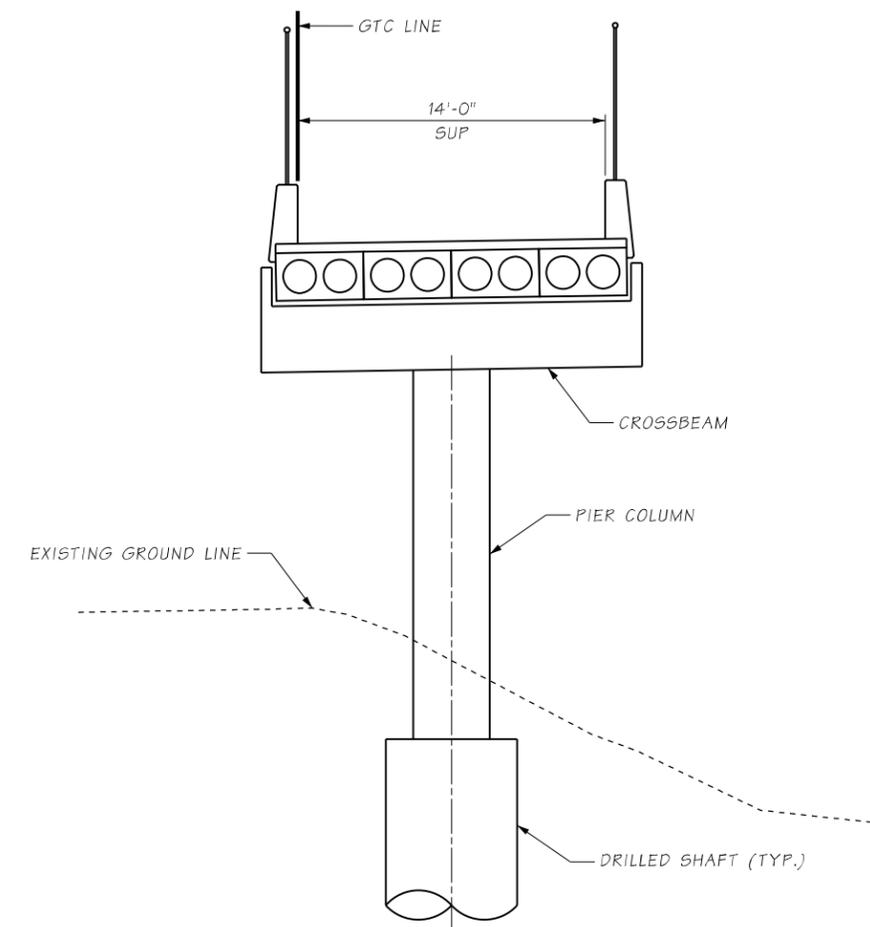
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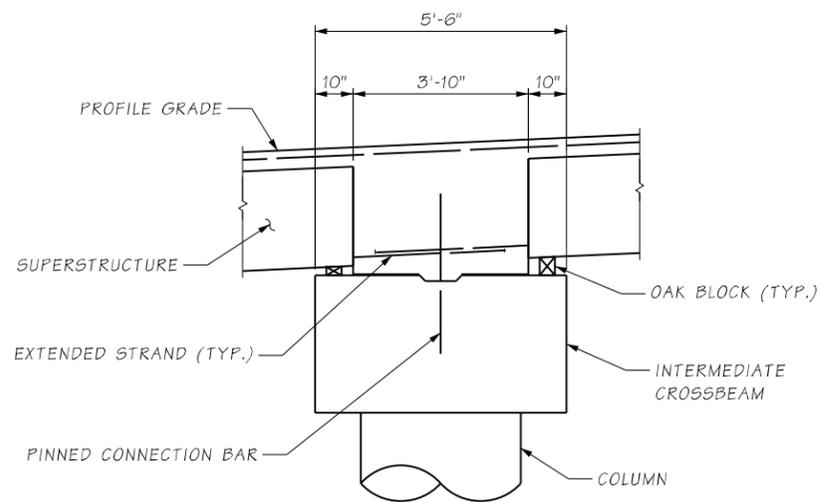
**ELEVATION  
NEAR PIER 1**



**VIEW A**  
LOOKING BACK ON STATION



**TYPICAL SECTION  
AT INTERMEDIATE PIER**



**PINNED CONNECTION DETAIL**

**Pedestrian Bridge  
(WSDOT to maintain all features shown on this sheet)**

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Supervisor	REGION NO.	STATE	FED. AID. PROJ. NO.	SHEET NO.
Designed By	10	WASH.		
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Detailled By V. SCHICCHI	TBD			
Bridge Projects Engr.				
Prelim. Plan By				
Architect/Specialist	DATE	REVISION	BY	APP'D
7/30/2024				

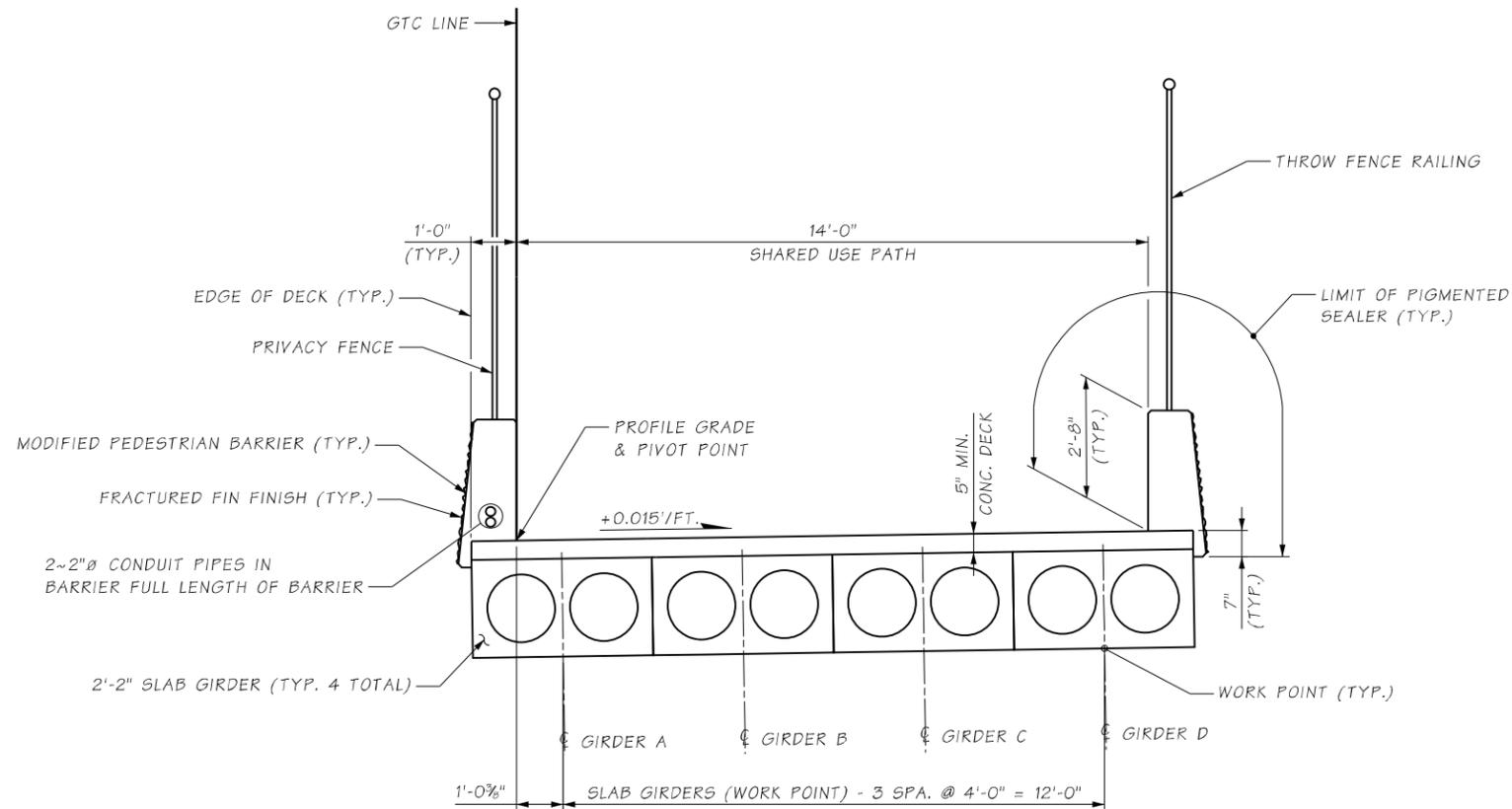
**BRIDGE  
AND  
STRUCTURES  
OFFICE**



**I-5  
GRAVELLY-THORNE CONNECTOR  
SHARED USE PATH**

PRELIMINARY PLAN

BRIDGE SHEET NO.
SHEET
OF SHEETS

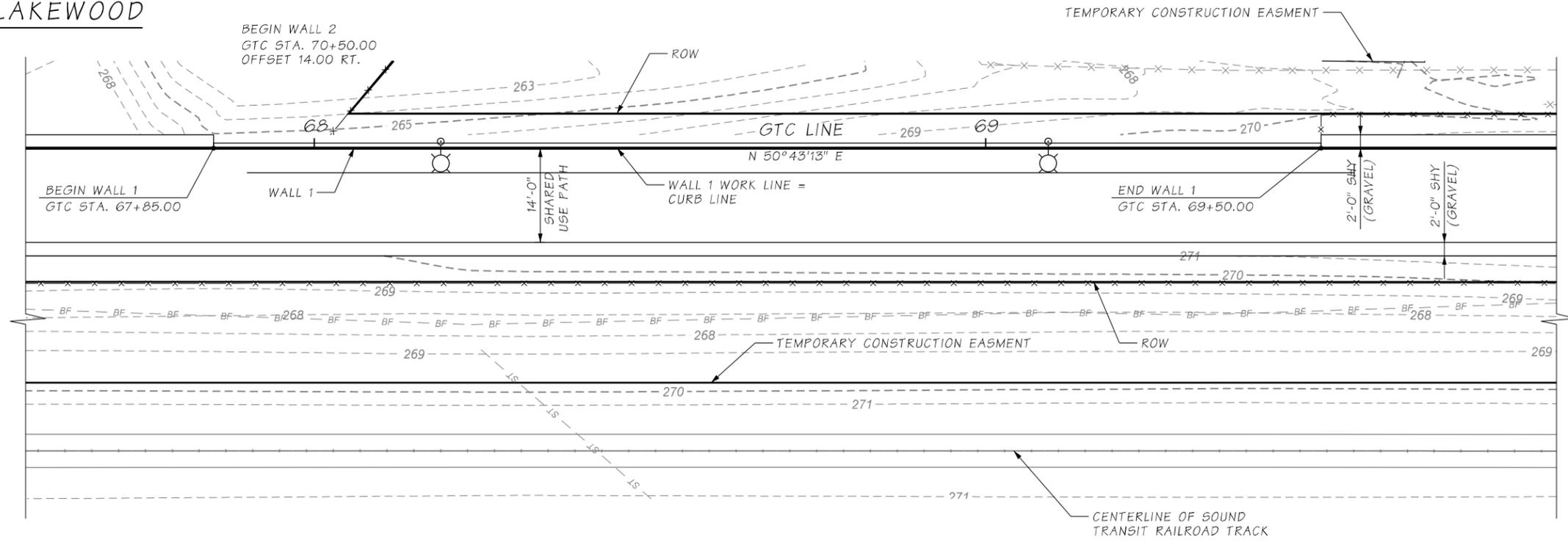


TYPICAL SECTION

Pedestrian Bridge  
(WSDOT to maintain all features shown on this sheet)

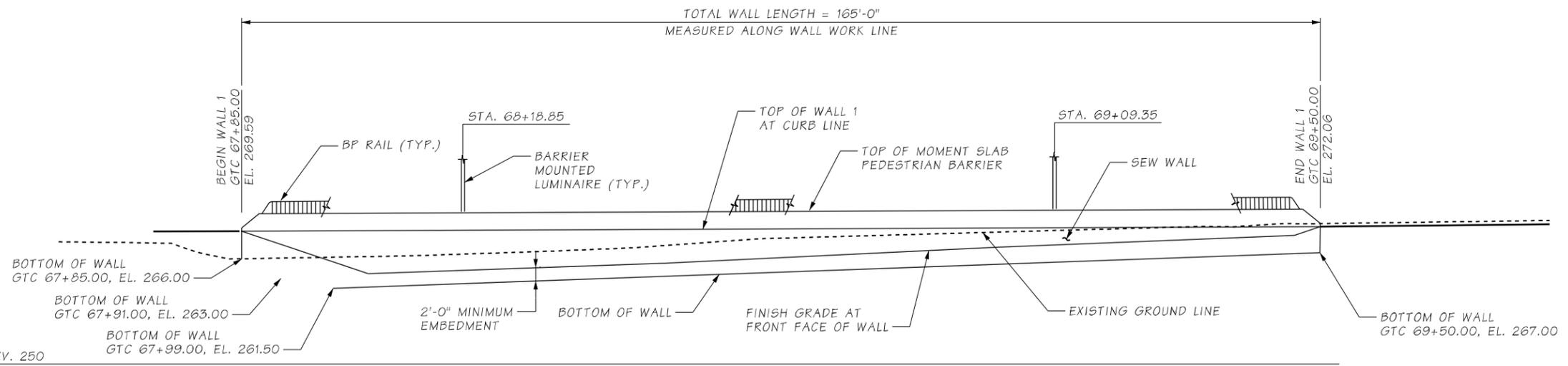
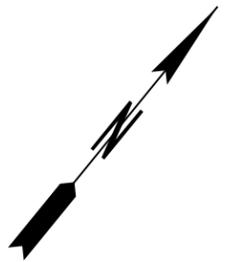
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Designed By		10	WASH.			
Checked By		JOB NUMBER		TBD		
Detailled By V. SCHICCHI		TBD				
Bridge Projects Engr.						
Prelim. Plan By						
Architect/Specialist	DATE	REVISION	BY	APP'D	DATE	
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BRIDGE AND STRUCTURES OFFICE				 Washington State Department of Transportation		I-5 GRAVELLY-THORNE CONNECTOR SHARED USE PATH
				<b>Parametrix</b>		TYPICAL SECTION
						67
						SHEET X OF X SHEETS



PLAN

WALL 1



ELEVATION

WALL 1  
(MOMENT SLAB NOT SHOWN FOR CLARITY)

**Wall 1**  
**(WSDOT to maintain all features shown on this sheet**  
**except for illumination system & HMA pavement)**

STRUCTURAL EARTH WALL

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 SK FILE NO. SHEET

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Supervisor			10	WASH.			
Designed By			JOB NUMBER				
Checked By							
Detailled By A. VALENCIA							
Bridge Projects Engr.							
Prelim. Plan By							
Architect/Specialist	DATE	REVISION	BY	APP'D			
9/19/2024							

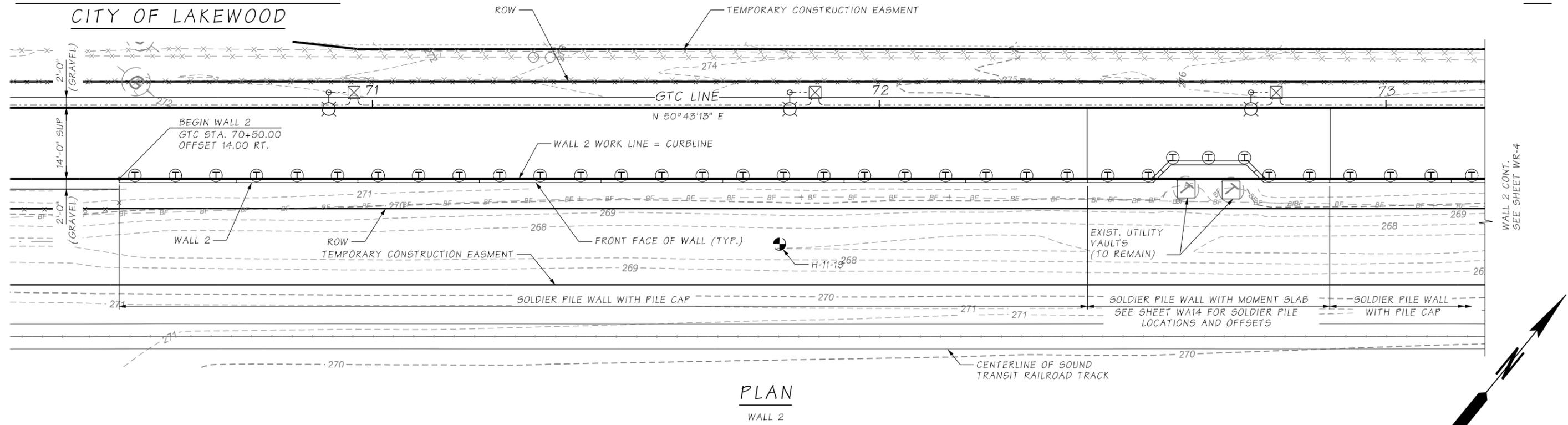
BRIDGE AND STRUCTURES OFFICE  
DATE

Washington State  
Department of Transportation  
**Parametrix**

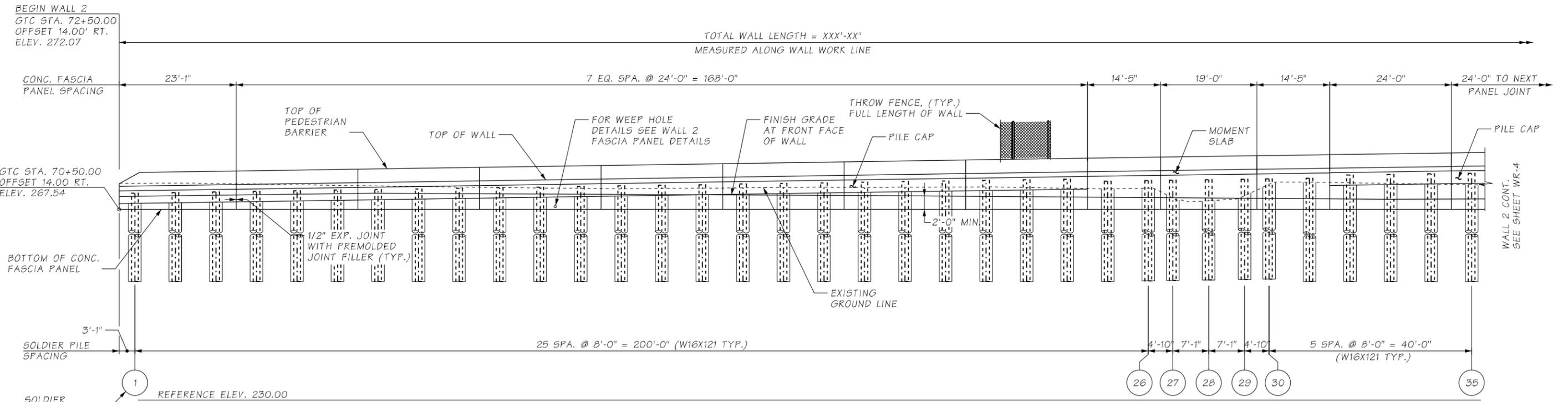
I-5  
GRAVELLY-THORNE CONNECTOR  
SHARED USE PATH  
WALL 1

BRIDGE SHEET NO. WR2
SHEET X OF X SHEETS





PLAN  
WALL 2



ELEVATION  
WALL 2

**Wall 2**  
**(WSDOT to maintain all features shown on this sheet**  
**except for illumination system & HMA pavement)**

