



## **LAKWOOD CITY COUNCIL RETREAT**

Saturday, December 14, 2013

9:00 A.M.

City of Lakewood

Conference Room 3A

6000 Main Street SW

Lakewood, WA 98499

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Page No.

### **Call to Order**

- (1) **Review of 2013-2014 City Council goals and priorities.**

### **Other**

### **Adjournment**

*Executive Conference Room 3A is accessible to persons with disabilities. Persons requesting special accommodations or language interpreters should contact the City Clerk's Office, 589-2489, as soon as possible in advance of the Council meeting so that an attempt to provide the special accommodations can be made.*

<http://www.cityoflakewood.us>



To: Mayor, Deputy Mayor and City Councilmembers

From: John J. Caulfield, City Manager

Date: December 14, 2013

Subject: Review of City Council Goals & Priorities

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## **Introduction**

The Lakewood City Council adopted the following priorities on July 16, 2012.

- Develop a vision for the City Center
- Foster redevelopment of the Pacific Highway corridor, Woodbrook and Tillicum
- Maintain and enhance public safety
- Develop a vision for parks and public spaces to improve quality of life and attract residents
- Sustain regional leadership and coordination role with military partners
- Pursue annexation of selected areas within the City's Urban Growth Area (UGA)
- Continue cooperative partnership with educational institutions in Lakewood
- Protect the capital investment in the transportation system through adequate maintenance and preservation of facilities

In addition, the City Council identified the following emerging challenges as key policy issues the City Council would address in 2012.

- Pacific Highway, Woodbrook and Town Center – assess options for economic development.
- Transportation Benefit District – how can the City continue to fund street maintenance as existing funding sources continue to decline?
- Union Avenue development options – the Council will determine right-of-way width and other basic design features to address constraints of existing roads in Tillicum.
- Amtrak – monitor ongoing Environmental Assessment (EA) discussions (the WSDOT EA is not likely to be released until Summer 2012).
- Fort Steilacoom Golf Course – assess feasibility of transition from Pierce County.

The City Council held a retreat on Saturday, February 2, 2013 and confirmed the following priorities:

- Vision for the City Center;
- Fostering redevelopment of the Pacific Highway corridor, Woodbrook and Tillicum;
- Maintaining and enhancing public safety;
- Sustaining regional leadership and coordination with military partners;
- Pursuing annexation of Camp Murray and Arrowhead/Partridge Glen;
- Continuing cooperative partnership with educational institutions; and
- Protecting the capital investment in the transportation system through adequate maintenance and preservation.

In addition, City Council identified the other policy considerations and issues:

- Shoreline Management Plan;
- Point Defiance Bypass Project Environmental Assessment;
- Woodbrook Industrial park issue;
- Arrowhead/Partridge Glen annexation;
- Camp Murray annexation;
- Transportation Benefit District; and
- 2013 CDBG program.

### **Listening Tour**

Between September 3, 2013 and early December, 2013, I conducted and attended a number of meetings with the Mayor and City Council, residents, community and business leaders, and City of Lakewood employees to gather feedback on the City's priorities.

The listening tour reaffirmed the City of Lakewood's reputation as a community with many positive and competitive advantages to include a number of recreational, cultural and entertainment opportunities for its residents and those living and working in neighboring communities and military bases. In addition, there are a number of economic development opportunities throughout the community. There is also a tremendous sense of civic pride and engagement as evidenced by the level of community involvement and volunteerism.

The following themes emerged, which are consistent with City Council's existing priorities:

1. Financial Health, Stability and Responsibility;
2. Public Safety;
3. Economic Development;
4. Capital Infrastructure; and
5. Community Image, Outreach and Involvement.

Attached are the detailed findings categorized first by major theme, followed by goals, policy objectives and action strategy statements and lastly various work plan items, tasks, and priority projects to implement goals, objectives and strategies. Items highlighted by *italics and underline* are those goals and priorities adopted by City Council in 2012 and confirmed at last February's City Council retreat.

## **Suggested Retreat Format**

The purpose of this retreat is to review current City Council goals and priorities and begin to develop goals and priorities for the next three-year period (2014-2016) and longer. The goals established by the City Council will direct our community toward positive change and will serve as the policy direction for City government as well as the policy guide for developing and implementing the City's biennial budget. It is also recommended that specific action strategies and a workplan/priority projects be identified to implement each goal and objective. The City Manager uses the City Council vision and goals to set priorities, direct work activities, and allocate staff and financial resources.

A. Introduction & overview by City Manager

B. City Council opening remarks

QUESTION #1: What do you want to see accomplished as a key outcome or outcomes from this retreat/work session?

