

investigations.

Administration

Environmental Official functions, preparation of administrative determinations, targeted assistance in resolving problematic situations, program scheduling, budget review, personnel evaluations, departmental policies, and employee training.

2005 & 2006 Goals – Objectives

With Status as of June 2006

- 1) To continue efforts to develop and enhance coordination with outside agencies for the purposes of advancing the City's Comprehensive Plan by:
 - Actively participating in Growth Management Coordinating Committee and Pierce County Regional Council meetings. *Accomplished & ongoing. Attend monthly meetings; keep City Council Members apprised of upcoming regional council agenda items which affect Lakewood.*
 - Executing a Memorandum of Understanding between McChord AFB & Fort Lewis. *Not accomplished.*
 - Continue working group discussions with the Governor's Executive Policy Office regarding the 2005 Base Realignment and Closure (BRAC) program. *Accomplished.*
- 2) To manage the Community Development Department resources in the most efficient and effective manner in order to achieve the agency's objectives by:
 - Providing a report to the Planning Advisory Board and City Council which compares this Department's service levels and fees against comparative cities. *Not Accomplished.*
 - Revising the Department's performance measurements to match resources provided. *This assignment is to be incorporated into the current budget review process.*
- 3) To maintain the City's basic planning processes in support of the Planning Advisory Board, City Council, and community in order to develop and implement policies and plans that conserve, revitalize, and protect economic,

social, and environmental resource and produce a well-planned community and a high quality of living by:

- Annually updating the City's Comprehensive Plan; state mandate. *Accomplished & ongoing – Processed six amendments in 2005 & seven amendments in 2006.*
 - Annually updating the City's five-year capital facilities program (CFP); state mandate. *Accomplished in 2005 & CFP under review in 2006.*
 - Working with the Parks and Recreation Department to implement the Parks Master Plan. *Accomplished & ongoing – Currently processing a shorelines substantial development permit at North American Lake Park.*
 - Providing a non-conforming sign report to the Planning Advisory Board and City Council by December 2005. *Objective modified based on resource limitations & new information. Staff proposes to submit a revised sign code to the City Council in 2007.*
 - Adopt a revised Western State Hospital Master Plan. In part, the plan would include revised standards for essential public services pertaining to correctional facilities. *Objective was added in mid-2006; Planning Advisory Board is proposing amendments to the land use & development code with public hearings scheduled in June/July 2006.*
 - Deliver to the city council by the end of 2006 a task force report regarding home occupations and personal care facilities located in residential zoning districts. *Objective was added in early 2005; task force has been constituted & is in the process of formulating recommendations.*
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- 4) To use the abatement process, property maintenance and business licensing regulations to reduce crime and promote the redevelopment of the I-5 Corridor. *Initiated business license revocation procedures on four businesses; to-date, initiated four abatements in 2006 with other abatement actions pending.*
- 5) To increase public participation and understanding of the land use planning process by establishing a community planning academy. *Objective modified – City Manager established Lakewood University.*
- 6) Recognize and support historically significant sites and buildings by:
- Obtaining Certified Local Program (CLG) status from the Department of Interior. *Accomplished.*
 - Working with private individuals to designate properties as historic landmarks. *As of June 2006, there are three nominations pending.*

2007/2008 Goals - Objectives

- Long Range Planning -

Goal: To conduct a broad range of integrated physical planning for the city that will guide its future development and redevelopment, improving its appearance, safety, and functionality, economy and overall quality of life.

Objectives:

- Maintain the cohesiveness and relevancy of the adopted comprehensive plan. Periodically review and revise, as necessary, city codes to further adopted policies, provide certainty in the development process, and respond to legal decisions or legislative actions.
- Assemble, analyze, and disseminate up-to-date, accurate, and usable land-use information and comparative demographic and economic data for the city.
- Assure that capital improvement planning and programming is coordinated and timely.
- Educate citizens and historic property owners and promote the value of historic preservation.
- Maintain good working relationships with the planning advisory board and the landmarks and historic preservation board.
- Participate in state and regional planning efforts and influencing public policy development to serve the interests of Lakewood's citizens.
- In coordination with legal staff, respond to legal issues involving City plans and/or their implementation.

Action Plans:

1. Refine Tillicum land use patterns as needed.
2. Update the sign code.
3. Conduct policy research and develop potential approaches to emerging issues, proposed legislation, and/or grant opportunities, often in coordination with staff from other departments and/or external entities.
4. Carry out the annual comprehensive plan amendment process.
5. Work with Pierce County on buildable lands update.
6. Continue participation in State-Community Military Relations Committee (BRAC insulation) and explore how military issues can best be accommodated and balanced within City policy planning.
7. Continue participation in Growth Management Coordinating Committee and direct coordination with the City's Transportation Coordinating Committee, Pierce County Regional Council, and Puget Sound Regional Council representatives.
8. Continue participation in CPSD Facilities Advisory Committee.
9. Continue representing City in actions involving the County's Chambers Creek Properties.
10. Maintain the City's CLG Status.
11. Provide administrative support and staffing to the Planning Advisory Board and Landmarks and Heritage Advisory Board, as well as ad hoc subcommittees and task forces as may be formed from time to time.

