



# City Council Strategic Goals 2023

Prepared by Point b(e) Strategies  
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## Overview

Point b(e) Strategies engaged with the City Council of the City of Lakewood to facilitate the development of strategic priorities and goals for 2023. Through this process, Point b(e) Strategies' Catalysts engaged in interviews with pairs of Counselors as well as a three-hour facilitated session with all Counselors working together. Through this process, the Lakewood City Council members worked together to identify the following themes and desired future states.

## Themes

Point b(e) Strategies' interviews initially focused on gaining a better understanding from Counselors regarding the pain points and/or key challenges that Counselors are hearing about from their constituency and the Lakewood community as a whole. Based on these conversations, the following five theme areas become clear, with convergence among all Council members across all wards:

1. Public Safety
2. Housing
3. Homelessness
4. Sustainability
5. Public Cleanliness
6. Transparency/Communication/Accountability

## Desired Future State

Based on the details provided by each Counselor through the interview process, as well as subsequent discussion, the group was able to determine the following sample outcomes that speak to the desired future state that Counselors would like to work toward in 2023:

1. **Secure, inclusive, and affordable neighborhoods**
  - Affordable housing (i.e., older adults, entry-level ownership, condo development, zoning, STR, etc.)
  - People feel safe in their homes and neighborhoods (i.e., car and property crimes are better addressed)
  - Access to living wage jobs and wealth-building mechanisms
2. **Safe and accessible streets**
  - Walkability/bike-ability (i.e., bike route connectivity)
  - Speeding/traffic issues
  - Accessibility/multi-modal access
3. **Beautiful and sustainable City**
  - Litter, public sanitation, blight, distressed properties, etc.

- Increased investment in sustainability-related infrastructure
  - Water and resource conservation
  - Compost and recycling
  - Increased access to parks and recreation (for dogs and humans!)
- 4. Effective, accountable, transparent, and data-informed government**
- Increased communication to Council and to constituents
  - Increased transparency with decision-making
  - Increased follow-through or look-back opportunities
  - Police-force accountability
- 5. Short- and long-term solutions for the unhoused**
- Severe weather activation
  - Emergency or temporary shelter
  - More equitable access to and distribution of short- and long-term resources/solutions
  - More integrated network of human services
- 6. Strong and healthy economy**
- Supporting small businesses
  - Supporting the arts
  - Address aging infrastructure
  - Continue to attract businesses

## Goals for 2023

Once the six desired future states were refined and agreed upon, Counselors brainstormed specific, measurable, actionable, realistic, time-bound, inclusive, and equitable (SMARTIE) goals to further describe the future states and to make them measurable. The list of draft goals includes:

### Goal 1: Secure, inclusive, and affordable neighborhoods

- a) By 2025 get the percentage of housing burdened families/households to under 30%. The target percentage is inclusive of populations of color.
- b) Brainstorm innovative crime prevention strategies in first 6 months of 2023 and narrow to ones that are actionable.
- c) Increase, by double, community [watch] participation in our neighborhoods.
- d) Secure dollars for a land purchase or obtain land via donation to a land trust to use for affordable housing development.
- e) By mid-Nov 2023 reflect on success rate of affordable housing pool (i.e., allocations) and determine mechanisms for improving or driving use in next cycle.
- f) Housing Policy Commission: Ensure inclusionary zoning is included in the discussions that will commence once the housing study is complete.