C. Presentation

Review of previously adopted goals and priorities and listening tour findings

D. Brainstorming Session

QUESTION #2: What do you wish to accomplish over the next 3 years (and even beyond)?

QUESTION #3: What do you see as the most critical issues or trends facing the City?

- Round-robin format with each providing/verifying items
- No debate or explanation of item
- Objective is to download all ideas  
(So far, the listening tour has identified five major themes/goals and a number of policy objectives/action strategies and workplan/priority projects)

E. Explanation, consolidation and next steps

- City Council provided an opportunity to present their suggestions to include its merits
- Combine the ideas to pare into key components

# 1. FINANCIAL HEALTH, STABILITY & RESPONSIBILITY

## Goals, Policy Objectives & Action Strategies

- a) The City of Lakewood is fiscally responsible and provides first-rate municipal services
- b) Support a stronger, more prosperous community by making smart investments that accomplish lasting, tangible returns
- c) Operate to the highest levels of fiscal responsibility, which includes a balanced budget to stabilize operating revenues and operating expenditures
- d) Adjust to changes in the service requirements of the community, maximizing resources and creating meaningful performance measures for programs and services
- e) Focus on total financial picture of the City rather than single-issue areas and promote long-term financial forecasting in support of day-to-day operations
- f) Continuously evaluate city revenues and expenditures with a view of maintaining a strong fiscal position while providing quality municipal services
- g) Perform organizational structure review for economic efficiencies and effectiveness, including contract services and vendors
- h) Do not balance the operating budget with one-time monies and/or reserves; one-time monies should be used for one-time projects, not ongoing or reoccurring programs
- i) Use performance measures and benchmark key community characteristics (e.g., Comparing Lakewood)

## Work Plan items, Tasks, and Priority Projects

### Timeline: 2014-2015

- Prepare 2013-2014 Mid-Biennial Budget Modifications
- Review 2013-2014 Revised Budget
- Prepare 2015-2016 Proposed Biennial Budget, to include performance measures
- Prepare annual Comprehensive Annual Financial Report (CAFR)
  
- Develop Quarterly Finance Report
  - Review and update internal finance controls (i.e., review of claims and vouchers, cash management, purchasing, fund structure, banking services agreement, credit cards, etc.)
  - Financial Analyses (i.e., fleet & equipment, historical revenue and expenditure trends, revenue and program fees & charges vs. program expenditures, position inventory, debt schedules, interfund transfers, interfund loans, overtime, travel & training, memberships & dues, contracts, use and priorities of seizure funds, lodging tax balances, impacts of Affordable Care Act, etc.)
  - Taxes and Fees in Lakewood
  
- Develop Six Year Financial Forecast 2015 – 2020
  - Develop and implement comprehensive financial policies (i.e., financial reporting, six-year financial report, revenue & expenditure assumptions, fund balance/working capital,

- reserves, cost recovery for fee supported activities, investments with a focus on safety, liquidity and yield, capital investment, use of debt, etc.)
- Capital Improvement Program (CIP) and Transportation Improvement Program (TIP)
  - Funding options for streets and sidewalks to include pay-as-you-go financing options for capital investment opportunities (*Transportation Benefit District*)
  - Funding options for parks to include pay-as-you-go financing options for capital investment opportunities
  - Develop Six Year Information Technology Plan 2015 -- 2020
  - City Finances 101 Presentation (i.e., legal mandates, restricted versus unrestricted revenues, discretionary services, etc.)
  - Continue proactive approach to seek and obtain grants across all city disciplines
  - Develop organizational chart
  - Develop comparison of various economic, social and demographic indicators between Lakewood, surrounding cities and similar sized cities (e.g., benchmarking analysis)
  - Ensure community has adequate resources to ensure health, welfare, and safety of our community (i.e., parks and recreation, public safety, community development, public works, etc.)
- Implement Risk Management Program to include Worker's Compensation and Safety Program

## **2. PUBLIC SAFETY**

### Goals, Policy Objectives & Action Strategies

- a) The City of Lakewood is safe
- b) Residents and visitors will experience a sense of safety in all neighborhoods and in all activities in the City of Lakewood
- c) The City of Lakewood will be one of the safest cities based on approved metrics; bring benchmark metrics back to City Council for approval and tracking
- d) Ensure adequate resources are available to maintain and ensure health, welfare, and safety of community
- e) Enhance community safety through expanded public awareness and educational programs