SOLDIER PILE WALL

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Supervisor		10	WASH.			
Designed By		JOB NUMBER				
Checked By						
Detailled By A. VALENCIA						
Bridge Projects Engr.						
Prelim. Plan By						
Architect/Specialist	DATE	REVISION	BY	APP'D		
9/19/2024						

BRIDGE AND STRUCTURES OFFICE

DATE

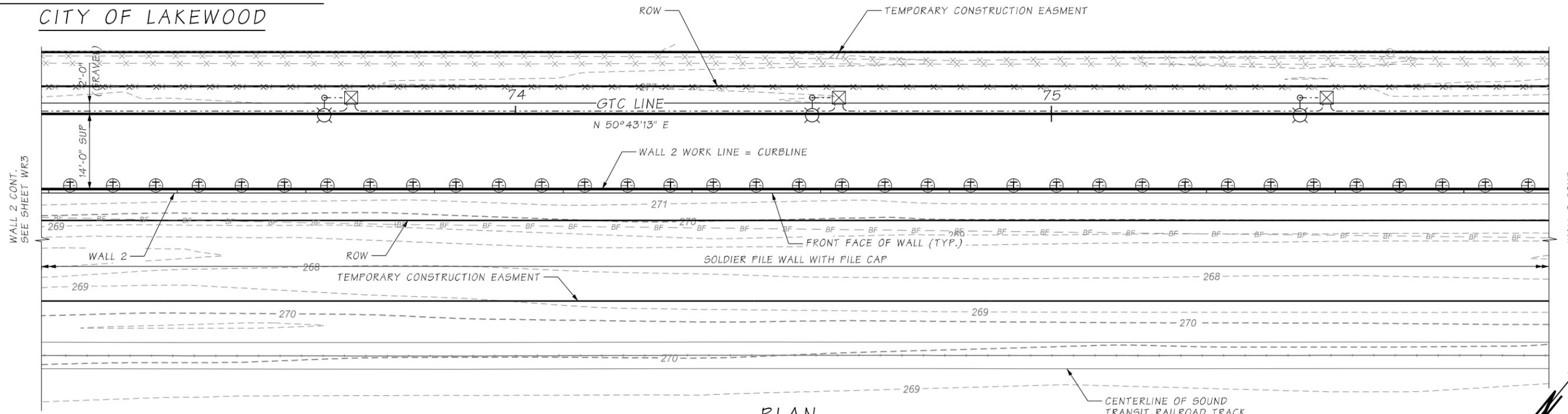


I-5  
GRAVELLY-THORNE CONNECTOR  
SHARED USE PATH

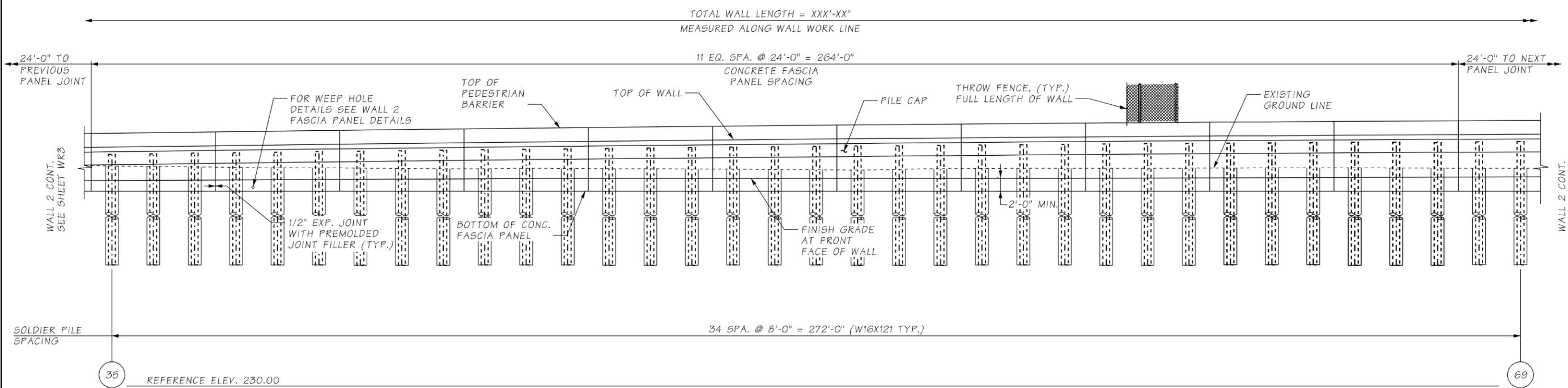
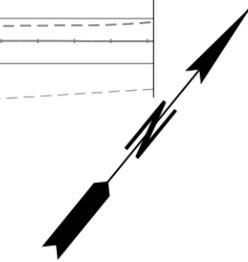
WALL 2 - LAYOUT 1

70

BRIDGE SHEET NO.	WR3
SHEET X OF X SHEETS	



PLAN  
WALL 2



ELEVATION  
WALL 2

**Wall 2**  
**(WSDOT to maintain all features shown on this sheet**  
**except for illumination system & HMA pavement)**

SOLDIER PILE WALL

Bridge Design Engr. A. LELAND	XL5814_PS_WR4_2-2	REGION NO.	STATE	FED. AID. PROJ. NO.	SHEET NO.	TOTAL SHEETS
Supervisor		10	WASH.			
Designed By		JOB NUMBER				
Checked By						
Detailled By A. VALENCIA						
Bridge Projects Engr.						
Prelim. Plan By						
Architect/Specialist	DATE	REVISION	BY	APP'D		
9/19/2024	9:10:23 PM					

BRIDGE AND STRUCTURES OFFICE

DATE

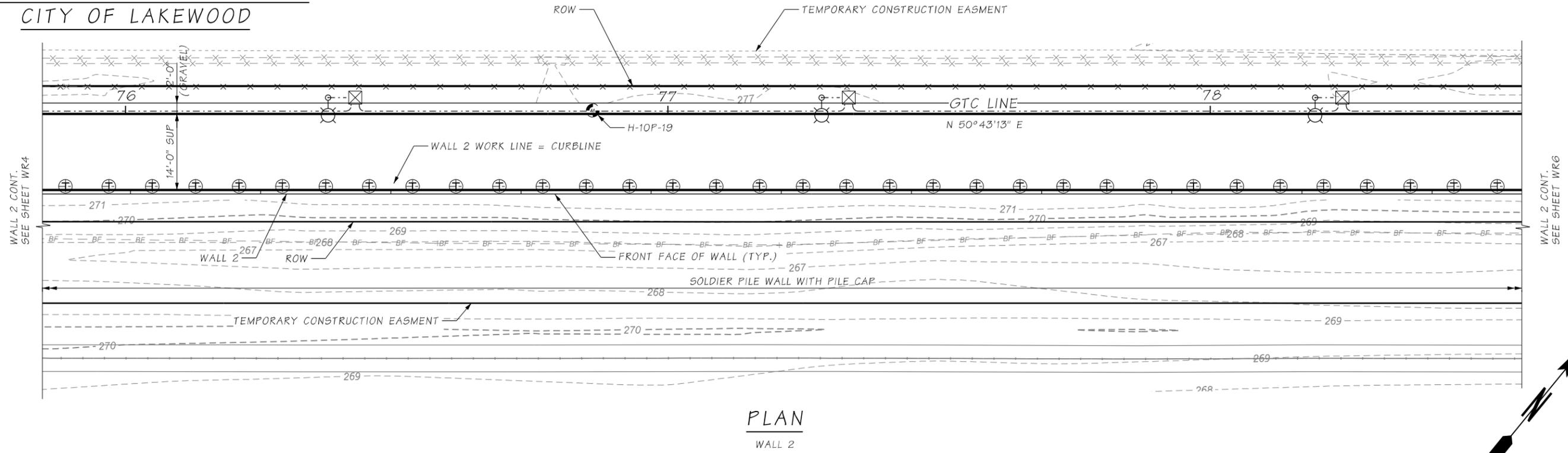


I-5  
GRAVELLY-THORNE CONNECTOR  
SHARED USE PATH

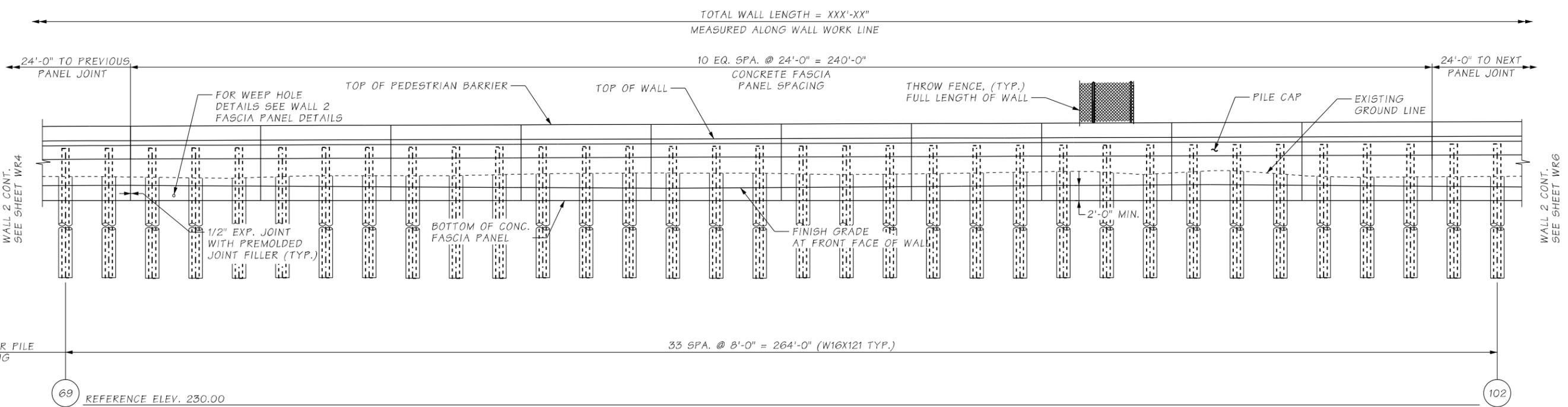
WALL 2 - LAYOUT 2

BRIDGE SHEET NO. WR4
SHEET X OF X SHEETS

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 SK FILE NO. SHEET



PLAN  
WALL 2



ELEVATION  
WALL 2

**Wall 2**  
**(WSDOT to maintain all features shown on this sheet**  
**except for illumination system & HMA pavement)**

SOLDIER PILE WALL

pw:H00LYMAPPPW03P.WSDOT.LOC\WSDOT\Documents\Olympic\Projects\SR510\Design\CAD\_Sheets\390-BridgeStrPlan\XL5607\_BP\_BG\_Yelm\_TBv2.dgn  
 SK FILE NO. SHEET

Bridge Design Engr. A. LELAND	XL5814_PS_WR5_2-3	REGION NO.	STATE	FED. AID. PROJ. NO.	SHEET NO.	TOTAL SHEETS
Supervisor		10	WASH.			
Designed By		JOB NUMBER				
Checked By						
Detailled By A. VALENCIA						
Bridge Projects Engr.						
Prelim. Plan By						
Architect/Specialist	DATE	REVISION	BY	APP'D		
9/19/2024						

BRIDGE AND STRUCTURES OFFICE

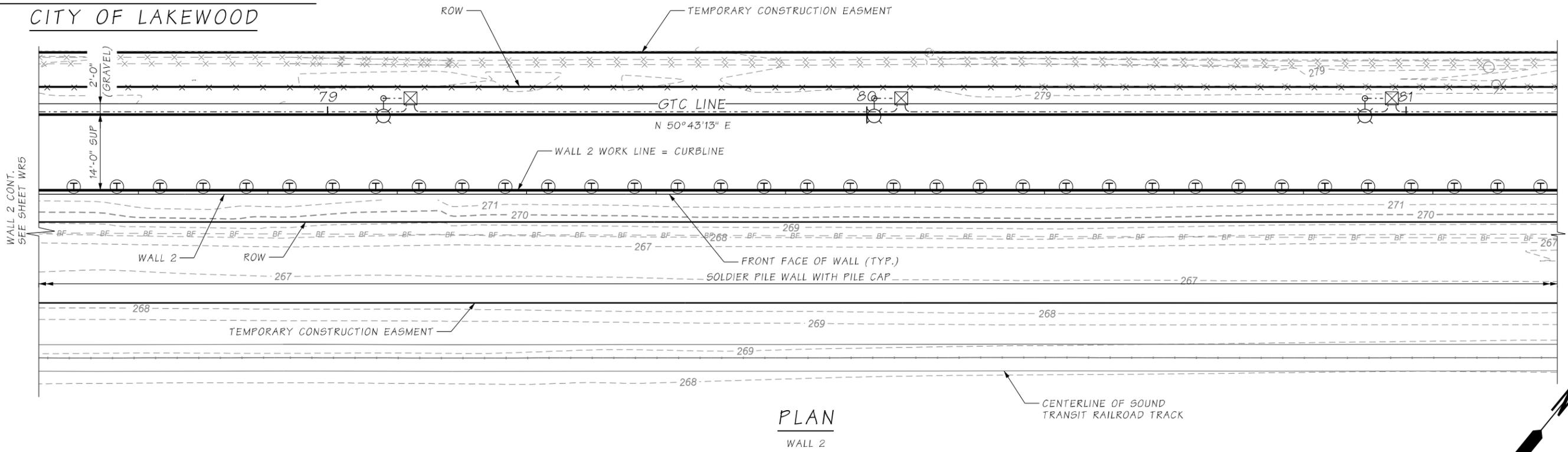
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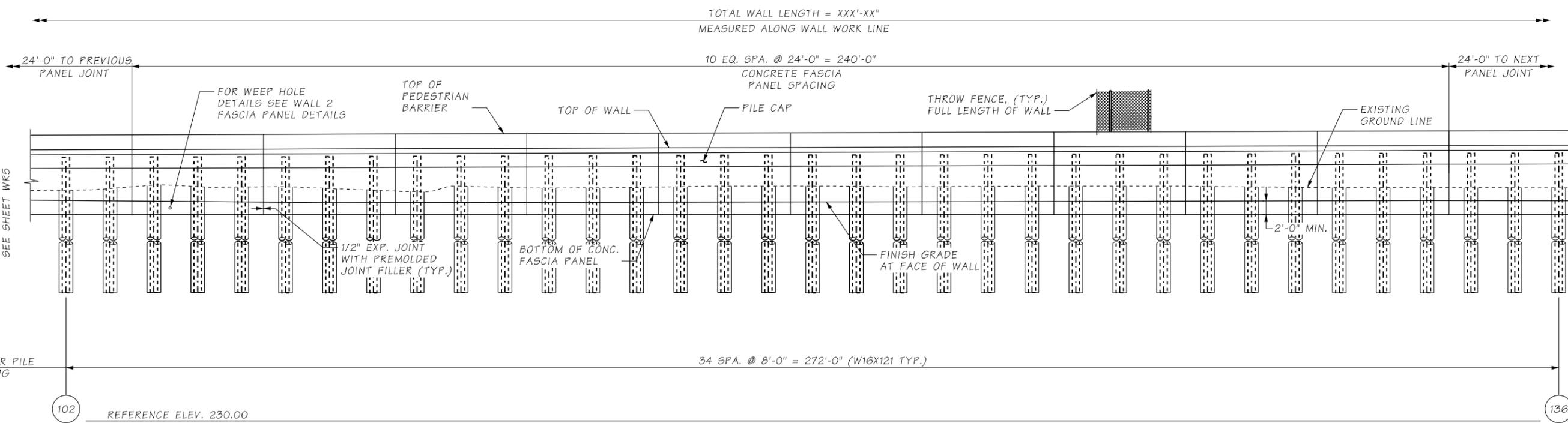
I-5  
GRAVELLY-THORNE CONNECTOR  
SHARED USE PATH

WALL 2 - LAYOUT 3

BRIDGE SHEET NO.	WR5
SHEET X OF X SHEETS	72



**PLAN**  
WALL 2



**ELEVATION**  
WALL 2

**Wall 2**  
**(WSDOT to maintain all features shown on this sheet**  
**except for illumination system & HMA pavement)**

**SOLDIER PILE WALL**

pw:H00LYMAPPPW03P.WSDOT.LOC\WSDOT\Documents\Olympic\Projects\SR510\Design\CAD\_Sheets\390-Bridge\StrPlan\XL5607\_BP\_BG\_Yelm\_TBv2.dgn  
SK FILE NO. SHEET

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Supervisor		10	WASH.			
Designed By		JOB NUMBER				
Checked By						
Detailled By A. VALENCIA						
Bridge Projects Engr.						
Prelim. Plan By						
Architect/Specialist	DATE	REVISION	BY	APP'D		
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**BRIDGE AND STRUCTURES OFFICE**