- g) Study Session: Goal to understand the full scope of barriers to related to building affordable housing, with a focus on construction defects, financing, and insurance.
- h) *Complete Neighborhoods* included into the Comp Plan and the design review committee (learn more here: <https://www.portlandonline.com/portlandplan/index.cfm?a=390208&c=58269>)

## **Goal 2: Safe and accessible streets**

- a) Comp Plan component: City and Public Works to create and adopt a city-wide *Complete Streets* plan by 2025 with first priority given to under invested communities and engagement for community input beginning in 2023. (learn more here: <https://smartgrowthamerica.org/what-are-complete-streets/>)
- b) Comp Plan: Identify all parks and transit stops that are not ADA compliant within 1 mile in each direction and set a priority plan. Start work in 2023.
- c) Comp Plan: Look (or continuing looking) at street replacing system that includes striping for bike lanes.
- d) Safe crossing plan for schools (after school consolidation is complete) and implementation of safe crossings for all schools by end of 2024.
- e) Have pothole fixed (or temp patch) within 2 weeks of being reported.
- f) Committee:
  - o Revamp Housing Policy Commission to become the Housing and & Public Safety Policy Commission (see pages 7 – 8 of this document for more information), or
  - o Create a separate Public Safety Committee (refer to handout provided by Councilor Janssen).
- g) Co-responder program increase
- h) Continuous bike routes
- i) Review building design and plowing processes to optimize the use of the sun to reduce ice sheets that make it dangerous for Lakewood residents, and reduce staff need to continue to tour/de-ice portions (14th is an example)

## **Goal 3: Beautiful and sustainable City**

- a) Medians – better upkeep on existing and convert [more] to xeriscape.
  - o Knowing that there would be safety aspects – consider an Adopt a median program for maintenance.
- b) Sustainability and equitability implication notes added to all staff memos that come to Council.
- c) In next budget cycle increase dollars in the budget FTEs dedicated to Sustainability – perhaps through hiring a Chief Sustainability Officer?
- d) By 2024 deploy a turf replacement program.
- e) Monitor and support gray water legislation.
- f) Explore options and cost impacts to deploy a citywide recycling and composting program.

- g) Comp Plan (Sustainability): Measure and witness reduction of CO2. Incorporate baseline measurement into comp plan.
- h) Increase public art by investment or collaboration. Track and measure how many are led and fulfilled by artists of color.
- i) Track and inform council on the CDPHE air monitors [collected data] on a quarterly basis, so we can determine any actionable items.
- j) Sustainability plan update/include in new Comp plan.
- k) Sustainable Neighborhoods, integration program with a neighborhood program if they have it.
- l) Resources to meet the goals if that is not happening now: expanding recycling and water reduction use.
- m) Making sure we have enough capacity to fund projects and goals on the adopted plan and to have space for neighborhoods that do want to be in the sustainable neighborhoods program. Measurable outcomes for education projects people and budget to help us move towards achieving the goals set in our comp and sustainability plan. Trash, more neighborhood trash clean-ups/micro clean ups

**Goal 4: Effective, accountable, transparent, and data-informed government**

- a) Budget: [Contract for an] external professional services [person or organization to be available to council] to assist with ideation, impact analysis, gap analysis, [preliminary] budget impact analysis, next steps, etc.
- b) Quarterly report by City Manager on project progress.
  - o Staff: Capture FAQs by Council and community and develop a more standardized reporting on specific metrics of interest.
- c) Bi-yearly 2 councilor engagement with staff for deeper dives with CMO and Dept Heads and report out to Council the learnings. [Per discussion this has already been happening and is available ad hoc. The request is to ensure it continues to be available (especially around new councilor onboarding) and possibly formalize the process/scheduling for continued learning.]
- d) Improve our website, search function could be better and somethings hard, postings of meetings that didn't meet the time frame one stop spot for all meetings to be posted in the same place(s) so not going to different places run into problems with committee meetings that conflict with each other? (overlap) lakewoodspeaks, lakewoodtogether,, other council meetings, a way that a resident can see upcoming agenda items, specific ones they are looking for i.e. Distressed Properties. CORA Requests, forms that need to be used certain things ahe been made complicated : Simplify
- e) Regular reports from the pd and have access to information about how we are doing, what issues are rising
- f) Police review board - research options, learn more consider make up and decide if want to put in place.