### Work Plan items, Tasks, and Priority Projects

#### Timeline: 2014-2015

- Continue CRST program (e.g., visual survey to identify code enforcement violations)
- Evaluate impact of homelessness and mental health (local versus regional options/approach)
- Jail Services
- Emergency Preparedness and Disaster Recovery
  - Emergency Management Training/Incident Command System (ICS) (e.g., Comprehensive Emergency Management Plan, Emergency Coordination Center Plan)
  - Emergency Management Program/Plan/Training/Exercises (e.g., neighborhood and business outreach, Community Emergency Response Team [CERT] training, PC Alert)
  - Emergency Coordination Center (ECC) location(s)
- Public Defender contract
- Additional municipal court partnerships

### **3. ECONOMIC DEVELOPMENT**

#### **Goals, Policy Objectives & Action Strategies**

- a) The City of Lakewood promotes economic opportunity
- b) Lakewood will support a dynamic and robust local economy with balanced and sustainable growth by implementing an economic development strategy that will create jobs and improve the tax base in the community with a particular focus on the community's commercial corridors
- c) Create collaborative and effective working partnerships with the business community, and other key organizations to effectively manage the City's regulatory environment while accomplishing economic development goals
- d) Update and implement the Comprehensive Plan, Community Vision and key development regulations and other policies such as housing and capital facilities plan (CFP) in partnership with residents, neighborhoods and businesses
- e) Attract new housing development to accommodate military and all segments of population
- f) Provide leadership and strategic guidance concerning economic development, including coordination with various stakeholders
- g) Explore ways the City can effectively stimulate economic development with our economic partners to address community-wide economic development issues (e.g., assistance to existing businesses, business recognition, business retention and expansion strategies, business attraction strategies, community marketing)
- h) Promote an attractive Lakewood image to include a positive message about doing business in the City and leverage existing competitive advantages such as location, access, military, lakes, parks, golf courses, civic and community involvement, transit options, and wide variety of retail, restaurant and cultural activities.
- i) Develop a Vision for the City Center
- j) Promote better access (e.g., I-5, Bridgeport, Gravelly Lake Dr, 100<sup>th</sup>, 108<sup>th</sup>) and increase visibility to Towne Center and other commercial centers to take advantage of proximity to I-5 and six freeway exits
- k) If feasible, pursue annexation of selected areas within the City's Urban Growth Area (UGA)

## ECONOMIC DEVELOPMENT (cont'd)

### Work Plan items, Tasks, and Priority Projects

#### Timeline: 2014-2016 and beyond

- Foster redevelopment and revitalization opportunities for Towne Center/Central Business District, Pacific Highway & South Tacoma Way corridors, Woodbrook Business Park and Tillicum Neighborhood
- Towne Center Green, private-public partnership to create a park/plaza complex that connects Towne Center with City Hall (evaluate use of lodging tax funds and other city resources)
- Develop community-marketing materials to promote and attract investment opportunities
- Marketing “phrase or slogan” to establish community identity/image
- Demographic snapshot/profile of Lakewood community and economic development incentives offered by the City
- Available economic development and financing options (i.e., capital improvement program, EB5, Section 108, lodging tax, urban renewal areas, etc.)
- Builder and developer forum (e.g., commercial development opportunities and housing development opportunities in Lakewood)
- Review city codes and regulations to identify updates and efficiencies as well as updates to encourage and support development and redevelopment and improve quality of life
  - Comprehensive Plan
  - Shoreline Master Plan
  - Joint Land Use Study (JLUS)
  - Regional Growth Center (RGR) Subarea Plan
  - Pierce County Countywide Planning Policies – regional centers
  - Marijuana Sales, Processing and Production Update
  - Criminal code updates
  - Parks code amendments, alcohol in parks, park fees
  - Review of dog appeals – PDD appeals to Superior Court
  - Utility tax refund code amendments
  - LHAB Ordinance
  - Definition of "family"
  - Subdivision code amendments
  - Hearings Examiner code amendments
  - Title 9 change; move LID Chapter
  - Way finding/informational signs/Gateway/City entrance signage
  - Nuisance Chapter 8.16 code update
  - Rental licensing inspection Chapter 5.60 update
  - Feather Signage
  - LTAC Procedures & Guidelines
  - Shopping cart ordinance
- Waste Connections/Lakewood Refuse (e.g., commercial recycling, citywide clean-up, delinquent accounts)
- Review franchise agreements (e.g., TPU-Water, TPU-Electric, TPU-Click! Network, Waste Connections, Lakewood Water, Puget Sound Energy, Lakeview Light & Power, Integra)
- CDBG program
- Arrowhead & Partridge Glen annexation
- Camp Murray annexation
- Continue to streamline development services (permitting) process