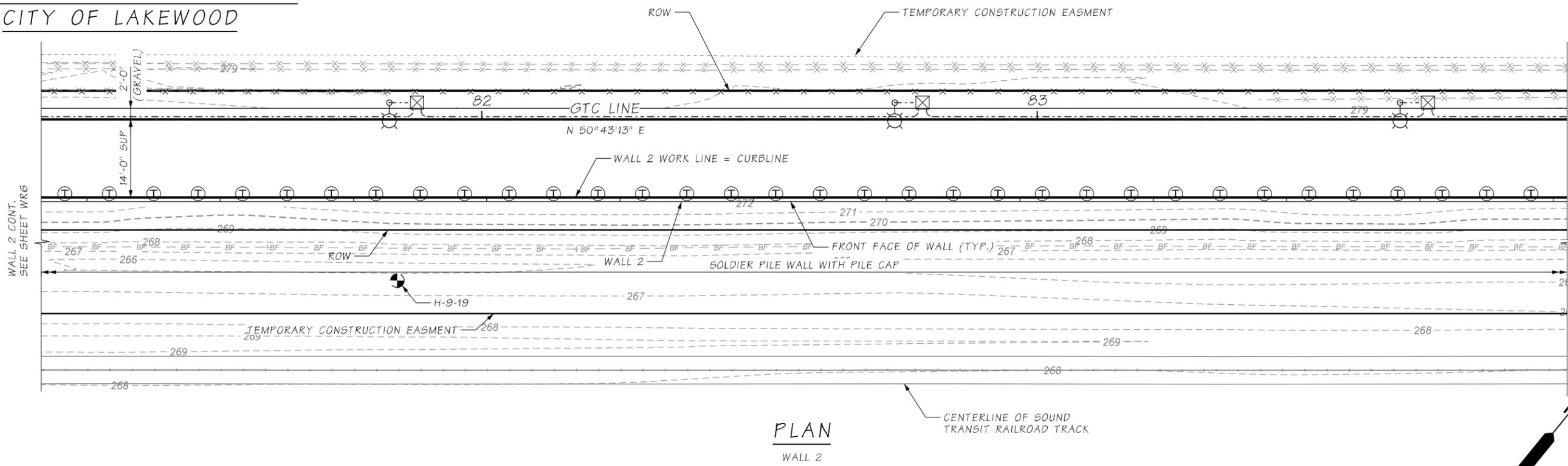
DATE



I-5  
GRAVELLY-THORNE CONNECTOR  
SHARED USE PATH

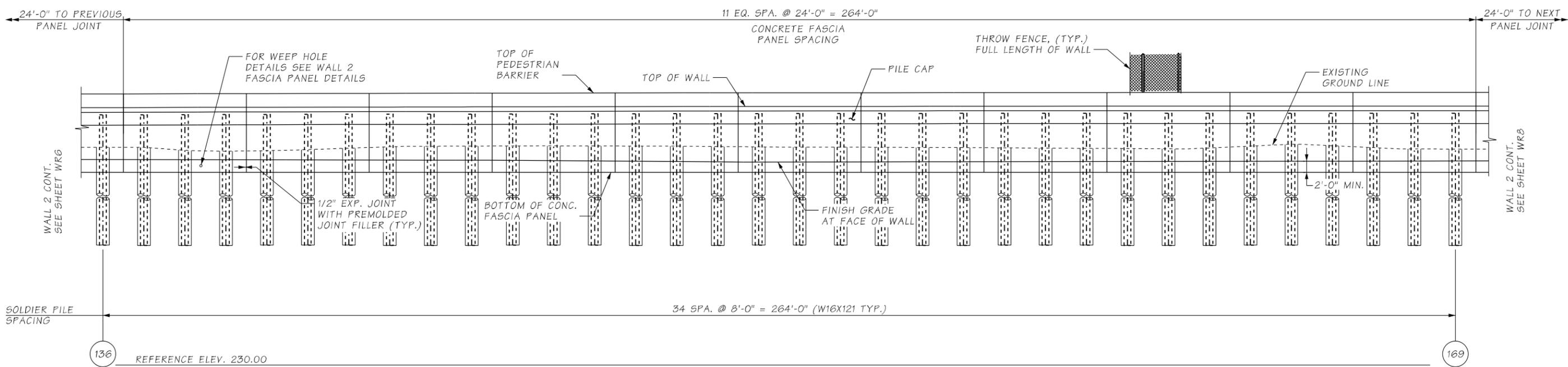
WALL 2 - LAYOUT 4

BRIDGE SHEET NO.	WR6
SHEET X OF X SHEETS	73



**PLAN**  
WALL 2

TOTAL WALL LENGTH = XXX'-XX"  
MEASURED ALONG WALL WORK LINE



**ELEVATION**  
WALL 2

**SOLDIER PILE WALL**

**Wall 2**  
**(WSDOT to maintain all features shown on this sheet**  
**except for illumination system & HMA pavement)**

pw:H00LYMAPPP03P.WSDOT.LOC\MSDOT\Documents\Olympic\Projects\SR510\Design\CAD\_Sheets\390-Bridge\StrPlan\XL5607\_BP\_BG\_Yelm\_TBv2.dgn  
SK FILE NO. SHEET

Bridge Design Engr. A. LELAND	XL5814_PS_WR7_2-5	REGION NO.	STATE	FED. AID. PROJ. NO.	SHEET NO.	TOTAL SHEETS
Supervisor		10	WASH.			
Designed By		JOB NUMBER				
Checked By						
Detailed By A. VALENCIA						
Bridge Projects Engr.						
Prelim. Plan By						
Architect/Specialist	DATE	REVISION	BY	APP'D		
9/19/2024	9:10:58 PM					

**BRIDGE AND STRUCTURES OFFICE**

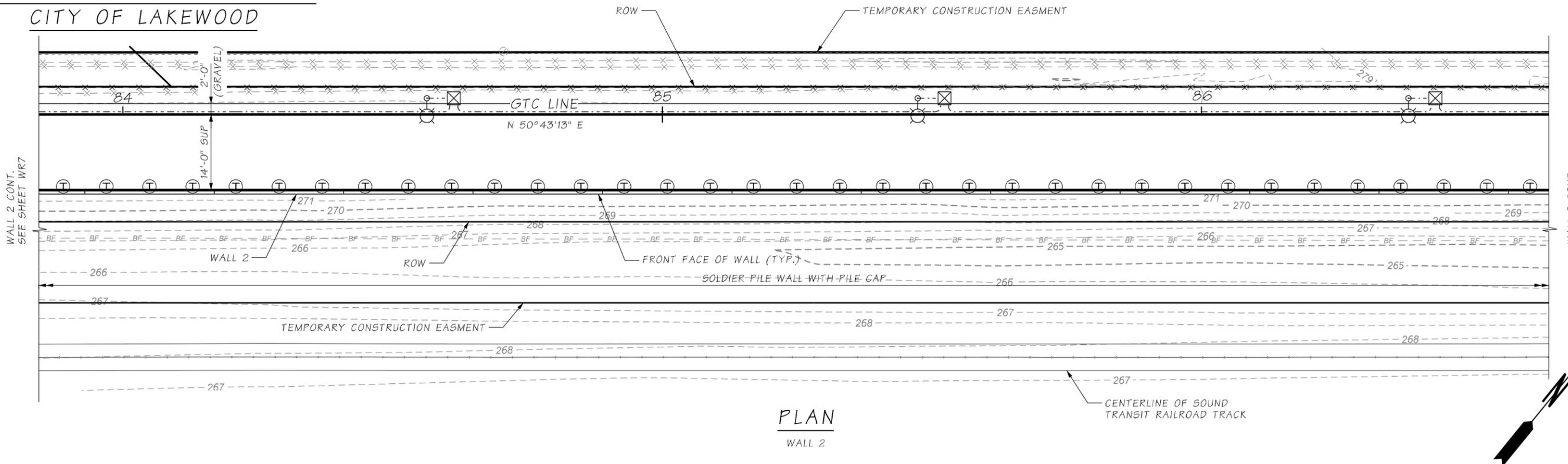
DATE \_\_\_\_\_



I-5  
GRAVELLY-THORNE CONNECTOR  
SHARED USE PATH

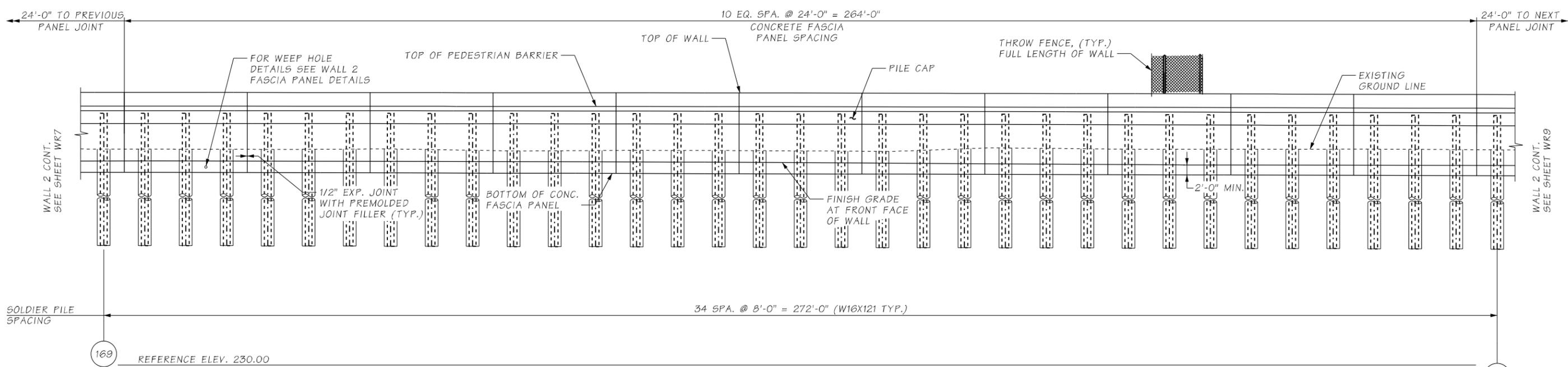
WALL 2 - LAYOUT 5

BRIDGE SHEET NO. WR7
SHEET X OF X SHEETS



**PLAN**  
WALL 2

TOTAL WALL LENGTH = XXX'-XX"  
MEASURED ALONG WALL WORK LINE



**ELEVATION**  
WALL 2

SOLDIER PILE WALL

**Wall 2**  
**(WSDOT to maintain all features shown on this sheet**  
**except for illumination system & HMA pavement)**

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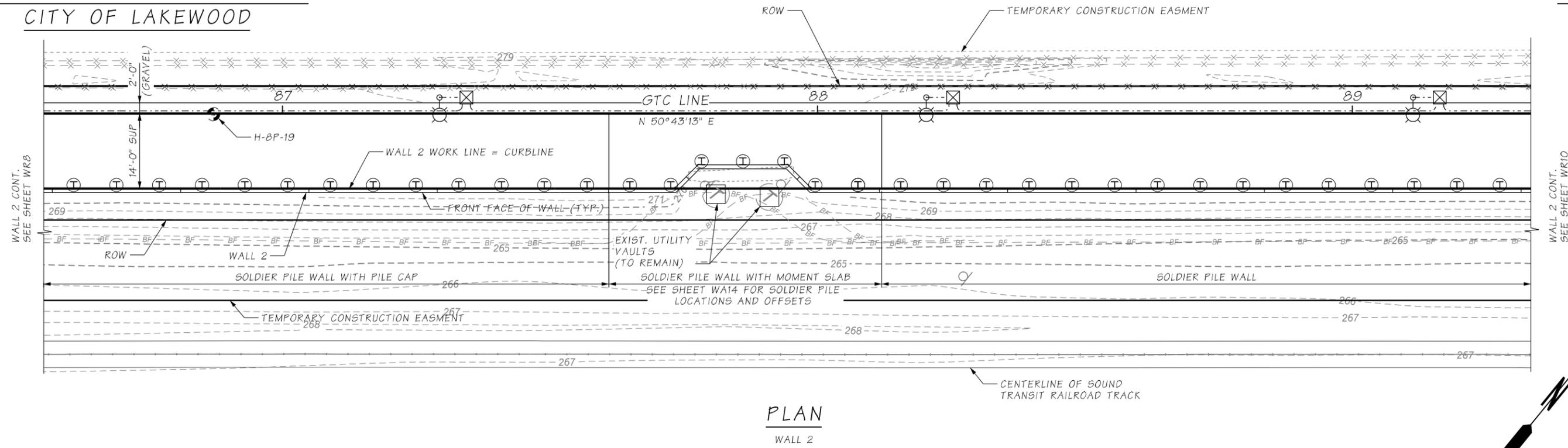
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Supervisor			10	WASH.			
Designed By			JOB NUMBER				
Checked By							
Detailled By A. VALENCIA							
Bridge Projects Engr.							
Prelim. Plan By							
Architect/Specialist	DATE	REVISION	BY	APP'D			
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BRIDGE AND STRUCTURES OFFICE  
DATE



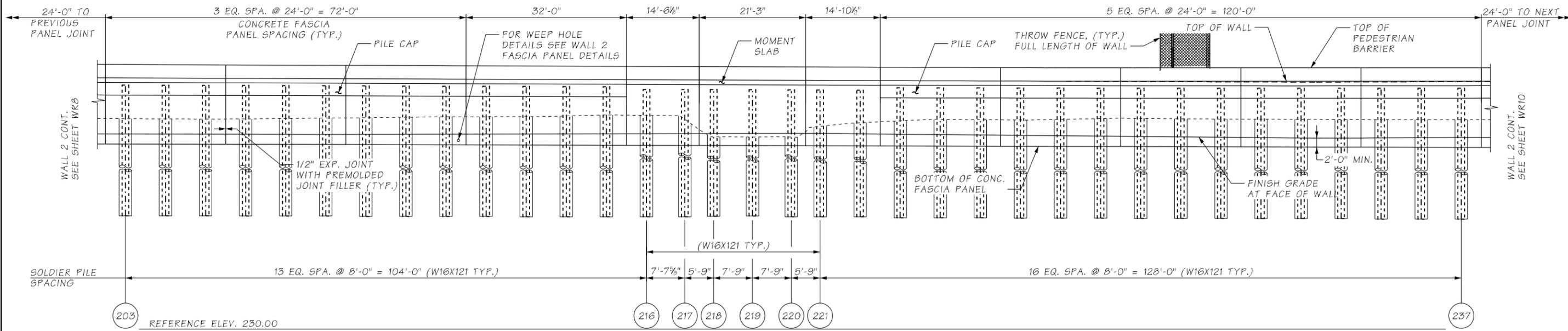
I-5  
GRAVELLY-THORNE CONNECTOR  
SHARED USE PATH  
WALL 2 - LAYOUT 6

BRIDGE SHEET NO. WR8
SHEET X OF X SHEETS



PLAN  
WALL 2

TOTAL WALL LENGTH = XXX'-XX"  
MEASURED ALONG WALL WORK LINE



ELEVATION  
WALL 2

Wall 2  
(WSDOT to maintain all features shown on this sheet  
except for illumination system & HMA pavement)

SOLDIER PILE WALL

pw:H00LYMAPPPW03P.WSDOT.LOC\WSDOT\Documents\Olympic\_CAD\_Sheets\390-BridgeStrPlan\I5607\_BP\_BG\_Yelm\_TBv2.dgn  
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Bridge Design Engr. A. LELAND	XL5814_PS_WR9_2-7		REGION NO.	STATE	FED. AID. PROJ. NO.	SHEET NO.	TOTAL SHEETS
Supervisor			10	WASH.			
Designed By			JOB NUMBER				
Checked By							
Detailled By A. VALENCIA							
Bridge Projects Engr.							
Prelim. Plan By							
Architect/Specialist	DATE	REVISION	BY	APP'D			
9/19/2024							

BRIDGE AND STRUCTURES OFFICE

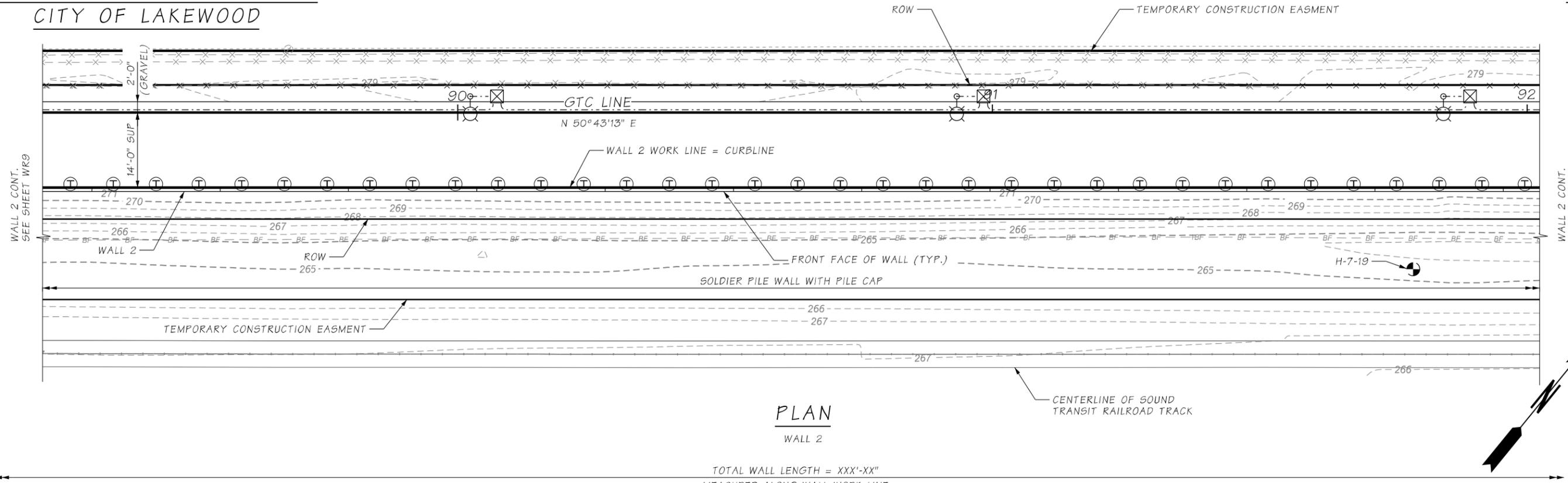
DATE



I-5  
GRAVELLY-THORNE CONNECTOR  
SHARED USE PATH

WALL 2 - LAYOUT 7

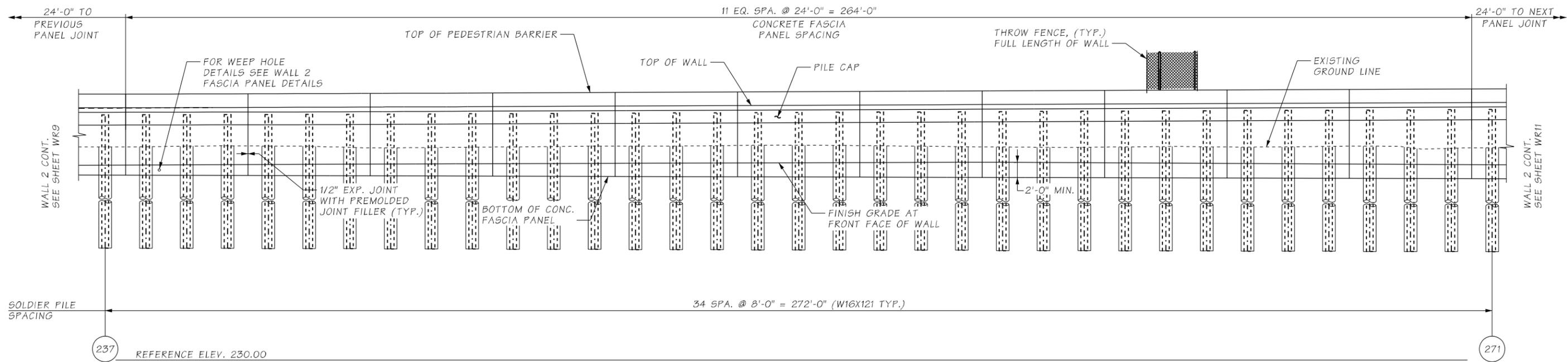
BRIDGE SHEET NO. WR9
SHEET X OF X SHEETS