- Business Licensing -

Goal: To ensure that all regulated businesses and individuals within the City have obtained proper licensure and are conducting business in conformance with all applicable federal, state and local regulations.

Objectives:

- Issue general business licenses in a timely manner.
- Verify that local businesses are accurately reporting sales tax information to the State of Washington.
- Implement the City's rental housing complex crime-free strategies licensing procedures.
- Ensure that all specialty businesses and practitioners are in compliance with local regulations.

Action Plans:

1. Coordinate with code enforcement and other section staff to ensure that those seeking licenses are not otherwise precluded from engaging in business in Lakewood.
2. In cooperation with the Lakewood Police Department, issue Notices and Orders for those businesses engaged in fraud, or where the licensee or employees have been convicted of a crime, or where the continued conduct of the business would result in danger to the public, health safety and welfare.
3. Review and update the City's regulations for private sales and flea markets.
4. Submit annual business license reports to the City Manager's Office and Finance Department in the fourth quarter of each calendar year.

- Permit Counter Operations -

Goal: Support development services efforts to provide a positive, proactive and comprehensive development review.

Objectives:

- Provide timely assistance and high-quality customer service to telephone and counter customers.
- Coordinate the staff to review development applications.

Action Plans:

1. Refer in-person and telephone customers to the appropriate departmental or other City staff.
2. Provide basic zoning and permit information to phone and counter customers.
3. Accurately collect permit fees and other payments.
4. Assist in records keeping, public disclosure requests, and other routine clerical tasks.

- Land Use Permitting -

Goal: Manage the physical development and redevelopment of the city in a fair and consistent manner which strives to improve its appearance, safety, functionality, economy and overall quality of life.

Objectives:

- Implement the comprehensive plan by means of the zoning code, SEPA, critical areas, subdivision, and shoreline regulations and by working with development interests in the pursuit of shared goals.

- Integrate review of all standards related to water, sewer, zoning, transportation and stormwater quality to improve efficiencies and reduce overall timelines.
- Guide clients through the process for land-use permits and discretionary reviews.
- Provide relevant training to enable staff to make sound, timely decisions. Meaningfully engage the community in the public hearing process.
- Suggest amendments where improved alignment is needed between the comprehensive plan and implementing regulations.

Action Plans:

1. Schedule and coordinate preapplication reviews.
2. Update handouts and brochures.
3. Provide useful and timely land-use and zoning information and feedback.
4. Conduct semi-annual permit training sessions with local business groups and contractors.
5. Provide personal assistance to individuals needing help in understanding regulations, which may involve complex development plans and/or processes.
6. Inasmuch as possible, coordinate land-use reviews with other actions involving property and/or projects or processes of other agencies or other City departments.

- Construction Permitting -

Goal: Manage construction permitting and inspections in a manner which achieves building safety and compliance with City and State requirements.

Objectives:

- Coordinate a multi-agency permitting system that adds valuable technical knowledge and process expertise and minimizes review times.
- Provide timely construction inspections to ensure compliance with approved plans.
- Ensure that development services are coordinated and effective.
- Provide relevant training to enable staff to make timely decisions.

Action Plans:

1. Schedule and coordinate structural and technical plan review and building inspections.
2. Conduct plan reviews.
3. Maintain filing systems/update records.
4. Inasmuch as possible, coordinate permit reviews with other actions involving property and/or projects or processes of other sections or departments.
5. Attend mandatory technical training to maintain certification.
6. Track changes to state or federal law or technical codes which may require implementation locally.

- Code Enforcement -

Goal: Promote attractive and well-maintained residential neighborhoods and business districts, discourage neighborhood and business area decline, and encourage a safe and desirable living and working environment.

Objectives:

- Achieve compliance with building and zoning requirements through education, assistance, and, when necessary, progressive enforcement.
- Assist code violators with compliance strategies and practices.
- Assist the Lakewood Police Department with implementation of crime-free housing strategies.
- In coordination with legal staff, respond to legal issues involving City codes and/or their implementation.
- Support community goals for property maintenance and improvement.
- Support neighborhood enhancement and clean-up programs and events.

Tasks:

1. Resolve property-maintenance nuisances throughout the community.
 2. Resolve non-property-specific code enforcement issues such as sign violations (i.e., campaign signs & illegal advertising on public ROW).
 3. Participate in complex enforcement actions which may involve Lakewood Police and Legal Departments and other local, state, or federal jurisdictions;
 4. Initiate abatements, attend appeal hearings, and/or other court actions.
 5. Inasmuch as possible, coordinate code enforcement actions with other actions involving property and/or projects of other sections.
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