**Goal 5: Short- and long-term solutions for the unhoused**

- a) Disaster preparedness-level cold and hot weather mobilization plan.
  - o Specific Goal: Zero weather related hospital or fatality deaths in Lakewood.  
[Did not have County-level metrics to provide.]
- b) Secure two more safe lot locations in City in 2023.
- c) Distressed properties - Discuss feasibility of city taking[/using] one or two to host pallet homes or safe parking lot of our own [City of Lakewood].
- d) [Identify and implement a] safe outdoor space to accommodate those without vehicles with a safe place to shelter until long term solutions are deployed.

**Goal 6: Strong a healthy economy**

- a) Study Session: Large council and community discussion about financing / How are we going to pay for the backlog and future needs? [E.g., action items/next or future steps:]
  - a. Begin TABOR time-out discussion with Council and Community to prep for potential ballot question.
  - b. Look at our taxing structure on business and ensuring we are creating a welcoming business friendly environment. [Specific example provided in breakout meeting was tax on business equipment.]
- b) Over the next 5 years we see an increase in new and lasting (3 years) business owned by POC. Connecting them to paths for success.
- c) Leveraging the LAC procurement process learnings to ensure that our process evolves to be mindful women and POC owned business. [During meeting we heard about a recent meeting, and City Manager indicated additional efforts needed to ensure council and community are aware of these types of activities.]
- d) (Trash) Clean-up for our small businesses to reduce impact to their business.
- e) More publicity about things/events that have come into the city.
- f) Econ Dev Group: Can they focus on recruiting businesses into specific areas - example, Academy Park. Look at how are we attracting professional/primary jobs
- g) Realizing who we are, and capitalizing on that to engage with recruiting employers that are in alignment with that.

**Housing & Public Safety Policy Commission** - Inspiration for this suggestion came from Councilor Janssen's request for Council action and research into other communities and best practices. The committee structure, goals and objectives, etc. may best be determined through a council workshop. Initial thoughts included below to stimulate conversation. Depending on number of concurrent topics authorized by Council, subcommittees may be advised.

**Committee structure:**

- Voting members: 1 councilor from each Ward + mayor (no change from current HPC structure)
- Non-voting members: (numbers and qualifications are TBD)
  - Business-owner(s)\*
    - One from each Ward? Different size business owners (small, medium and large)? Different industries?
  - Residents\*
  - Staff\*
    - Law Enforcement
    - Municipal Court
    - Planning
    - Sustainability
    - Economic Development
    - Etc.
  - LAC - E.g., data-driven research on innovative programs that

\*Membership #s and member skills/experience criteria to be development by Screening Committee, for review/approval by Council? \*\*Resource(s) depending on issue(s) being discussed.

**Example human resources to the committee:** The scope of resources would be determined by Council and resources would be leveraged when their area of oversight or expertise is needed.

- Agencies of responsibility and oversight
  - West Metro Housing Solutions
  - Jeffco Health Department
  - Jeffco Economic Development
  - Jeffco District Court
  - Jeffco Sherriff
- Industry
  - Construction/Builders - commercial, mixed use and/or residential
  - Financing - commercial, residential, mixed us, etc.
- Non-Profits
- Other Committees and/or Commissions:
  - [Criminal Justice Coordinating Committee | Jefferson County, CO \(jeffco.us\)](https://www.jeffco.us/criminal-justice-coordinating-committee)

**Example programs/potential funding resources:**

- DOLA: Community Crime Prevention Initiative
- Colorado Division of Criminal Justice: Multidisciplinary Crime Prevention and Crisis Intervention Grant Program

**Purpose/Objectives and Timeline for Objectives:** Specifics TBD by Council, ensuring they are in alignment with Council and community priorities.

**Community Input:** Input into topics/actions under discussion and a way to submit new topics for consideration.

## Next Steps

Counselors have been provided with the list of draft goals and the next step will be for each Counselor to rank order the goals, based on their perception of the needs and pain points in their communities. Once goals are ranked, the final goals for the City of Lakewood will be presented to the public.