**PLAN**

WALL 2

TOTAL WALL LENGTH = XXX'-XX"  
MEASURED ALONG WALL WORK LINE



**ELEVATION**

WALL 2

SOLDIER PILE WALL

**Wall 2**  
**(WSDOT to maintain all features shown on this sheet**  
**except for illumination system & HMA pavement)**

Bridge Design Engr. A. LELAND	XL5814_PS_WR10_2-8		REGION NO.	STATE	FED. AID. PROJ. NO.	SHEET NO.	TOTAL SHEETS
Supervisor			10	WASH.			
Designed By			JOB NUMBER				
Checked By							
Detailled By A. VALENCIA							
Bridge Projects Engr.							
Prelim. Plan By							
Architect/Specialist	DATE	REVISION	BY	APP'D			
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BRIDGE AND STRUCTURES OFFICE

DATE

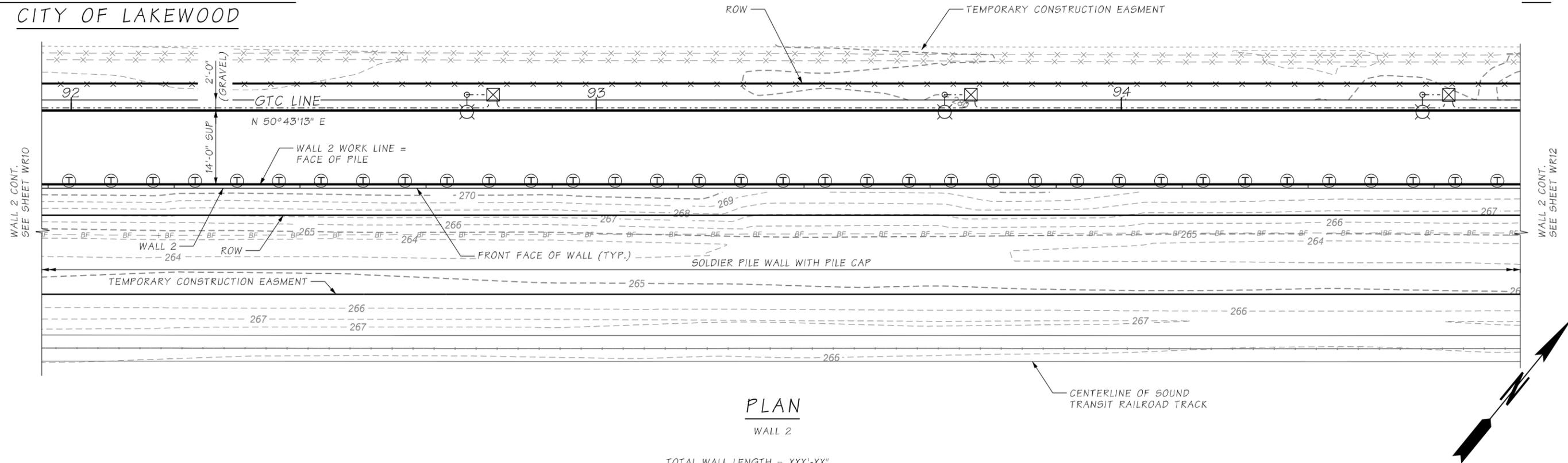
**Parametrix**

I-5  
GRAVELLY-THORNE CONNECTOR  
SHARED USE PATH

WALL 2 - LAYOUT 8

BRIDGE SHEET NO.	WR10
SHEET X OF X SHEETS	77

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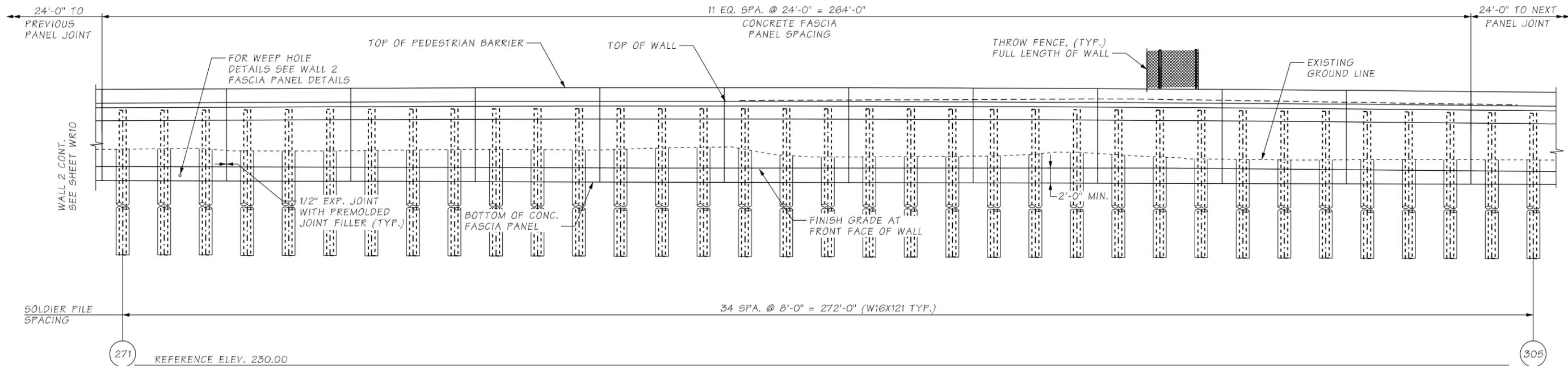


**PLAN**

WALL 2

TOTAL WALL LENGTH = XXX'-XX"  
MEASURED ALONG WALL WORK LINE

11 EQ. SPA. @ 24'-0" = 264'-0"  
CONCRETE FASCIA  
PANEL SPACING



**ELEVATION**

WALL 2

SOLDIER PILE WALL

**Wall 2**  
**(WSDOT to maintain all features shown on this sheet**  
**except for illumination system & HMA pavement)**

Bridge Design Engr. A. LELAND	XL5814_PS_WR11_2-9		REGION NO.	STATE	FED. AID. PROJ. NO.	SHEET NO.	TOTAL SHEETS
Supervisor			10	WASH.			
Designed By			JOB NUMBER				
Checked By							
Detailled By A. VALENCIA							
Bridge Projects Engr.							
Prelim. Plan By							
Architect/Specialist	DATE	REVISION	BY	APP'D			
9/19/2024							

BRIDGE AND STRUCTURES OFFICE

DATE

**Parametrix**

I-5  
GRAVELLY-THORNE CONNECTOR  
SHARED USE PATH

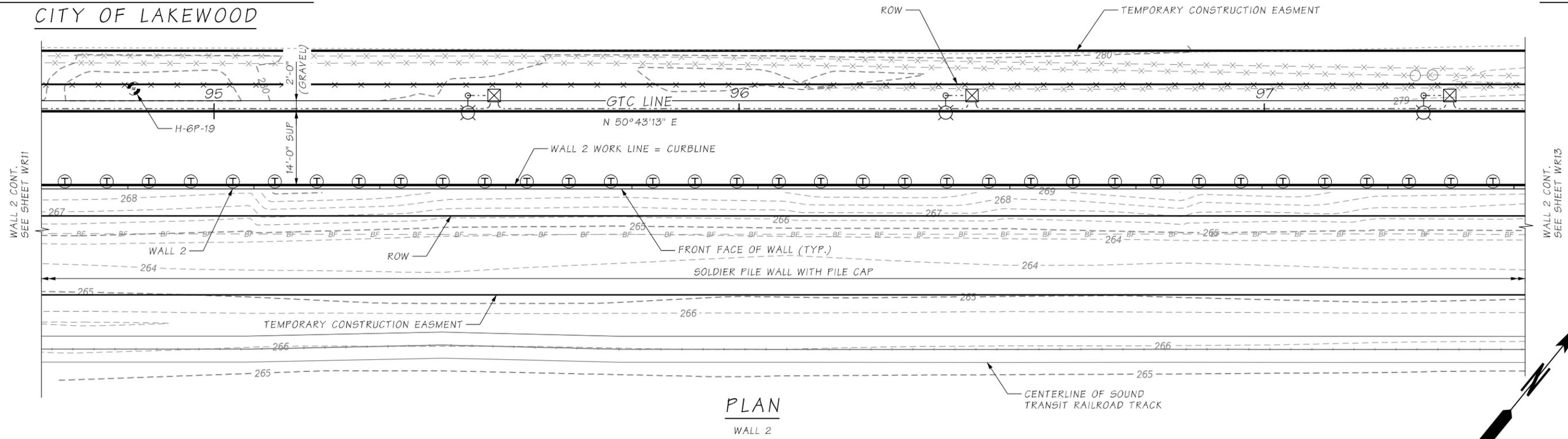
WALL 2 - LAYOUT 9

78

BRIDGE SHEET NO.	WR11
SHEET OF SHEETS	X OF X

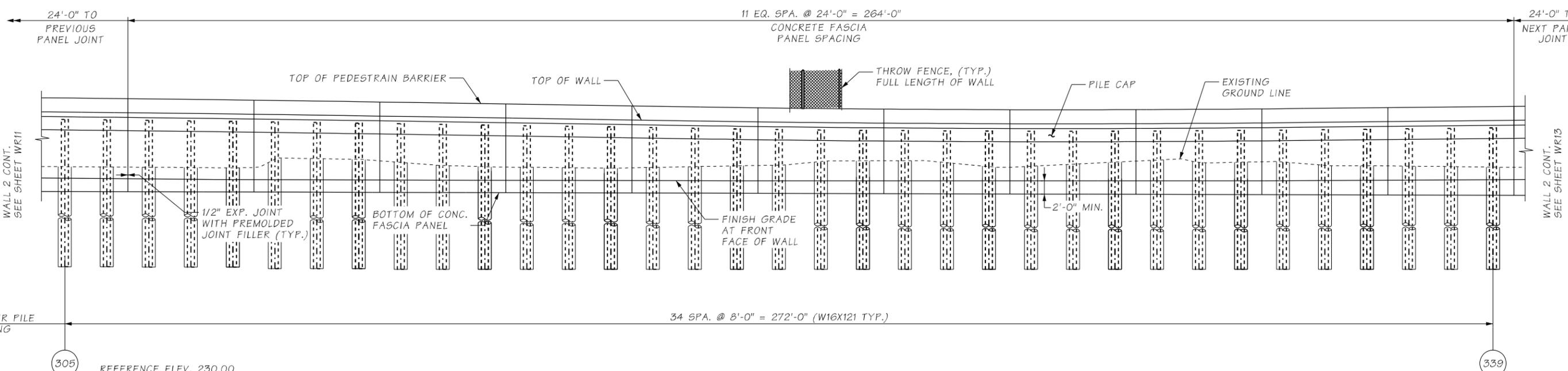
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SK FILE NO. SHEET



PLAN  
WALL 2

TOTAL WALL LENGTH = XXX'-XX"  
MEASURED ALONG WALL WORK LINE



ELEVATION  
WALL 2

SOLDIER PILE WALL

Wall 2  
(WSDOT to maintain all features shown on this sheet  
except for illumination system & HMA pavement)

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Supervisor			10	WASH.			
Designed By			JOB NUMBER				
Checked By							
Detailled By A. VALENCIA							
Bridge Projects Engr.							
Prelim. Plan By							
Architect/Specialist	DATE	REVISION	BY	APP'D			
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BRIDGE AND STRUCTURES OFFICE

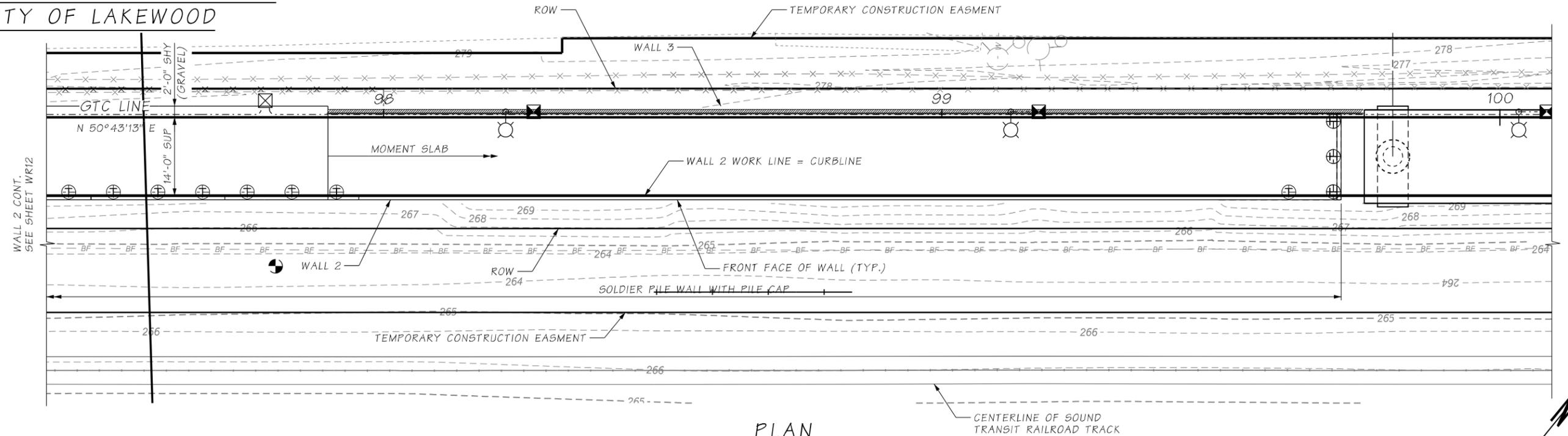
DATE



I-5  
GRAVELLY-THORNE CONNECTOR  
SHARED USE PATH

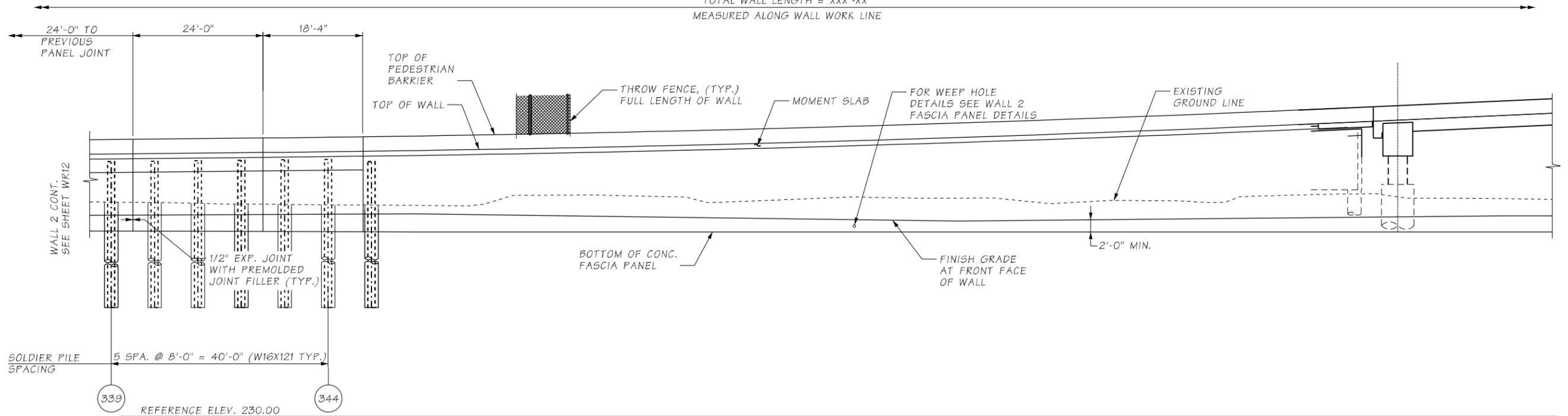
WALL 2 - LAYOUT 10

BRIDGE SHEET NO.	WR12
SHEET X OF X SHEETS	79



PLAN  
WALL 2

TOTAL WALL LENGTH = XXX'-XX"  
MEASURED ALONG WALL WORK LINE



ELEVATION  
WALL 2

Wall 2  
(WSDOT to maintain all features shown on this sheet  
except for illumination system & HMA pavement)

SOLDIER PILE WALL

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SK FILE NO. SHEET

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Supervisor		10	WASH.			
Designed By		JOB NUMBER				
Checked By						
Detailled By A. VALENCIA						
Bridge Projects Engr.						
Prelim. Plan By						
Architect/Specialist	DATE	REVISION	BY	APP'D		
9/19/2024						

BRIDGE AND STRUCTURES OFFICE  
DATE

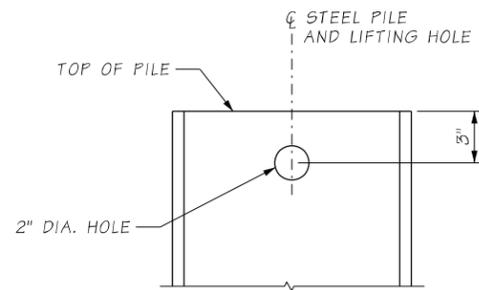


I-5  
GRAVELLY-THORNE CONNECTOR  
SHARED USE PATH  
WALL 2 - LAYOUT 11  
80

BRIDGE SHEET NO. WR13
SHEET X OF X SHEETS

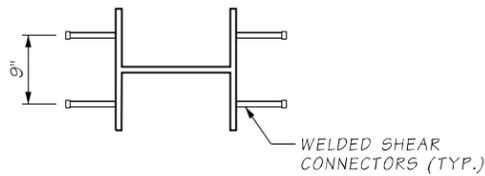
**NOTES:**

- 1 USE EITHER CONTROLLED DENSITY FILL OR PUMPABLE LEAN CONCRETE WHEN PLACED IN THE DRY. USE PUMPABLE LEAN CONCRETE WHEN PLACED IN THE WET.
- 2 TEMPORARY LAGGING SHALL CONFORM TO STANDARD SPECIFICATION SECTION 6-16.3(6).
- 3 PILE CAP SHALL BE CLASS 4000 CONCRETE.

