



LAKWOOD CITY COUNCIL RETREAT MINUTES

Monday, April 30, 2018
City of Lakewood
Mt. Rainier Conference Room
6000 Main Street SW
Lakewood, WA 98499

CALL TO ORDER

Mayor Anderson called the meeting to order at 7:02 p.m.

ATTENDANCE

Councilmembers Present: 7 – Mayor Don Anderson; Deputy Mayor Jason Whalen; Councilmembers Mary Moss, Mike Brandstetter, John Simpson, Marie Barth and Paul Bocchi

2019-2020 GOAL SETTING

Assistant to the City Manager Kelley-Fong reviewed the Council's priority exercise results and goals that were discussed at the Council's April 7, 2018 Retreat.

Discussion ensued on how catalyst sites were identified for economic development and dependable infrastructure; is the footprint of the Downtown Plan the same as the Central Business District Plan and perhaps calling "the Downtown Plan" "a Downtown Plan" and adding the Woodbrook Business Park.

After much discussion, it was the consensus of the Council to make the following changes to the Council's goals as follows:

LAKWOOD CITY COUNCIL GOALS

Lakewood is a thriving, urban, South Puget Sound City, possessing the core values of family, community, education and economic prosperity. 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;*
- *Leveraging and embracing of our diversity; and*
- Supportive of Joint Base Lewis McChord (JBLM), Camp Murray, service members and their families.

The purpose of the City Council Goals is to direct our community toward positive change and serve as the policy direction for City government as well as the policy guide for developing and implementing the City's 2019-2020 biennial budget. Council goals guide the allocation of resources through the budget and capital improvement program to assure that organizational work plans and projects are developed and achieved that move the community forward.

Operational values improve and optimize the functional performance of the City to achieve the Goals and Objectives listed in this plan.

- Regional Partnerships –The City encourages and participates in regional approaches to service delivery to the extent that a regional model produces efficiencies and cost savings, and ultimately improves service to our citizens.
- Efficiency –The City is committed to providing public services in the most efficient manner possible and maximizing the public's return on its investment. The City will concentrate efforts on data-driven decisions that optimize available resources.
- Accountability – The City of Lakewood is accountable to the community for the achievement of goals. The City will identify meaningful metrics and determine a series of benchmark goals. To that end, meaningful performance measures will be developed for each goal area to The City will track performances over the next three years, adjusting when necessary to optimize services.
- Proactive Focus –The City proactively focuses on the entire condition of the City. The City will promote long-term financial and strategic planning backed by quantifiable data and analysis.

ECONOMIC DEVELOPMENT

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

Objectives:

1.1 Align economic goals and resources across departments.

- A. Develop and implement a comprehensive economic development strategy that aligns with the strategic plan.

- B. Direct growth through sound planning. Update land use codes and streamline internal processes.

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

- A. Implement and invest in catalyst projects that promote private investment, i.e., a Downtown Plan, Lakewood Colonial Plaza, Woodbrook Business Park & I-5 commercial corridor ("Lakewood Landing").
- B. Improve underutilized commercial land by achieving the military land swap, WSDOT facility relocation, revision of zoning regulations where appropriate, and minimize nonconforming uses.
- C. Expand utilities and community assets, such as sewers, libraries, etc.
- D. Enhance commercial corridors, off-ramps, and City entry points through improvements and wayfaring signage.

1.3 Enhance and diversify housing stock and improve multi-generational community assets.

- A. Improve programs and policies to increase homeownership and diversify housing stock.
- B. Minimize nonconforming uses.
- C. Actively advance condominium regulation reform to expand homeownership opportunities.
- D. Continue to support youth and senior programming and expand community events.
- E. Support and preserve historical buildings and other local places of significance.

1.4 Foster collaborative and advantageous partnerships with businesses, community members, and regional partners.

- A. Be a leader in local economic development.
- B. Analyze and influence regional transportation and planning policies.
- C. Continue partnership with JBLM and Camp Murray to improve connectivity, land use development, and transportation near bases.
- D. Expand partnership with the Chamber of Commerce, neighborhood associations, and other civic groups.
- E. Develop an educated workforce through collaboration with local educational institutions to leverage collective resources and to enhance K-12 and higher education opportunities.

1.5 Promote and facilitate sustainable economic development.

- A. Focus resources on business creation, retention, and expansion.
- B. Encourage a balance of manufacturing, commercial, and retail businesses and promote an entrepreneurial environment.
- C. Continue to leverage existing assets such as location, access, lakes, parks, civic engagement opportunities, transit options, and cultural amenities.

- D. Develop and implement an imaging campaign that confidently promotes recent accomplishments and community assets.
- E. Promote and deploy prudent business incentives to enhance economic development strategies.

DEPENDABLE INFRASTRUCTURE

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

Objectives:

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

- A. Identify future transportation upgrades from the travel demand model (TDM) and update the comprehensive plan and six-year TIP when necessary.
- B. Expand neighborhood infrastructure improvements increasing access to roadways, parks, and public buildings.
- C. Implement and update the Park's legacy plan and make strategic property additions to improve parks.
- D. Implement technology solutions to enhance accessibility, operations, and services.
- E. Partner with stakeholders to identify and implement infrastructure solutions.