## 4. CAPITAL INFRASTRUCTURE

### Goals, Policy Objectives & Action Strategies

- a) The City of Lakewood fosters quality of life for all citizens
- b) *Implement a capital improvement program that provides a safe, clean, and well-maintained community for the enjoyment of all residents and to provide preventive maintenance to avoid greater replacement costs*
- c) Provide safe, efficient, and effective infrastructure to support our land use, transportation and surface water plans
- d) Identify, review and prioritize capital infrastructure projects
- e) Explore, identify and develop long-term funding strategies to maintain the City's infrastructure assets (e.g., *Transportation Benefit District*, voter-approved initiative, grants)
- f) Enhance curb appeal with ramp beautification, well maintained properties on major thoroughfares, right of way maintenance, and beautification plan for all entry points to the City
- g) *Develop a vision for parks and public spaces to improve quality of life and attract residents*

### Work Plan items, Tasks, and Priority Projects

#### Timeline: 2014-2016 and beyond

- Develop and implement a multi-modal transportation plan including streets, sidewalks, bike paths, signal improvements, and other system improvements resulting in a funding priority list (from CIP/TIP and Non-motorized Transportation Plan)
  - Street and sidewalk improvements (street reconstruction, sidewalk improvements, overlays, chip seal, crack sealing, pot holes)
  - Street Preventative Maintenance Plan/Pavement Restoration Plan
  - Street Lights
- Review, consider and adopt Legacy Plan, a vision for parks, recreation and public spaces
- Develop and implement six year Capital Improvement Plan (2015-2020)
- Develop and implement six year Transportation Plan (2014-2019, 2015-2020)
- Evaluate existing revenue streams to maximize capital investment through pay-as-you-go and debt financing opportunities and reflect those financial options as part of city budgets and longer term financial strategies
- Explore feasibility of a voter-approved referendum now or in future years
- Continue to pursue local, state and federal grant opportunities
  
- I-5/JBLM Transportation Regional Coalition
  
- Storm Water & Sewer Services
  - Sewer Availability Analysis
  - Pierce County Sewer Grant opportunity
  - Flood Control Zone – Identify local eligible projects in Flood Control Zone

- Park Projects
  - Wards Lake property purchase and evaluation of three residential units (single family and duplex unit)
  - Fort Steilacoom Park
    - Assignment of lease from county to city and end of interlocal agreement
    - Lakewood Rotary Club Project (evaluate use of lodging tax funds)
    - Water (fire hydrants) & sewer lines extensions into park
    - Fort Steilacoom Golf Course
  - Springbrook Park house demolition
  - Restrooms in parks
  - 2015 US Championship Open (parking at Fort Steilacoom Park, community volunteer opportunities)
  - Increased waterfront access and fishing areas
  - ADA access to all parks and areas
  
- City Facilities
  - Public Works O&M Shop
  - Maintenance of WSDOT Interchanges Gateways/City Entrances
  - Sound Transit Light Rail Station - contract for services
  - Public right-of-way (ROW) sign inventory
  - Energy Efficiency Audits -- street lights and city owned facilities

## 5. COMMUNITY IMAGE, OUTREACH AND INVOLVEMENT

### Goals, Policy Objectives & Action Strategies

- a) The City of Lakewood is committed to honest, transparent government
- b) Develop and implement a coordinated communication and engagement plan that will better allow the City to share information about the good work the City is doing, as well as obtain feedback from those the City serves about community priorities and public services
- c) Engage the community in City government to include providing timely and accurate information about City services and openly share information about City actions and decisions
- d) Ensure transparency between the City as an organization and the community to encourage and promote citizen and civic engagement
- e) *Sustain regional leadership and coordination role with military partners*
- f) *Continue cooperative partnership with educational institutions in Lakewood*
- g) Promote the interests and needs of Lakewood in local, state, and national affairs
- h) Actively participate in regional issues that impact the Lakewood community; City Councilmembers and employees who serve on regional committees will ensure that representation and leadership at meetings is a priority
- i) Support human services for the benefit of residents of all ages
- j) Continue to promote and partner with various volunteer groups

### Work Plan items, Tasks, and Priority Projects

#### Timeline: 2014-2016 and beyond

- Organizational
  - Bring in City Council early
  - Calendar and list of Lakewood Community & Special Events
  - City Council assignments - permanent or rotating
  - I-Pads for City Council email, calendar, packets
  - Organizational teamwork
  - Review roles and responsibilities of City Council appointed Boards & Commissions to optimize their effectiveness to include development of work plans
  - Talking Points for City Councilmembers
- Enhance engagement with the public
  - Celebrate successes
  - Community beautification -- recognition of well-maintained properties and banners
  - Foster community and support neighborhood vitality to include support opportunities for citizens to participate and to know each other