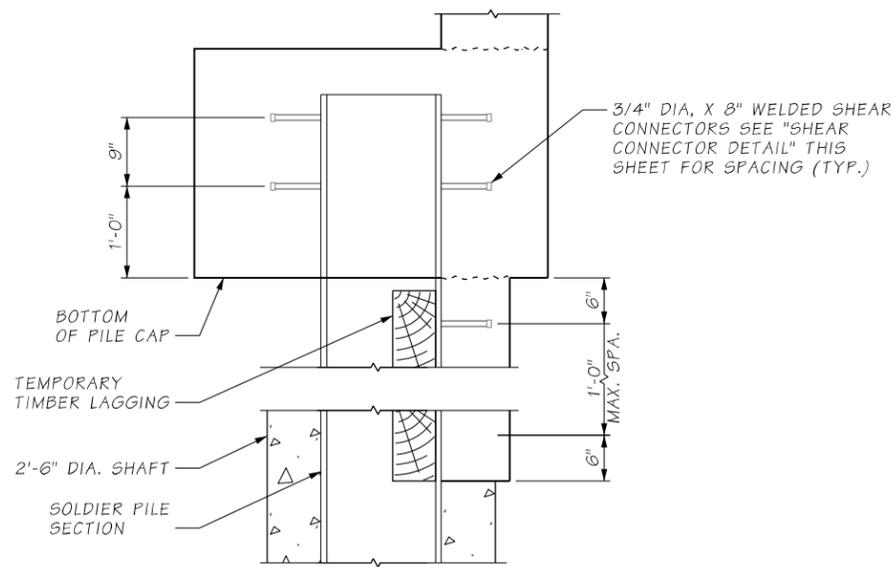


**SOLDIER PILE LIFTING HOLE**

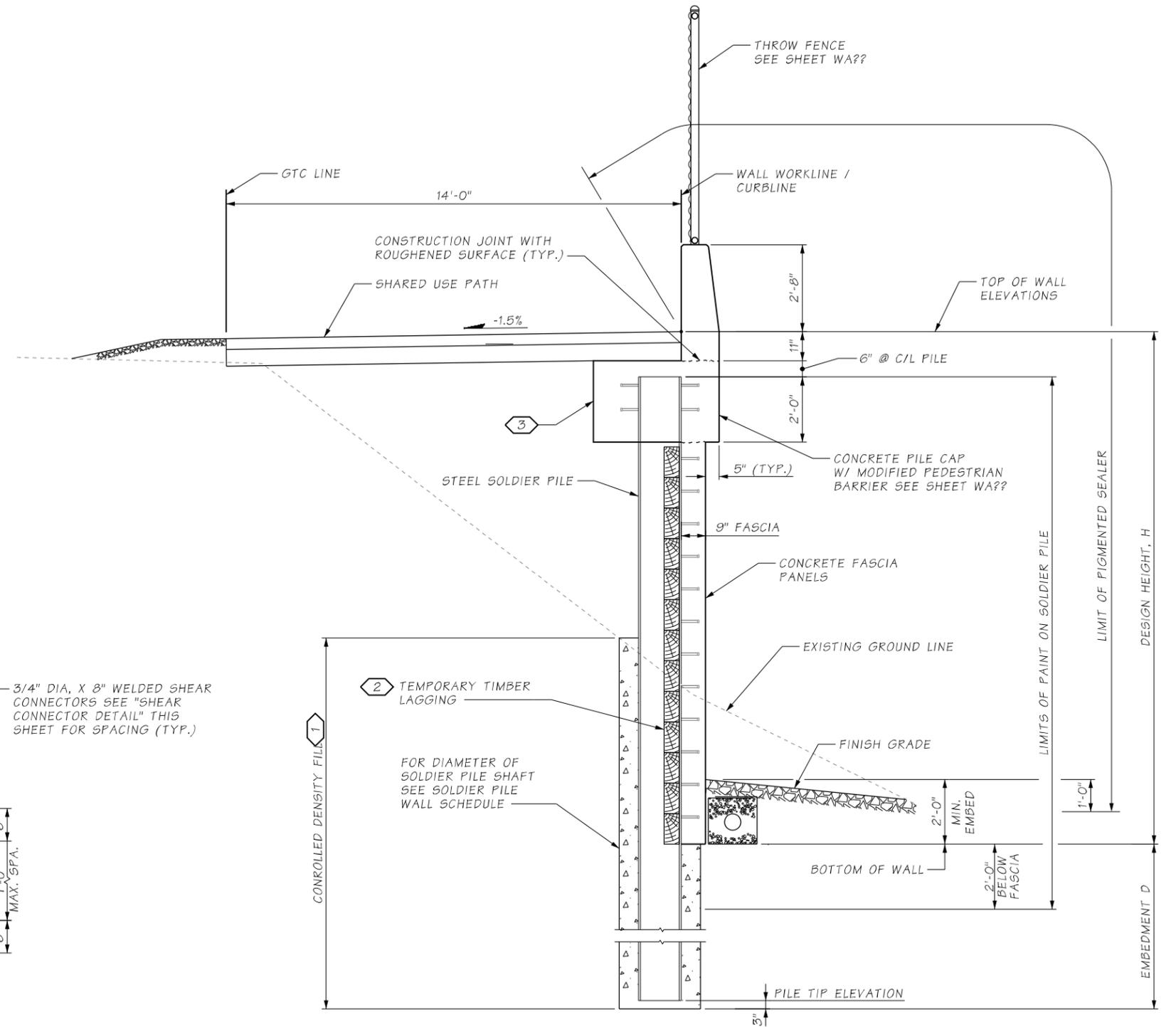
LIFTING HOLE TO BE DRILLED IN SHOP PRIOR TO PAINTING THE PILE



**DETAIL 1**



**SHEAR CONNECTOR DETAIL**



**Wall 2**  
 (WSDOT to maintain all features on this sheet except for HMA pavement)

**TYPICAL SOLDIER PILE WALL WITH PILE CAP**

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 SK FILE NO. SHEET

Bridge Design Engr. A. LELAND	XL5814_PS_WR20_SP1.dgn		REGION NO.	STATE	FED. AID. PROJ. NO.	SHEET NO.	TOTAL SHEETS
Supervisor			10	WASH.			
Designed By			JOB NUMBER				
Checked By							
Detailed By A. VALENCIA							
Bridge Projects Engr.							
Prelim. Plan By							
Architect/Specialist	DATE	REVISION	BY	APP'D			
9/19/2024							

BRIDGE AND STRUCTURES OFFICE

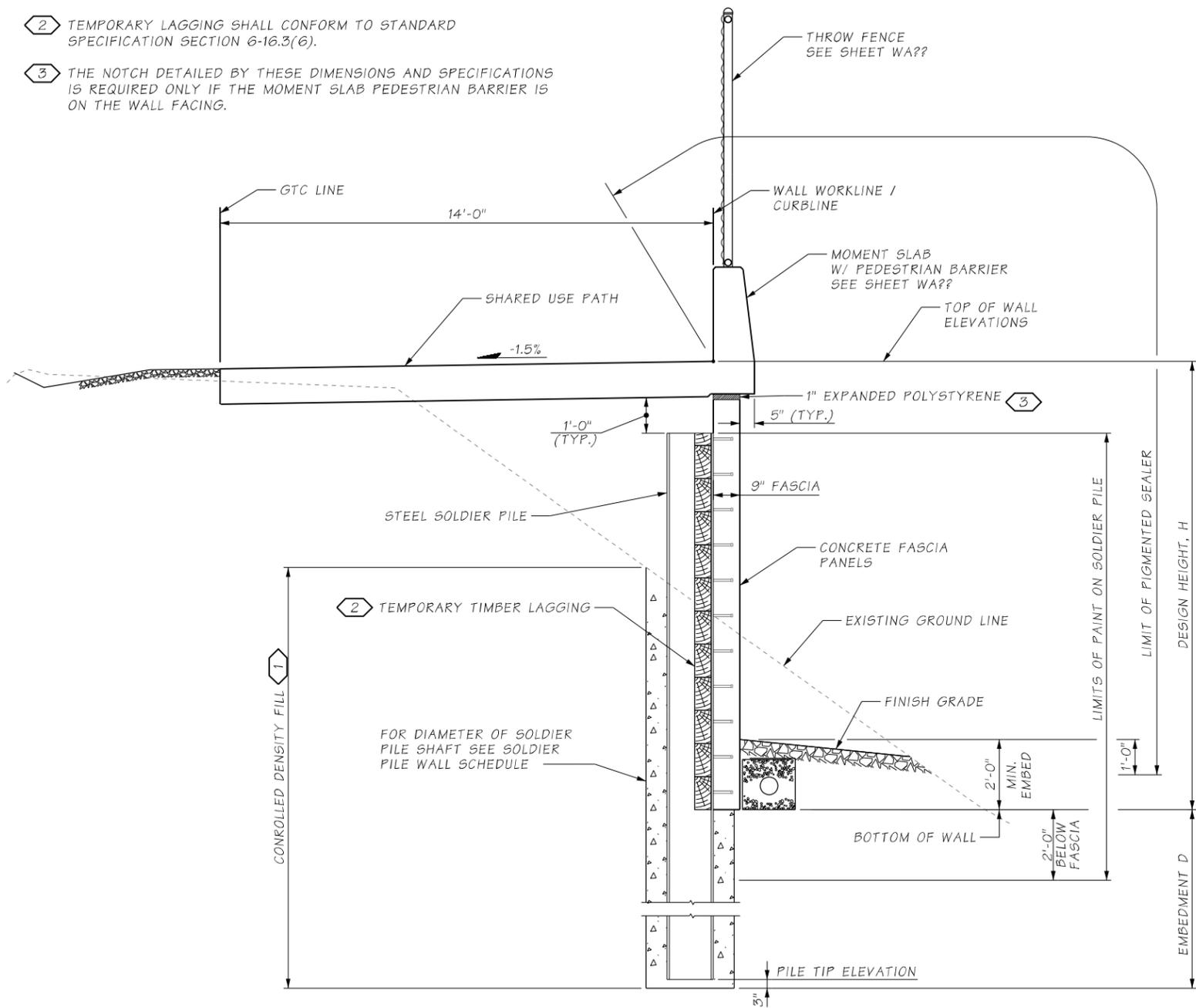


I-5  
 GRAVELLY-THORNE CONNECTOR  
 SHARED USE PATH  
 SOLDIER PILE WALL TYPICAL SECTION 1

BRIDGE SHEET NO. WR23  
 SHEET X OF X SHEETS

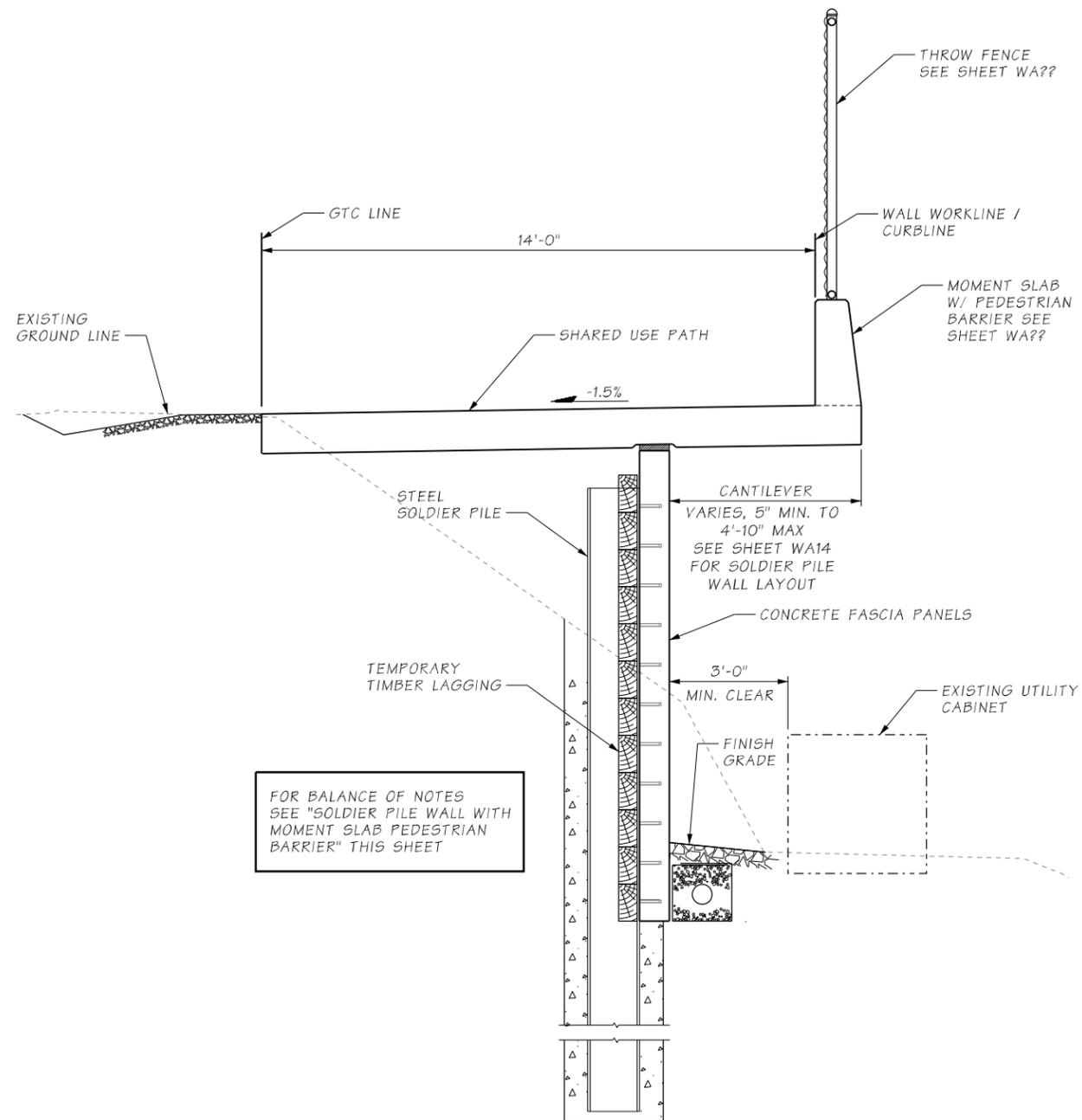
**NOTES:**

- 1 USE EITHER CONTROLLED DENSITY FILL OR PUMPABLE LEAN CONCRETE WHEN PLACED IN THE DRY. USE PUMPABLE LEAN CONCRETE WHEN PLACED IN THE WET.
- 2 TEMPORARY LAGGING SHALL CONFORM TO STANDARD SPECIFICATION SECTION 6-16.3(6).
- 3 THE NOTCH DETAILED BY THESE DIMENSIONS AND SPECIFICATIONS IS REQUIRED ONLY IF THE MOMENT SLAB PEDESTRIAN BARRIER IS ON THE WALL FACING.



SOLDIER PILE WALL WITH MOMENT SLAB PEDESTRIAN BARRIER

**Wall 2**  
**(WSDOT to maintain all features on this sheet)**



SOLDIER PILE WALL WITH CANTILEVERED MOMENT SLAB PEDESTRIAN BARRIER

FOR BALANCE OF NOTES SEE "SOLDIER PILE WALL WITH MOMENT SLAB PEDESTRIAN BARRIER" THIS SHEET

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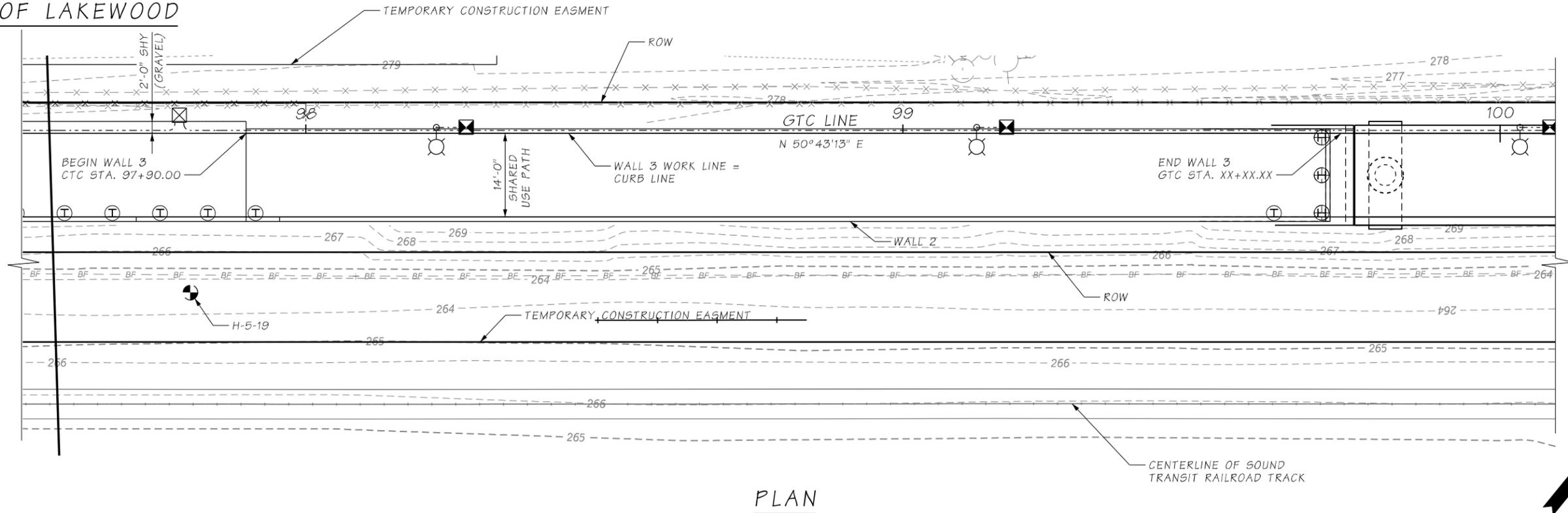
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Supervisor		10	WASH.			
Designed By		JOB NUMBER				
Checked By						
Detailed By A. VALENCIA						
Bridge Projects Engr.						
Prelim. Plan By						
Architect/Specialist	DATE	REVISION	BY	APP'D		
9/19/2024						

BRIDGE AND STRUCTURES OFFICE

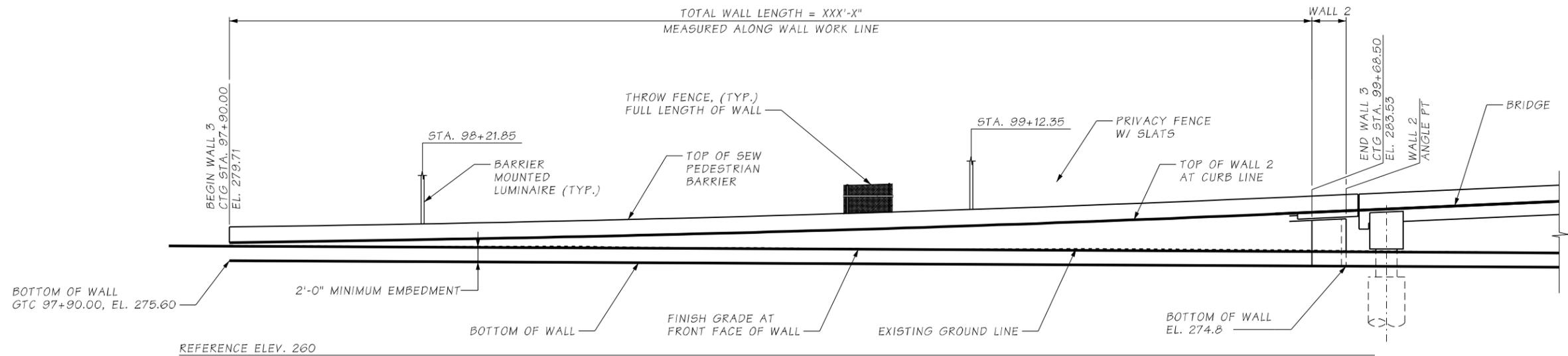


I-5 GRAVELLY-THORNE CONNECTOR SHARED USE PATH  
SOLDIER PILE WALL TYPICAL SECTION 2

BRIDGE SHEET NO.	WR24
SHEET X OF X SHEETS	82



PLAN



ELEVATION

WALL 3

**Wall 3**  
**(WSDOT to maintain all structural features on this sheet**  
**except for illumination system)**

STRUCTURAL EARTH WALL

Bridge Design Engr. A. LELAND	XL5814_PS_WR15_3-1		REGION NO.	STATE	FED. AID. PROJ. NO.	SHEET NO.	TOTAL SHEETS
Supervisor			10	WASH.			
Designed By			JOB NUMBER				
Checked By							
Detailled By A. VALENCIA							
Bridge Projects Engr.							
Prelim. Plan By							
Architect/Specialist	DATE	REVISION	BY	APP'D			
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BRIDGE AND STRUCTURES OFFICE