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

- A. Implement best management practices to reduce long-term costs, protect citizens, and environmental hazards.
- B. Sustain infrastructure to ensure it is reliable, safe, aesthetically pleasing, cost effective, and improves municipal services.

2.3 Advance infrastructure projects that enhance the City's identity and diversity.

- A. Enhance and upgrade street amenities, public right-of-way, and City wayfaring signage.
- B. Showcase art, culture, and history to enhance Lakewood's sense of place.

2.4 Increase connectivity and accessibility.

- A. Leverage technology and multi-use infrastructure to improve accessibility in the City and neighboring communities.
- B. Invest in smart growth solutions to maximize efficiency and enhance sense of place.
- C. Implement “complete streets” and non-motorized transportation projects that enable safe access for all users, and increases connectivity between neighborhoods, parks, and commercial areas.

PUBLIC SAFETY

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

Objectives:

3.1 Improve community safety and reduce crime through data driven processes.

- A. Enhance law enforcement services through on-going training and new technologies.
- B. Promote crime prevention through environmental design (CPTED) in facility development.
- C. Develop, practice, and implement emergency management plans.

3.2 Match perception of public safety with reality.

- A. Promote advancements and achievements in public safety that includes publicizing the safety of the community.
- B. Create community dashboard to display public safety data.
- C. Provide streamlined and innovative resources for citizens.

3.3 Provide resources to support the health, welfare, and safety of the community.

- A. Increase proactive abatement, code enforcement, and housing safety programs.
- B. Encourage neighborhood association initiatives.
- C. Support creative criminal justice and alternative diversion programs.

3.4 Expand community outreach and educational programs.

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

- B. Continue to improve communication efforts with multicultural communities to bridge gaps and increase trust.
- C. Emphasize crime prevention through public education.
- D. Take a proactive role in legislative advocacy in matters which negatively impact public safety.
- E. Continue innovative approaches to address mental health and reduce homelessness.

FISCAL RESPONSIBILITY

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

Objectives:

4.1 Provide efficient and effective municipal services.

- A. Invest resources in core functions based on priorities and data driven metrics.
- B. Continually analyze risk assumed by the City, adjust policies and programming if necessary.
- C. Develop an annual performance report card and community dashboards using relevant performance metrics.

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

- A. Maintain reserves to support the City in case of economic fluctuations, emergency needs, and to take advantage of emerging opportunities.
- B. Develop balanced biennial budgets consistent with adopted financial policies.
 - a) Ensure all revenues, and expenditures match allocated resources.
 - b) Review and update financial policies, six-year financial forecasts and other six-year financial plans (capital improvement, information technology, property management), and revenue and expenditure manual.
- C. Diversify revenue base and explore innovative funding sources.

4.3 Make smart investments in people, places, and resources.

- A. Continue to hire and cultivate top tier City personnel.
- B. Seek and promote diverse citizen advisory groups.
- C. Support programs that promote private residential and economic development.
- D. Pursue catalyst and emerging economic development opportunities across the city.
- E. Continue to maintain our "Well City" status.
- F. Be recognized as a regional civic leader.

TRANSPARENCY

GOAL: The City of Lakewood communicates its goals, successes, and challenges to the community.

Objectives:

5.1 Dynamically promote a positive image of Lakewood.

- A. Expand meaningful, two-way communication opportunities with community stakeholders and regional partners.
- B. Enhance city's image through positive spotlights, planning tools, land use codes, code enforcement, and infrastructure improvements.

5.2 Advocate for Lakewood at all levels of government.

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

5.3 Develop measureable outcomes and compare these to national benchmarks.

- A. Provide quarterly updates that highlight specific advancements or projects within goal areas.
- B. Implement more frequent surveys to gauge the community's assessment of neighborhood conditions, citizen satisfaction, community priorities, and specific projects.
- C. Develop accessible "real time" community-dashboard.

5.4 Strengthen connection with stakeholders, partners, and communities.

- A. Craft and maintain accessible City online-services, website, and social media platforms.
- B. Focus on inclusive engagement: Conduct concentrated outreach for hard-to-reach and vulnerable populations.
- C. Support and collaboratively engage with neighborhood associations.
- D. Continue partnership with JBLM and Camp Murray to support access to information about workforce development, healthcare, and services on and off base.
- E. Strengthen City's relationship with local school districts and colleges.

Discussion ensued on supporting creative criminal justice programs and alternative diversion programs; seeking and promoting diverse citizen advisory groups, maintaining Wellness programs; and hiring and cultivating City employees.

Council recessed at 8:15 p.m. and reconvened at 8:25 p.m.

It was the consensus of the Council to bring forward the Council's goals as discussed for Council's consideration and action.

City Manager Caulfield reported on his meeting with the Department of Social and Health Services relative to adult family homes and why there are so many homes in Lakewood, specifically in the Oakbrook neighborhood. He explained that as requested by the Council, a moratorium on adult family homes is scheduled as part of the Council's May 7, 2018 agenda for Council's consideration.

ADJOURNMENT

There being no further business, the meeting adjourned at 9:50 p.m.



DON ANDERSON, MAYOR

ATTEST:



ALICE M. BUSH, MMC
CITY CLERK