The strategic plan was adopted by the 2020 Lawrence City Commission.

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City of Lawrence

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Dear Lawrence,

We are exceedingly proud to share with you our strategic plan that will guide the next three-to-five years of work in our community. Community involvement has been an essential component since we began this process, and I hope everyone in Lawrence will see this strategic plan as something that was made for and by our community.

Born out of community engagement, interpreted and curated by its elected leaders and translated into plans of action, we were able to create a plan that outlines:

• WHY we do what we do,
• WHAT it will take for us to achieve the future we have described, and
• HOW we will accomplish our work with commitment

This is the community’s plan. We want to thank everyone who participated and contributed. During our community engagement efforts, more than 3,000 community members contributed valuable personal time to collaborate in our process and make sure we heard from them. Thank you — these efforts are earnestly appreciated. I sincerely hope that everyone who participated can see a reflection of their ideas in this strategic plan and that you will work with us in making it a reality.

The work ahead will be challenging, and it will require continued listening, learning and adapting that we hope will ultimately be very rewarding as we arrive in the future we have planned and built together. The vivid vision this plan captures is ambitious, readily achievable and unique to Lawrence. As your City team and as fellow members of our community, we look forward to working together to create a community where all enjoy life and feel at home.

Sincerely,

Craig S. Owens
How We Got Here

As work on the City’s previous strategic plan neared completion in February 2020, members of the Lawrence City Commission wanted to begin a new process to create a strategic plan that would guide the following three-to-five years.

Commissioners directed staff to create a strategic plan that reflects the community’s perceptions of the City today as well as its hopes for the future. Because of this, community engagement has been a core component since this strategic plan process began. In total, the City engaged in two rounds of community involvement. In the first round, Lawrence residents had a variety of opportunities to make their voice heard, with engagement opportunities that included:

- Community meetings
- Facilitated discussions with community groups
- Tabling events at local businesses and events
- Facilitated discussions with government stakeholders and employee groups
- Online feedback forum

Several themes emerged from responses during the first round of community engagement:

- When asked what the City does well, residents praised the quality of the City’s Parks and Recreation services. Residents also noted the City does a good job keeping its residents safe and they praised the community engagement efforts.
- When asked what additional services the City should be providing, residents shared that they would value an expanded transit system and enhanced street and sidewalk maintenance. The third most common response was the desire for more services to address homelessness.
- When asked what they viewed as the top three issues facing our community, residents identified affordable housing, homelessness and development. With development, residents expressed a concern that urban sprawl may contribute to a loss of the City’s uniqueness or sense of community.
- When asked what they wanted to stay true about Lawrence into the future, residents indicated they wanted to maintain the vibrancy of Downtown Lawrence. Additionally, many residents shared a desire for the City to maintain a thriving arts community as well as continue to offer quality Parks & Recreation services.
- When asked what was not true about Lawrence today that they hoped would be in the future, residents shared they would like to see more environmental programs. Residents were also interested in more services to address homelessness and more affordable housing.
A second round of community engagement activities came during the COVID-19 pandemic and included a series of community check-in meetings held virtually via Zoom as well as another online feedback forum. These renewed engagement opportunities asked community members to reflect on the feedback received in the first round and share if they had any changes in light of recent local and national events.

The priorities and findings identified by the second round of community engagement included:

- The issues of affordable housing and homelessness, which participants believe are interrelated.
- The Lawrence economy needs to be strengthened.
- Racial equity should be addressed.

Participants were also asked to identify action items they believed the City should pursue in order to address the policy priorities. The action items that were identified include:

- Multimodal and affordable transit should be expanded.
- Promote economic development strategies to strengthen the Lawrence economy.
- Provide services to prevent homelessness and support those who are currently experiencing homelessness.
- Address the City’s funding shortfalls.

Following the analysis of community engagement efforts, City Commissioners worked with staff to develop a strategic plan framework that incorporated community feedback and formed the backbone of our strategic plan.