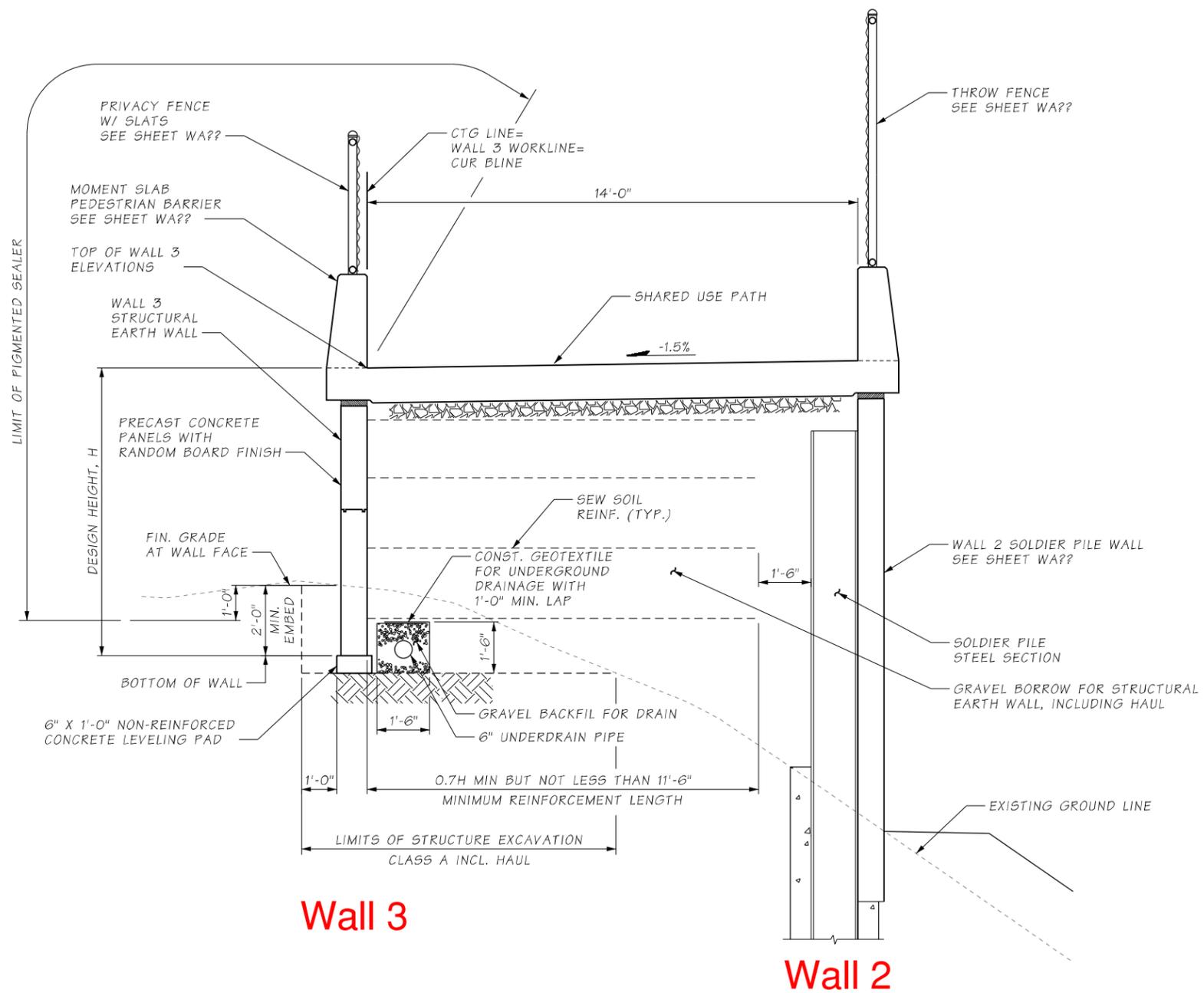
I-5  
GRAVELLY-THORNE CONNECTOR  
SHARED USE PATH

WALL 3

BRIDGE SHEET NO.	WR16
SHEET OF SHEETS	83

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 SK FILE NO. SHEET



**Wall 3**

**Wall 2**

SEW TYPICAL SECTION - WALL 3

(WSDOT to maintain all features on this sheet)

Bridge Design Engr. A. LELAND	XL5814_PS_WR19_DETAILSEW.dgn		REGION NO.	STATE	FED. AID. PROJ. NO.	SHEET NO.	TOTAL SHEETS
Supervisor			10	WASH.			
Designed By			JOB NUMBER				
Checked By							
Detailled By A. VALENCIA							
Bridge Projects Engr.							
Prelim. Plan By							
Architect/Specialist	DATE	REVISION	BY	APP'D			
9/19/2024							

BRIDGE AND STRUCTURES OFFICE

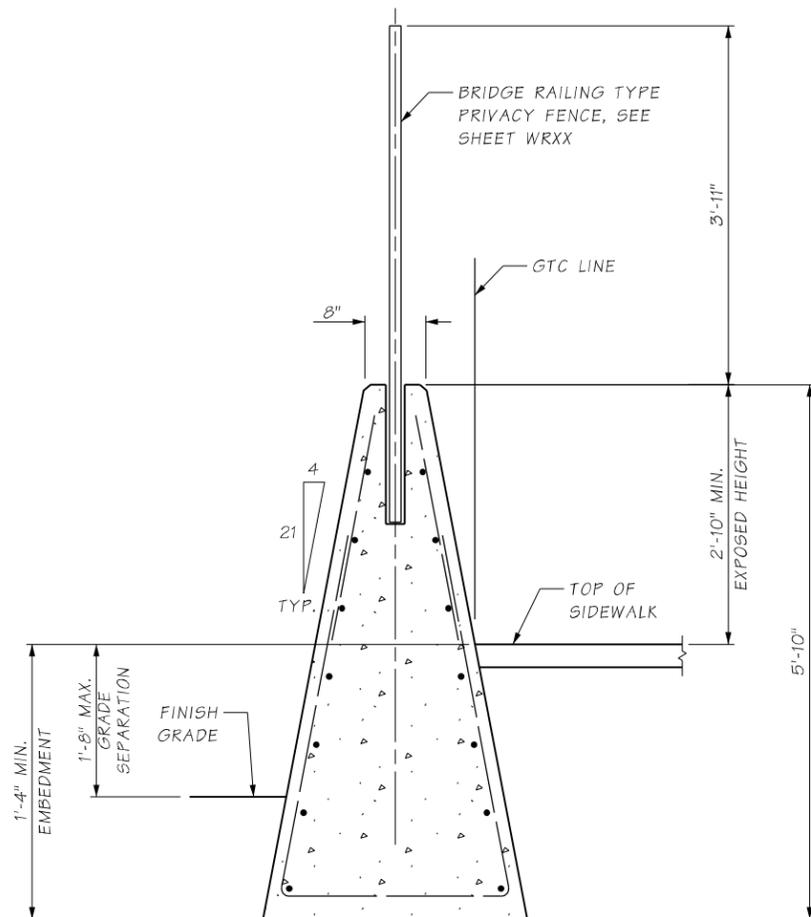


I-5  
GRAVELLY-THORNE CONNECTOR  
SHARED USE PATH

STRUCTURAL EARTH WALL  
TYPICAL SECTION - WALL 3 84

BRIDGE SHEET NO.  
WR22  
SHEET X OF X SHEETS

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 SK FILE NO. SHEET



**RETAINING BARRIER TYPICAL SECTION**

FOR LAYOUT AND REINFORCING DETAILS, SEE SHEET WRXX AND WRXX

**Wall 4 - North Section**  
 (WSDOT to maintain all features on this sheet except for sidewalk)

**Note:**  
 Wall 4 - South Section is currently in design. It will consist of a bottom wall of ground anchors, concrete fascia, and gravel backfill to support a structural earth wall on top. WSDOT to maintain all features of Wall 4.

Bridge Design Engr. A. LELAND	XL5814_PS_WR33_RETBARR_TYP.dgn				
Supervisor			REGION NO.	STATE	FED. AID. PROJ. NO.
Designed By			10	WASH.	
Checked By			JOB NUMBER		
Detailed By A. VALENCIA					
Bridge Projects Engr.					
Prelim. Plan By					
Architect/Specialist	DATE	REVISION	BY	APP'D	
9/26/2024	5:45:30 PM				

**BRIDGE AND STRUCTURES OFFICE**  
 DATE \_\_\_\_\_



**I-5 GRAVELLY-THORNE CONNECTOR SHARED USE PATH**  
 RETAINING BARRIER TYPICAL SECTION

BRIDGE SHEET NO.	WR38
SHEET X OF X SHEETS	85

# Shared Use Path Maintenance Agreement Overview



# Location: Gravelly Lk. Dr. to N. Thorne Ln. Shared Use Path



# Project overview

- This project will create new non-motorized access between the Tillicum and Woodbrook neighborhoods and the main part of the City.
- WSDOT Timeline 2025-2026, funding \$31.5 Million
- Shared use path is also designed for emergency vehicles, in a one-way configuration.
- City maintenance agreement is for the portions of the shared use path that are non-structural. A summary is described in WSDOT Exhibit A.
- **“.. paving, lighting, markings, signage, roadway landscaping and graffiti removal.”**
- 73 pedestrian scale lights along the path, \$625/month.
- This is similar to typical City maintenance in the ROW and the previous improvements done by WSDOT during the I-5 widening for N. Thorne Lane and Berkeley St.



# Project Matches City Goals

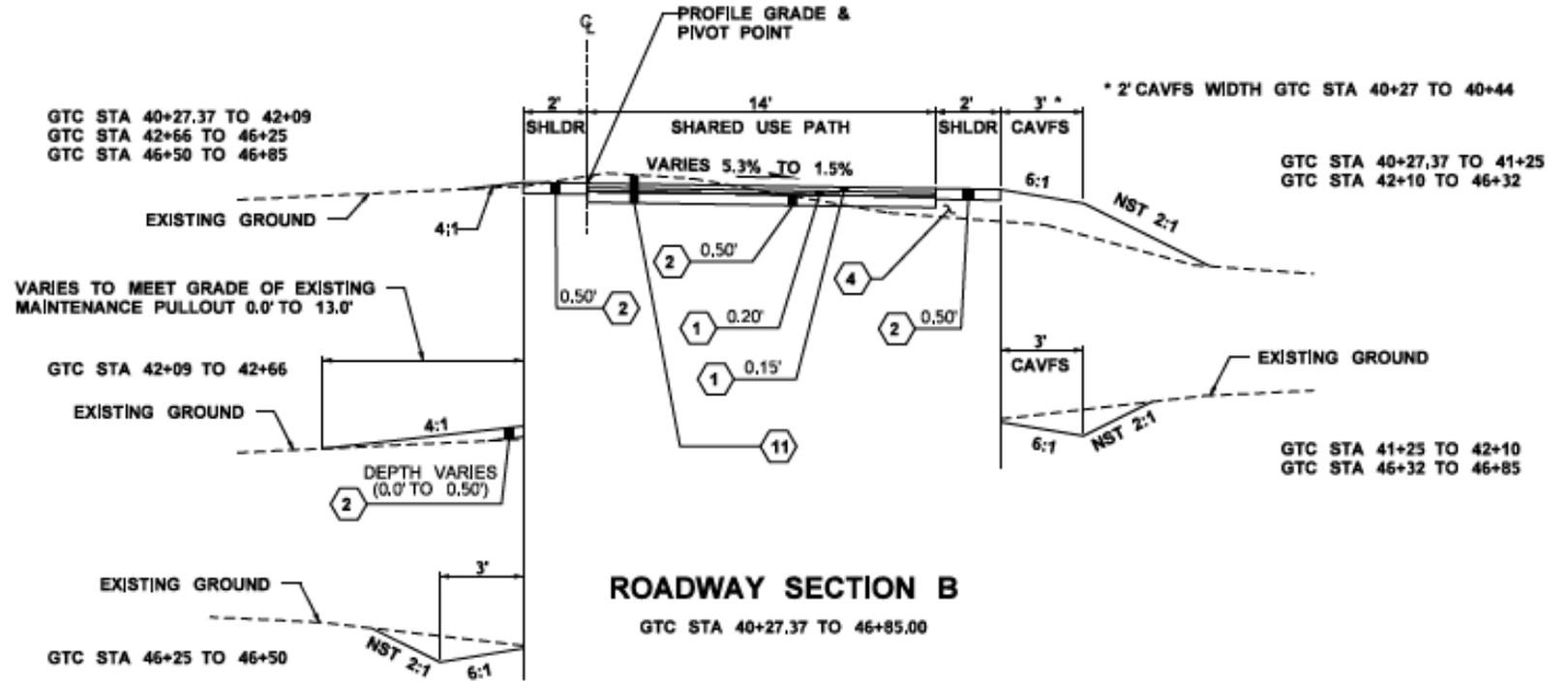
- Project supports the City's comprehensive plan goals for the Tillicum-Woodbrook Subarea Plan. Section 11 of Comprehensive Plan 11.2.3
- Ties into the regional bicycle plan for Pierce County.
- Creates a direct non-motorized connection between Tillicum-Woodbrook to the rest of the City that does not require using Interstate 5.
- Allows emergency vehicles to direct access Tillicum if Interstate 5 were to close.
- Ties into the City's non-motorized improvements at both ends of the project.
- Adds non-motorized improvements on Gravelly Lake Dr. connection to Pacific Hwy.