- within their neighborhoods and across the city (e.g., neighborhood associations)
  - Improve public access to City information
  - Outreach to faith-based organizations
- Community Outreach
  - Communications Plan
  - City Talk
  - City website
  - Coffee with the Mayor
  - Community Connections newsletter to include sharing of partners successes (i.e., CPSD, Pierce College, CPTC, economic development, military, community partners, neighborhood meetings, Lake Steilacoom Improvement Club, etc.)
  - Community education (e.g., municipal finances, transportation needs)
  - Conduct a statistically valid survey to measure quality of life, community perception, and service level in Lakewood
- Community Partnerships
  - Boy and Girl Scouts of America
  - Christ Lutheran Church
  - City of University Place
  - City of Tacoma
  - Clover Park Rotary
  - Clover Park School District
  - Clover Park Technical College
  - Communities in Schools of Lakewood
  - First Baptist Church of Lakewood
  - Grave Concerns
  - Habitat for Humanity
  - JBLM
  - Kiwanis Club of Clover Park
  - Lake Steilacoom Improvement Club
  - Lakewood Gardens (MayFest)
  - Lakewood Baseball Club
  - Lakewood Boys and Girls Club
  - Lakewood Chamber of Commerce
  - Promote "Lakes"
  - Promote and market positive community image
  - Promote community identity
  - Volunteer appreciation
  - E-government
  - Public hearings
  - Email communications
  - Media, business and community outreach
  - Meetings and presentations
  - News releases
  - Park Appreciation Day/Park Cleanup Day(s)
  - Proactive media relations
  - Public information brochures
  - Quarterly reports (e.g., public safety, finance, economic development, development services)
  - Social Media to include newer applications
  - Weekly InfoBullets
  - Weekly Police Department Report
  - You Tube, public education videos
  - Lakewood First Lions
  - Lakewood Historical Society
  - Lakewood Industrial Park
  - Lakewood Playhouse
  - Lakewood Soccer Club
  - Lakewood Towne Center
  - Lakewood United
  - Lakewood Water District
  - Lakewood YMCA
  - Little Church on the Prairie
  - Keep Lakewood Beautiful
  - MultiCare Health System
  - Nisqually Tribe
  - Partners for Parks
  - Pierce College
  - Pierce County
  - Pierce County Library
  - Protect our Pets

- Rotary Club of Lakewood (project at Fort Steilacoom Park)
  - South Sound Sports Commission
  - St. Clare Hospital-Franciscan Health System
  - Tacoma Pierce County Health Department
  - Tacoma-Pierce County Chamber of Commerce
- Community Events
    - Christmas Tree Lighting
    - City Incorporation 20 Year Anniversary (2016)
    - Farmer's Market
    - Jingle Bell Rock 5K Run
    - National Night Out
- Military Partnerships
    - Raiders Welcome Home parade and community event
    - Change of Command Event -- Thornewood Castle
    - Camp Murray Tour
    - 4-2 Stryker Brigade Civil-Military Community Outreach
- Local, Regional & National Participation
    - Association of Washington Cities (AWC)
    - Local and regional business organizations (e.g., Chamber, EDB)
    - Monthly Mayor's Meeting
    - Pierce County Cities & Towns
    - Pierce County Regional Council (PCRC)
    - Pierce Transit
    - Puget Sound Regional Council (PSRC)
    - Regional Access Mobility Partnership (RAMP)
    - Sound Transit
- The Church of Latter Day Saints
  - Town of Steilacoom
  - Trinity Baptist Church
  - United Way
  - West Pierce Fire and Rescue
  - World Vision
  - WSDOT
  - YWCA
- Nisqually Grant application (healthy start after school programs)
  - Parks Appreciation Day
  - Police Department 10 year Anniversary (2014)
  - Summer FEST & Triathlon
- 4-2 Stryker Brigade Memorial
  - Continued collaboration with JBLM
  - South Sound Military and Communities Partnership (SSMCP)
  - Joint land Use Study (JLUS)
- State Legislative Agenda
    - Transportation Funding: I-5 JBLM Corridor Improvements
    - Mitigation Funding: Point Defiance Bypass
    - Capital Funding Request: Towne Center Green
    - Maintain Funding for the Western State Hospital Community Policing Program
    - Transfer of Fort Steilacoom Park ownership from State to City (future)
  - Federal Legislative Agenda
    - Transportation Funding: I-5 JBLM Corridor Improvements
    - Mitigation Funding: Point Defiance Bypass
    - EB5 Program