# Shared Use Path Typical Section relative to I-5



# Shared Use Path Typical Section 1

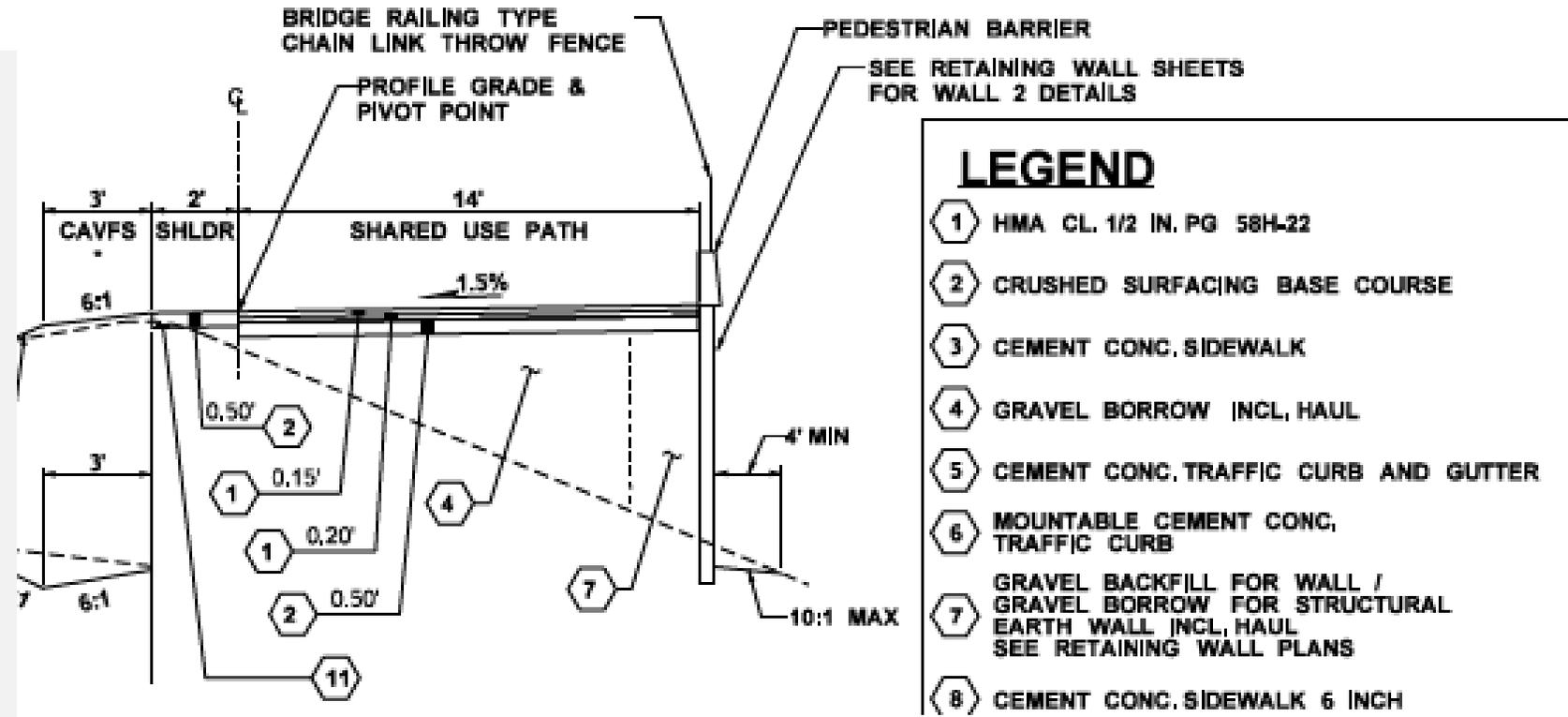


## Roadway Section

- 14' wide Hot Mix Asphalt
- 2' shoulders with Compost Amended Vegetative Strips



# Shared Use Path Typical Section 2

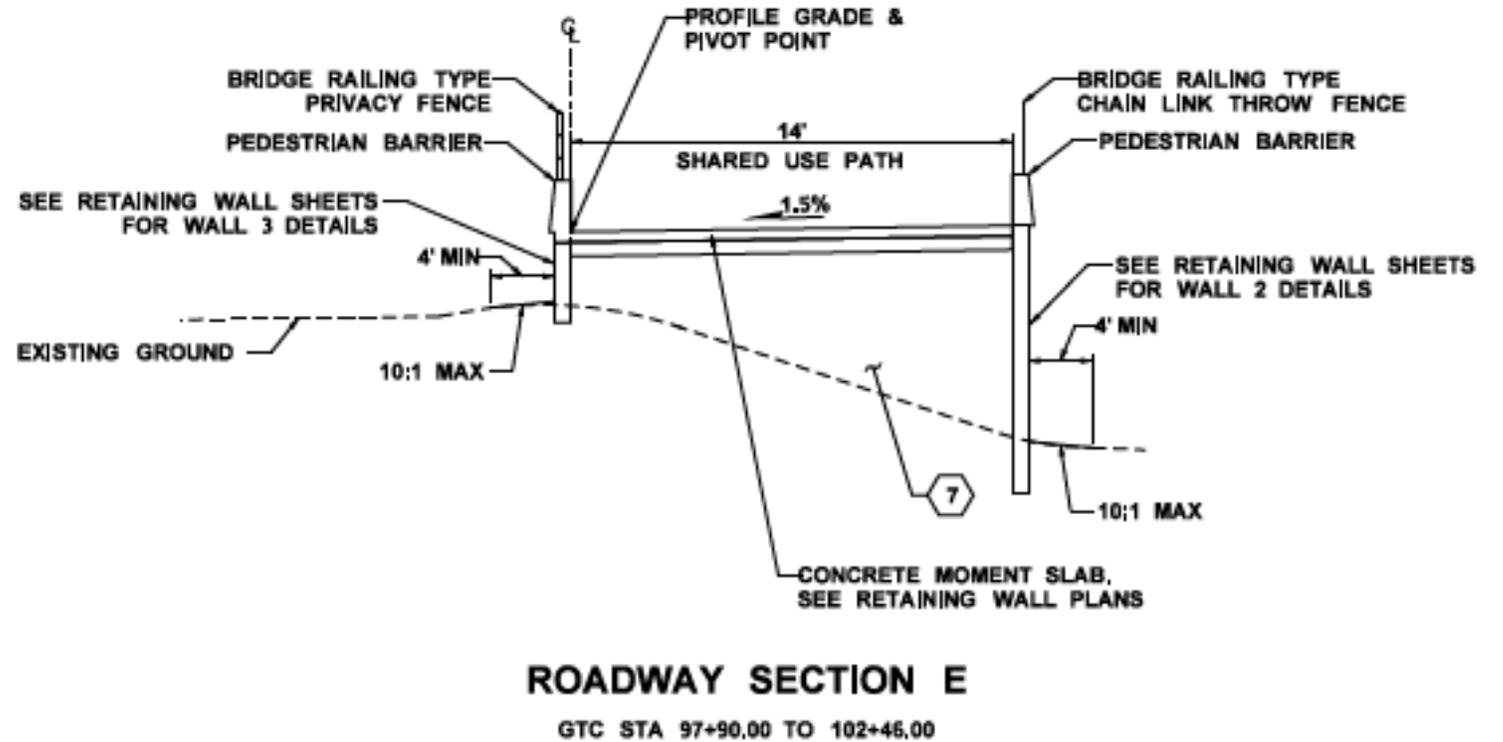


## Roadway Section

- 14' wide Hot Mix Asphalt path with retaining wall and pedestrian barrier.
- 2' shoulder and Compost Amended Vegetative Strip.
- Bridge railing and throw fence.



# Shared Use Path Typical Section 3



## Roadway Section

- 14' wide Hot Mix Asphalt path with two retaining walls and pedestrian barriers.
- Bridge railing and throw fence.
- Privacy Fence along Gravelly Lk. Dr.



# Project Construction: Trees

- Project earthwork requires the removal of 3 Garry Oaks. The Landscaping Plans show 12 new Garry Oaks being planted, which is a 4:1 replacement ratio that exceeds the City's required 2:1 ratio.
- Tree removal is exempt in the ROW for transportation purposes such as this project. Despite being exempt, WSDOT is replanting at a higher ratio than required by City code.
- 397 trees, primarily firs adjacent to the Golf and Country Club, to be removed were classified as the following condition in 2019: 21% - Good, 44% - Fair, 28% - Poor, and 7% - Dead.
- The majority of the trees are on the property line which necessitates removal. Both the Tacoma Country & Golf Club (TCGC) and Sound Transit (ST) are in agreement on the trees to be removed.
- TCGC will build a wall in place of the existing fence and associated landscaping as necessary.



# **End of WSDOT Maintenance Agreement Overview Presentation.**

**Council action schedule for 1/21/25**

## AMERICAN LAKE – LAKE MANAGEMENT DISTRICT NO. 1 ADVISORY COMMITTEE 2025 ANNUAL WORK PLAN, BUDGET, AND MEETING SCHEDULE

**Current Members:**

Chair: Kate Read  
 Vice-Chair: Richard Martinez  
 Jeff Cox  
 Thomas Blume(Camp Murray)  
 Mary Dodsworth (City of Lakewood)  
 Todd Zuchowski(JBLM) non-voting member

**City Staff Support:**

Weston Ott, City Engineer  
 Katie Foster, Engineering Technician

**Meeting Schedule 2025:**

February, May, August, and December

**2025 Work Plan & Budget:**

1.	Aquatic vegetation surveys: Spring and Fall	\$1,500
2.	Formation Loan Repayment	\$2,800
3.	Invasive aquatic vegetation control/treatment	\$15,000
4.	Annual report, treatment permit, meetings	\$1,500
5.	Public education & outreach efforts	\$500
6.	Miscellaneous	\$300
7.	City administrative costs	\$2,000
	Total Estimated Costs	\$23,600

**2025 Board Calendar:**

Date	Topic(s)
Jan.	2025 work plan, budget, and schedule reviewed by City Council – chair and staff
Feb.*	Elect Advisory Committee Chair and Vice-Chair for 2025 – Review Budget
March	Prepare member outreach postcard or newsletter – committee and staff
May	Distribute member outreach postcard or newsletter – staff
May*	Spring 2 <sup>nd</sup> quarter board meeting
May	Conduct beginning of season aquatic vegetation survey – contractor
June-Aug	Conduct invasive aquatic vegetation control activities or herbicide treatment – contractor
Aug.*	Update to board on treatment activities
October	Conduct end of season aquatic vegetation survey – contractor
December	Review control/treatment report – committee
December*	Develop 2026 work plan, budget, and schedule based on 2024 activities, LMD needs, and available budget – committee

- **Board meetings are held quarterly.**



**ARTS COMMISSION  
2025 WORK PLAN AND MEETING SCHEDULE**

**Members:**

- |                         |                   |
|-------------------------|-------------------|
| Emily Feleen Chair      | Laura Martinez    |
| Earl Borgert Vice-Chair | Lani Neil         |
| Shauna Alexander        | Darryl Owens      |
| Nancy Camirand          | Lua Pritchard     |
| Donald Doman            | Phillip Raschke   |
| Sylvi Estrella          | Adriana Serrienne |
| Adie Kleckner           | Susan Warner      |

**Council Liaison:**

Patti Belle Councilmember

**Youth Council**

- |                 |             |
|-----------------|-------------|
| Bentley Webster | Nevaeh Tutt |
| Valeria Becerra |             |

**City Staff Support:**

Sally Martinez, Recreation Coordinator  
Nikki York, Office Assistant

**Meeting Schedule:**

1<sup>st</sup> Monday of each month, 5:00 p.m., American Lake Room, Lakewood City Hall, 6000 Main St SW, Lakewood, WA 98499

**2025 Work Plan:**

1. Public Art Installations (murals, signal boxes)
2. Quarterly Rotating Artist Displays and Art Receptions
3. Continuing Education
4. Retreat
5. Special Events
6. Recruitment and Retention
7. Public Art for Capital Improvements

Date	Topic(s)
01.06.25	Elections, Committee reports, Public Art for Capital Improvements, rotating art reception dates
02.03.25	Committee reports, Public Art for Capital Improvements, Rotating Art
03.03.25	Committee reports, Public Art for Capital Improvements, set retreat date.
04.07.25	Committee reports, Fiesta de la Familia

05.05.25	Committee reports, Fiesta de la Familia
06.02.25	Committee reports, Fiesta de la Familia, retreat planning
07.07.25	No meeting
08.04.25	Committee reports, Joint Commission preparation, retreat planning
09.08.25	Joint Council Meeting
10.06.25	Retreat Preparation, Committee reports, work plan prep
11.03.25	Parade Prep, Committee reports, work plan prep
12.01.25	Parade Prep, Work plan review, Committee reports, Election Prep

**Special Events:**

<b>Date</b>	<b>Event</b>
Jan 11	MLK Beloved Community Welcome Walk
Jan 13	MLK Reception for Rodney King
2 <sup>nd</sup> Qtr TBD	Artist Reception
May 31	Street Festival
June-August	Summer Concert Series
3 <sup>rd</sup> Qtr TBD	Artist Reception, Diane Oaki
Sept 6	Fiesta de la Familia
Sept. 8	Joint Commission Meeting
4 <sup>th</sup> Qtr TBD	Artist Reception Pierce College Students
Nov 7	Arts Commission Retreat
Dec. 6	Holiday Parade of Lights
Sept. 8	Joint Commission Meeting



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## COMMUNITY SERVICES ADVISORY BOARD 2025 ANNUAL WORK PLAN AND MEETING SCHEDULE

**Members:**

- Chair: Kyle Franklin
- Vice Chair: Darrin Lowry
- Laurie Maus
- Michael Lacadie
- Denise Nicole Franklin
- Jerry Tagala
- Shelby Taylor
- Gregory Wraggs

**Council Liaison:**

Councilmember Michael Brandstetter

**Youth Council Liaisons:**

- Estrella Gonzalez-Sanchez
- Jaqueline Gonzalez-Mejia
- Lesli Rosales-Martinez
- Nathalye Lopez
- Reinida Benavente
- Ruffaro Guzha
- Sotiria Sexton

**City Staff Support:**

- Mary Dodsworth, Director
- Shannon Bennett, Coordinator
- Jeff Gumm, CDBG/HOME Program Manager
- Martha Larkin, CDBG/HOME Program Coordinator

**Meeting Schedule:**

Third Wednesday of each month at 5:30 pm in the American Lake Conference Room

**2025 Work Plan:**

1. 2025 human services contract performance
2. 2026 human services funding recommendations
3. Approve 2024 CAPER
4. Public hearing on community development housing and service needs
6. Approve Draft CDBG/HOME 5 Year Consolidated Plan (Con Plan)
7. Opioid Funds Distribution Recommendation

Date	Topic(s)
1/15	<ul style="list-style-type: none"> <li>• Elect Chair and Vice-chair</li> <li>• Review 2024 contract performance</li> </ul>



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2/18	<ul style="list-style-type: none"> <li>• CDBG – Review draft 2025 Action Plan</li> <li>• Finalize Opioid Settlement Funds Community Assessment Method</li> </ul>
March	<ul style="list-style-type: none"> <li>• Work with consultant on community needs assessment</li> <li>• Approve draft CDBG/HOME 5 YR Con Plan</li> </ul>
4/15	<ul style="list-style-type: none"> <li>• Continue Opioid Settlement funds discussion</li> </ul>
5/20	<ul style="list-style-type: none"> <li>• Draft Opioid Settlement Funds Request for Proposal (RFP)</li> </ul>
6/17	<ul style="list-style-type: none"> <li>• Finalize Opioid Settlement Funds RFP</li> </ul>
July	<ul style="list-style-type: none"> <li>• Release Opioid Settlement Funds RFP to public</li> </ul>
8/19	<ul style="list-style-type: none"> <li>• Review Opioid Settlement Funds proposals</li> </ul>
9/16	<ul style="list-style-type: none"> <li>• Review 2025 HS contract performance</li> <li>• Conduct 2026 Human Services Funding deliberations</li> </ul>
October	<ul style="list-style-type: none"> <li>• Joint session with City Council</li> <li>• Present 2026 human services funding recommendations</li> <li>• Present Opioid Settlement Funds recommendations</li> <li>• CDBG – adopt FY 2026 policies and funding strategies</li> </ul>
November	<ul style="list-style-type: none"> <li>• City Council Review of 2026 Human Services Funding Recs</li> <li>• Review feedback from City Council regarding human services funding and Opioid Settlement Funds recommendations</li> <li>• Anticipated 2026 Budget approval of HS Funding Recs</li> </ul>
12/17	<ul style="list-style-type: none"> <li>• Review 2026 annual work plan</li> </ul>

**Special Events:**

**Date: N/A**

**Event: N/A**



## LAKWOOD'S PROMISE ADVISORY BOARD 2025 ANNUAL WORK PLAN AND MEETING SCHEDULE

### Members:

Chair: Kerri Pedrik  
Vice Chair: Julie White  
Dr. Joyce Loveday  
Ron Banner  
Megan Dempsey  
Alice Fong

### Council Liaison:

Councilmember – Mary Moss

### Youth Council Liaisons:

Alicia Stanford  
Ava Qualls  
Britany Robles  
Elijah Sta Ana  
Gabriel Flores  
Jada Martin  
Kasia King  
Sophia Lana Castro

### City Staff Support:

Director – Mary Dodsworth  
Coordinator – Shannon Bennett

### Meeting Schedule:

First Monday of each month at 7:30 am in the American Lake Conference Room

### 2025 Work Plan:

1. Review annual initiatives (Youth Mental Health, Safe Spaces and Genuine Adult and Peer Relationships)
2. Plan and host two workshops in 2025 to teach youth essential skills for life and/or and their future.
3. Work together and capitalize on school events, family nights and other youth activities.
4. Coordinate with Youth Council on annual summit

Date	Topic(s)
2/6	• Elect 2025 officers and discuss 2025 work plan.
3/6	• Begin discussions on hosting two youth workshops.
TBD	• Joint Meeting w/ Council



City of  
Lakewood

TBD	<ul style="list-style-type: none"> <li>Review Council comments from joint meeting</li> </ul>
4/3	<ul style="list-style-type: none"> <li>Continue planning youth workshops.</li> <li>Finalize Youth Summit planning.</li> </ul>
4/12	<ul style="list-style-type: none"> <li>Volunteer at Youth Summit</li> </ul>
5/1	<ul style="list-style-type: none"> <li>Debrief on Youth Summit</li> <li>Continue planning youth workshops</li> </ul>
6/5	<ul style="list-style-type: none"> <li>Initiate Youth Summit feedback into summer initiatives</li> </ul>
7/3	<ul style="list-style-type: none"> <li>Off for 4<sup>th</sup> of July Holiday.</li> </ul>
8/1	<ul style="list-style-type: none"> <li>Continue planning youth workshops</li> </ul>
9/5	<ul style="list-style-type: none"> <li>Review annual initiatives (SMART Goals focused on youth mental health, life skills, events held in safe spaces, and cultivating healthy adult and peer relationships)</li> </ul>
10/3	<ul style="list-style-type: none"> <li>Further discussion of annual initiatives for inclusion in 2026 work plan</li> </ul>
11/7	<ul style="list-style-type: none"> <li>Review the 2025 work plan and identify goals for 2026</li> </ul>
12/5	<ul style="list-style-type: none"> <li>Finalize Lakewood's Promise 2026 work plan</li> </ul>

**Special Events:**

**Date: TBD**

**Event: Host two youth workshops**

## **Lodging Tax Advisory Committee (LTAC) 2025 Annual Work Plan and Meeting Schedule**

### **Members:**

Mayor Jason Whalen, Chair

#### Represent Businesses Authorized to Collect\*

Jarnail Singh, Comfort Inn & Suites

DJ Wilkins, Best Western Lakewood

#### Represent Businesses Authorized to Receive \*

Linda K. Smith, Lakewood Chamber of Commerce

Dean Burke, Travel Tacoma + Pierce County, WA

*\*Per Lakewood Municipal Code (LMC) 3.36.055, the appointing authority shall review the membership of the Advisory Committee annually and make changes as appropriate. Therefore, the term is considered at will and the appointment is subject to termination by Council if necessary to maintain the balance required by law; i.e. At least two members who are representatives of businesses required to collect tax under this chapter; and b. At least two members who are persons involved in activities authorized to be funded by revenue received under this chapter.*

**City Council Liaison:** Not Applicable

### **City Staff:**

Tho Kraus, Deputy City Manager

Dana Kapla, Assistant Finance Director

### **Meeting Schedule:**

July - Joint Lodging Tax Advisory Committee Meeting.

September - Listen to presentations, rate and make funding recommendations.

November - Present recommendations to the City Council.

### **2025 Work Plan** (tentative dates provided):

- Attend the Joint Lodging Tax Advisory Committee meeting to discuss the LTAC in general, review guidelines, past grants awarded, and potential funding available for 2026 grant awards. (July 7, 2025)
- Review lodging tax grant applications in advance of day-long presentations. The LTAC shall receive the applications at least 45-days before final action on or passage of proposals by the City Council. (September 12, 2025)
- Listen to presentations from potential lodging tax grant recipients. Review, rate, and make funding recommendations that are forwarded to the Lakewood City Council for their deliberations. (September 19, 2025)
- Meet on an as needed basis to review lodging tax grant applications for the next year and provide funding recommendations to the Lakewood City Council for their consideration and deliberations.
- Present recommendations to the Lakewood City Council. (November 10, 2025)
- Follow up with further review and recommendations as requested by the Lakewood City Council.
- City Council makes decision on LTAC recommendations. (November 17, 2025)



**City of  
Lakewood**

**PARKS AND RECREATION ADVISORY BOARD  
2025 ANNUAL WORK PLAN AND MEETING SCHEDULE**

**Members:**

Jason Gerwen, Chair  
Vito Iacobazzi, Vice-Chair  
Alan Billingsley  
Annessa McClendon

Kate Read  
Janet Spingath  
Shelly Thiel

**Council Liaison:**

Ryan Pearson, Councilmember

**Youth Council Liaison:**

Zoe Clifford  
Alexandra Corona-Hernandez

Irie Hinkle  
Nevaeh Tutt

**City Staff Support:**

Mary Dodsworth, Director

Nikki York, Office Assistant

**Meeting Schedule:**

4<sup>th</sup> Tuesday of each month, 5:30 p.m., American Lake Room,  
Lakewood City Hall, 6000 Main St SW, Lakewood, WA 98499

**2025 Work Plan:**

1. Nisqually Partnership Project Update
2. Parks Capital Improvement Plan (CIP) Update
3. Special Event Update
4. Street End Project community outreach and design recommendation
5. Climate Change initiatives and Urban Forestry Program Update
6. Legacy Plan Update
7. Senior Services Update
8. Historic Preservation (H-barn, cemeteries, cottages, cultural resources)
9. Code Changes as requested by Council
10. Youth Council Update

<b>Date</b>	<b>Topic(s)</b>
01.28.25	Elect Chair /Vice-Chair, Review Council approved 2025 Work Plan,
02.25.25	Special Event Update, Legacy Plan Implementation Plan
03.08.25	Street End Project community outreach – Special Saturday meeting
04.22.25	Street End design options, Prepare for Parks Appreciation Day
05.27.25	Prepare for Joint Meeting with Council, Youth Council recap
06.09.25	Joint Meeting with Council
06.24.25	Nisqually Partnership Project Update and Parks CIP Update
07.22.25	Historic Preservation (H-barn, cemeteries, cottages) Update
09.23.25	Climate Change initiatives and Urban Forestry Program Update
10.28.25	Senior Services Update, Camp Murray Improvement Project Update
11.25.25	Youth Council Update

Special Events:

Date	Event
01.11.25	MLK Beloved Community Welcome Walk
01.13.25	Rodney King Artist Reception
05.17.25	Youth Fishing Event
05.30.25	Street Festival
Tuesdays June -August	Summer Concert Series
Tuesdays June-August	Farmers Market
07.19.25	SummerFEST
09.06.25	Fiesta de la Familia
10.11.25	Truck & Tractor Day
12.06.25	Holiday Parade of Lights

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**City of  
Lakewood**

**PLANNING COMMISSION**

**2025 ANNUAL WORK PLAN AND MEETING SCHEDULE**

**Members (Chair TBD 1/15/25):**

Phillip Combs  
Robert Estrada  
Mark Herr  
Linn Larsen

Philip Lindholm  
Ellen Talbo  
Sharon Wallace

**City Council Liaison:** Councilmember Paul Bocchi

**City Staff Support:**

Tiffany Speir, Planning Division Manager  
Karen Devereaux, Administrative Assistant

**Meeting Schedule:**

First and third Wednesdays at 6:30 PM; occasional special meetings

**2025 Planning Commission Work Plan:**

Work Plan Topic	1 <sup>st</sup> Qtr	2 <sup>nd</sup> Qtr	3 <sup>rd</sup> Qtr	4 <sup>th</sup> Qtr
Election of 2025 Chair and Vice-Chair	X			
Review of 2025 Planning Commission Work Plan	X			
Review of City Council 2025-2026 Goals	X			
Review of 2025 Annual Housing Action Plan	X			
Shoreline Restoration Activities and Plan Review	X			
Multi Family Tax Exemption (MFTE) Residential Target Area (RTA) Updates	X			
Review and track implementation of Natural Environment & Climate Change Implementation Plan and Work Plan	X	X	X	X
Review 9 amendments for 2025 Comprehensive Plan Amendment Cycle	X	X		
Review 2025-2030 6-Year Transportation Improvement Program (TIP)		X		
Review of Climate Change Annual Report			X	X
Review amendments for HB 1181 Climate Change & Resiliency Part II (add Greenhouse Gas (GHG) and climate resiliency sub-elements to Energy & Climate Change Element. Update Land Use Element to: include green spaces, urban & community forests; give special consideration to achieving environmental justice in goals and policies; and reduce and mitigate the risk to lives and property posed by wildfires by using land use planning tools.)			X	X
2025 development regulation amendment package			X	X

## **Role of the Planning Commission:**

The role of the Planning Commission is to assist the City Council in the following areas:

### **General Planning Issues:**

- Review and provide recommendation to the City Council on the Draft CDBG 5-Year Consolidated Plan and Annual Action Plan;
- Receipt of Annual Housing Report;
- Assists City personnel in preparing and updating a Comprehensive Plan for the City in accordance with state law to be submitted to the City Council for consideration of adoption;
- Recommends new and amended land use and zoning regulations and other development regulations as deemed necessary and/or appropriate;
- Act as the research and fact finding agency of the City in regard to land uses, housing, capital facilities, utilities, transportation, and in regard to classification of lands as agriculture, forest, mineral lands, critical areas, wetlands and geologically hazardous areas;
- Undertakes surveys, analyses, research and reports as may be generally authorized or requested by the City Council;
- Cooperates with planning agencies of other cities and counties, to include regional planning agencies, in furtherance of such research and planning; and
- Annually provides to the City Council a report on progress made in implementing the goals and requirements of State law and on the status of land use policies and procedures within the city.

### **Redevelopment:**

- Facilitate cooperation and coordination between various business groups and impacted neighborhoods on business issues;
- Facilitate the formation of specific neighborhood commercial business groups to assist in the enhancement of various existing commercial areas, aid in stabilizing and retaining commercial enterprises within these areas to maintain viability as a commercial area, and help in identifying specific needs of businesses within various commercial areas;
- Make recommendations to the City Council and to City staff for programs in which the City could or should participate to enhance commercial development opportunities in the City, which programs may be in cooperation with any appropriate private, public, civic or community agency, group or association of or in the City, county, state or federal government;
- Recommend ways and means of obtaining private, local, county, state or federal funds and other participation for the promotion of business development projects within the City, especially those of an incubator type;
- Work with City of Lakewood staff, City Council, task forces and other City/community based groups, as directed by the City Council, on relevant issues and projects; and
- Assist in data base development for the creation and maintenance of a community profile.

**Transportation:**

- Facilitate cooperation and coordination with the Planning & Public Works Department of the City on street, public works and transportation and infrastructure related projects and plans;
- Identify, evaluate and recommend to the City Council, City Manager and/or City staff policies and projects for the City, annual update of its Six-Year Transportation Plan, and for other transportation and infrastructure planning purpose of the City;
- Recommend ways and means of obtaining private, local county, state or federal funds for promotion of transportation and infrastructure facilities of the City;
- Advise the City Council on acquisition, replacement and maintenance of transportation and infrastructure facilities of the City;
- Advise the City as to the manner that public information on street related projects can best be disseminated, given the nature and/or scope of the projects; and
- Advise the City Council regarding transportation related facilities, needs and programs of the City, as may be referred by the City Council.

# Public Safety Advisory Committee (PSAC) 2025 ANNUAL WORK PLAN AND MEETING SCHEDULE

**Members:**

Chair Kamarie Wilson	Vice Chair Teresa Imholt-King
James Hairston	Ray Dotson
Mark Peila	Ken Witkoe
Julius Brown	Kristofer Alston

**Council Liaison:**

Councilmember J. Trestin Lauricella

**City Staff Support:**

Assistant Police Chief John Unfred  
Administrative Assistant Joanna LaVergne

**Meeting Schedule:**

1<sup>st</sup> Wednesday of every other month, 5:15 p.m., Lakewood  
Police Station and Virtual

**2025 Work Plan:**

1.	Neighborhood Association Revitalization
2.	PSAC Visibility-Farmers Market, SummerFest and Truck and Tractor Day

Date	Topic(s)
2/5	Neighborhood Associations Revitalization and Public Works/Safety Presentation
4/2	Farmer’s Market and SummerFest Prep and Parks Presentation
6/4	SummerFest and Farmers Market Prep
8/7	Truck and Tractor Day Prep and WSH Update
10/2	PSAC Elections And 2026 Work Plan, final Truck and Tractor Day prep
12/4	Finalize 2026 Work Plan

**Special Events:**

Date	Event
August 11th	*tentative* City Council/PSAC Joint Study Session
October	Truck and Tractor Day
December 4 <sup>th</sup> ?	*tentative* Fallen Officer Food and Blood Drive



## **YOUTH COUNCIL ADVISORY BOARD 2025 ANNUAL WORK PLAN AND MEETING SCHEDULE**

### **Members:**

Chair: Chase Washington  
Vice-Chair: Violet Johnson  
Secretary: Alexandra Corona-Hernandez and Elijah Sta Ana  
Communications Manager: Reinida Benavente

Abigail Babski	Kasia King
Alicia Stanford	Lesli Rosales-Martinez
Antonio Lanier	Lincoln Estrada Perez
Ava Qualls	Lucille Asadi-Mclaughlin
Bentley Webster	Lui Owejan
Bridget Holbrook	Nathalye Lopez
Britany Robles	Nathan Lewis
Efren Lopez	Nevaeh Tutt
EstrellaGonzalez-Sanchez	Reinida Benavente
Gabriel Flores	Ruffaro Guzha
Irie Hinkle	Salvador Cortes
Iymen Baharon	Sophia Lana Castro
Jada Martin	Sotiria Sexton
Jacqueline Gonzalez-Mejia	Valeria Becerra
	Zoe Clifford

### **Council Liaison:**

Patti Belle  
J. Trestin Lauricella

### **City Staff Support:**

Director – Mary Dodsworth  
Coordinator – Shannon Bennett

### **Meeting Schedule:**

First and Third Monday, 4:45pm, Council Chambers

### **2024/25 Work Plan:**

1. Update City Council on local youth initiatives.
2. Volunteer at City sponsored and community driven events.
3. Provide youth perspective to City Advisory Boards and Committees.
4. Increase community awareness of Youth Council.
5. Host youth focused events to include Youth Empowerment Summit.
6. Participate with Arts Commission and Nisqually Tribe on community art projects.
7. Provide youth perspective to Youth Academy summer programming.



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Date	Event
1/6	Begin planning second youth focused event. Deliver youth report to City Council
1/11	Volunteer at Beloved Community Welcome Walk
1/21	Discuss Youth Academy summer programming with Michael Vargas. Continue planning Youth Empowerment Summit and second youth focused event.
2/3	Continue planning Youth Empowerment Summit and second youth focused event.
2/15	Hold as Potential date for second youth focused event hosted by Youth Council and Lakewood's Promise Advisory Board.
2/18	Continue planning Youth Summit.
3/3	Continue planning Youth Summit.
3/17	Continue planning Youth Summit.
4/7	Finalize Youth Summit Planning.
4/12	Host Youth Summit.
4/21	Recap Youth Summit.
5/5	Recap 2024/25 year of accomplishments and determine goals for 2025/26 year.
5/19	Host end of year event.
6/2	Last meeting. City Council recognition



To: Mayor and City Councilmembers

From: Briana Schumacher, City Clerk

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

Date: January 13, 2025

Subject: 2025 City Council Liaisons to Citizens' Advisory Boards, Committees and Commissions and representation to external Committees/ Boards and Proclamation schedule.

Annually, the City Council has reviewed its Council liaison assignments to its citizens' advisory boards, committees and commissions. Attached is a list of Council liaison assignments should the City Council wish to make any adjustments for 2025. Also included for review is a list of external committees and boards that Councilmembers are currently serving, a tentative schedule for rotating Councilmember attendance at Clover Park School District Board, Neighborhood Association meetings as well as a schedule for Proclamations to be issued in 2025.



CITIZENS ADVISORY BOARDS, COMMITTEES, & COMMISSIONS (CABC)

<b>Committee/Board</b>	<b>Council Liaison</b>	<b>Legislation</b>	<b>Meeting Time</b>	<b>Meeting Location</b>
American Lake – Lake Management District No. 1	N/A	Resolution No. 2019-15	As needed	City Hall
Civil Service Commission	N/A	Appointed by the City Manager	1 <sup>st</sup> Thursday, 9:30 a.m.	City Hall
Community Services Advisory Board	Mike Brandstetter	Ordinance No. 594	3 <sup>rd</sup> Wednesday, 5:30 p.m.	City Hall
Lakewood Arts Commission	Patti Belle	Ordinance No. 421	1 <sup>st</sup> Monday, 5:00 p.m.	City Hall
Lakewood’s Promise Advisory Board	Mary Moss	Ordinance No. 619	1 <sup>st</sup> Thursday, 7:30 a.m.	City Hall
Lodging Tax Advisory Committee	Jason Whalen	Ordinance No. 133	As needed	City Hall
Parks & Recreation Advisory Board	Ryan Pearson	Ordinance No. 240	4 <sup>th</sup> Tuesday, 5:30 p.m.	City Hall
Planning Commission	Paul Bocchi	Ordinance No. 594	1 <sup>st</sup> & 3 <sup>rd</sup> Wednesday, 6:30 p.m.	City Hall
Public Safety Advisory Committee	J. Trestin Lauricella	Ordinance No. 413	1 <sup>st</sup> Wednesday, every other month 5:15 p.m.	Police Station
Youth Council	Patti Belle and J. Trestin Lauricella	Resolution No. 2002-16	1 <sup>st</sup> & 3 <sup>rd</sup> Monday, 4:00 p.m.	City Hall

<b>Committee/Board</b>	<b>Council Member</b>	<b>Appointed by</b>	<b>Term of Office</b>	<b>Meeting time</b>	<b>Meeting location</b>
Greater Tacoma Convention Center Public Facilities Board	Citizen appointment Linda Smith, Paul Bocchi (Alternate)	City Council	2/7/2022 (Appointed)	3 <sup>rd</sup> Thursday, Quarterly	Tacoma Convention Center, 1500 Commerce St, Tacoma
Pierce County Opioid Abatement Council (OAC)	J. Trestin Lauricella (Representative) and Mike Brandstetter (Alternate)	Alternate	6/20/2023 (Appointed)	As needed	Pierce County Annex, 2401 S 35 <sup>th</sup> St, Tacoma
Pierce County Regional Council	Jason Whalen, Paul Bocchi (Ryan Pearson, Alternate)	City Council	Ongoing	3 <sup>rd</sup> Thursday, 6:00 p.m.	Pierce County Annex, 2401 S 35 <sup>th</sup> St, Tacoma
Pierce Transit Board	Jason Whalen	City Council	1/1/2020	2 <sup>nd</sup> Monday, 4:00 p.m.	Pierce Transit, 3720 96 <sup>th</sup> St, Lakewood
Pierce Transit (Public Transportation Benefit Area)		City Council	3/16/2020 (last review)	As needed	Pierce Transit, 3720 96 <sup>th</sup> St., Lakewood
Puget Sound Regional Council General Assembly	Mayor and City Council	Board elected by General Assembly constituents	Ongoing	Varies	
Puget Sound Regional Council Executive Committee	Ryan Pearson		Ongoing	4 <sup>th</sup> Thursday, 10:00 a.m.	1201 3rd Ave., Ste 500, Seattle
South Sound Housing Affordability Partners (SSHA <sup>3</sup> P)	Paul Bocchi (Member) and Mike Brandstetter (Alternate)	City Council	Ongoing	1 <sup>st</sup> Friday, 8:30 a.m.	Pierce County Human Services, 3602 Pacific Ave
South Sound Military Community Partnership Elected Officials Council (EOC)	Mayor, Co-Chair and City Council	Pursuant to SSMCP MOA	Ongoing	Twice annually, typically May and November	
South Sound 911 Policy Board	J. Trestin Lauricella	City Council	Ongoing	3 <sup>rd</sup> Wednesday, 9:00 a.m.	South Sound 911, 3580 Pacific Ave
Tacoma Tideflats Subarea Plan Advisory Group	Mike Brandstetter and Tiffany Speir	N/A	N/A	Varies	Varies

**OTHER AFFILIATED COMMITTEES AND BOARDS**

<b>Committee/Board</b>	<b>Council Representative</b>	<b>Meeting Time</b>	<b>Meeting Location</b>
Lakewood Multicultural Coalition	Councilmember Moss and Councilmember Brandstetter	1 <sup>st</sup> Thursday, 9:00 a.m.	Harborstone, 6019 Lake Grove St
Lakewood Sister Cities Association	Councilmember Brandstetter	2 <sup>nd</sup> Thursday, 6:00 p.m.	Varies

**Clover Park School District  
[School Board Meetings](#)  
 6:00 p.m.**

<b>Meeting Date:</b>	<b>Councilmember Attending:</b>
January 13	Bocchi
February 10	Brandstetter
March 10	Lauricella
April 14	Pearson
May 12	Moss
June 9	Whalen
July 14	Belle
August 11	Bocchi
September 8	Brandstetter
October 13	Lauricella
November 10	Pearson
December 8	Moss

**Lakewood Community Collaboration**  
**9:00 a.m.**

<b>Meeting Date:</b>	<b>Councilmember Attending:</b>
January 8	Whalen
February 12	Belle
March 12	Bocchi
April 9	Brandstetter
May 14	Lauricella
June 11	Pearson
July 9	Moss
August 13	Whalen
September 10	Belle
October 8	Bocchi
November 12	Brandstetter
December 10	Lauricella

**Lake City Neighborhood**

7:00 p.m.

West Pierce Fire Station

<b>Meeting Date:</b>	<b>Councilmember Attending:</b>
January 9	Pearson
March 13	Moss
May 8	Whalen
July 10	Belle
September 11	Bocchi
November 13	Brandstetter

### Springbrook Neighborhood

4:30 P.M.

Springbrook Connections

<b>Meeting Date:</b>	<b>Councilmember Attending:</b>
January 16	Lauricella
February 20	Pearson
March 20	Moss
April 17	Whalen
May 15	Belle
June 19	Bocchi
July 10	Brandstetter
August 21	Lauricella
September 18	Pearson
October 16	Moss
November 20	Whalen
December 18	Belle

### Tillicum/Woodbrook Neighborhood

6:30 P.M.

Tillicum Community Center

<b>Meeting Date:</b>	<b>Councilmember Attending:</b>
January 14	Whalen
February 11	Belle
March 11	Bocchi
April 8	Brandstetter
May 13	Lauricella
June 10	Pearson
July 8	Moss
August 12	Whalen
September 9	Belle
October 14	Bocchi
November 11	Brandstetter
December 9	Lauricella

**Downtown Neighborhood**

5:30 P.M.

Lakewood Library

<b>Meeting Date:</b>	<b>Councilmember Attending:</b>
February 12	Pearson
March 12	Moss
April 9	Whalen
May 14	Belle
June 11	Bocchi
July 9	Brandstetter
August 13	Lauricella
September 10	Pearson
October 8	Moss
November 12	Whalen
December 17	Belle

**Fort Steilacoom Park Neighborhood**

6:30 P.M.

<b>Meeting Date:</b>	<b>Councilmember Attending:</b>
January 21	Bocchi
February 18	Brandstetter
March 18	Lauricella
April 22	Pearson
May 20	Moss
June 24	Whalen
July 22	Belle
August 19	Bocchi
September 23	Brandstetter
October 21	Lauricella
November 18	Pearson

## City Council Proclamation Calendar

<b><u>Meeting Date:</u></b>	<b><u>Topic:</u></b>
January 6, 2025	Dr. Martin Luther King Jr.
February 3, 2025	Black History Month
March 3, 2025	American Red Cross Month
April 7, 2025	Parks Appreciation Day
April 7, 2025	Fair Housing Act
May 5, 2025	Asian American, Hawaiian, Pacific Islander Heritage Month
May 5, 2025	Water Week
May 5, 2025	Hunger Awareness Month
May 5, 2025	National Police Week
May 5, 2025	Public Works Week
June 2, 2025	Juneteenth National Freedom Day
June 2, 2025	LBGTQ+ Pride Month
June 2, 2025	Ride Transit Month
August 4, 2025	National Night Out
August 4, 2025	Farmers Market Week
September 2, 2025	Patriot Day and Day of Remembrance
September 2, 2025	Hispanic Heritage Month
November 3, 2025	Native American Heritage Month
November 3, 2025	Veterans Day and Appreciation Month