Our strategic plan outlines the process through which we will accomplish our mission and fulfill our vision for Lawrence. The mission, vision and organizational values were all adopted by the Lawrence City Commission in October 2020 as part of the strategic plan framework.

**Mission**

We create a community where all enjoy life and feel at home

**Vision**

The City of Lawrence — supporting an unmistakably vibrant community with innovative, equitable, transparent and responsible local government.

**Organizational Values**

Character, Competence, Courage, Collaboration, Commitment
OUTCOMES

To realize our vision for Lawrence, our strategic plan is centered on achieving these outcomes. The outcomes represent what our City is “in business to do” and what we plan to accomplish for our community.

Unmistakable Identity
Lawrence is a welcoming community, synonymous with arts, diverse culture, fun, and a quintessential downtown. City parks and community events contribute to the vibrancy experienced by all people in Lawrence.

Strong, Welcoming Neighborhoods
All people in Lawrence live in safe, functional, and aesthetically unique neighborhoods that provide opportunities to lead healthy lifestyles with access to safe and affordable housing and essential services that help them thrive.

Safe and Secure
Lawrence is a community where all people feel safe and secure and have access to trusted public and community-based safety resources.

Prosperity and Economic Security
The City of Lawrence fosters an environment that provides all people and businesses the opportunity for economic security and intentionally acknowledges, removes, and prevents barriers created by systemic and institutional injustice. Our community succeeds because of collective prosperity and a vibrant, sustainable local economy.

Connected City
The City of Lawrence has well-maintained, functional, and efficient infrastructure, facilities, and other assets. Connectivity supports accessible, sustainable methods for safely moving people and information throughout the community and the region. Investment in these assets reflects the City’s commitment to contribute to the well-being of all people.
COMMITMENTS

The way in which we accomplish the work set out in this plan is as important as the outcomes. This is why our commitments are essential. With these six commitments to how we do our work, the City will ensure we're following through on our strategic plan in the right way and with excellence.

Community Engagement: Listen, share, and engage with our community to drive action and build trust in City government.

We invite and welcome all community members to collaborate and innovate with us. Through strong and equitable engagement with our community, we share and receive information about important city services and community life.

Efficient and Effective Processes: Intentional and consistent delivery of city services.

We focus on process improvement by working collaboratively to understand needs, research, adapt and develop successful solutions. Trust-worthy processes are the foundation for the delivery of city services.

Equity and Inclusion: Fair and impartial delivery of services so that no group is disadvantaged or burdened along with having inclusive representation and participation for all.

Inclusion and racial equity drive the culture of our organization and our community. When we intentionally prioritize race, it can no longer be used to predict life outcomes and outcomes are improved for all. We remove systemic barriers to reconcile historic injustices and their continued presence in our work.

Sound Fiscal Stewardship: Efficient use and sustainable management of resources that align with community priorities.

We build and maintain public trust while using our resources to achieve high value. We provide transparent, easy access to relevant, accurate data for budgeting and decision making.

Engaged and Empowered Teams: People throughout the organization are trusted, supported, and cared for as we build community.

We invest in and cultivate service to community, individual growth, team development, respect, and trust. Our very best is achieved by a diverse, engaged, collaborative, and innovative organizational culture.

Environmental Sustainability: A deep respect for our place in relationship with the planet and environment.

We consider the environmental consequences of every decision, big and small, knowing that our actions have impacts beyond our boundaries. We protect and restore our ecosystem to make it healthier and more balanced for future generations.
How will we achieve these outcomes? And where do the commitments come into play? They work in tandem, step-by-step because how we do the work (our commitments) is as important as what we are working toward (our outcomes).

The City has built plans that are targeted at achieving these outcomes while maintaining our commitments. The plans are centered on progress indicators, which are specific measures that will show if our work is making a difference by moving the needle in a positive direction. By considering our commitments when creating the progress indicators, we looked at how we would accomplish each outcome.

For each progress indicator, the City set a target for what would indicate success in that area and developed strategies for achieving those targets.

These strategies are the guiding force for the work the City will be doing in the coming years. They will guide future budgets, hiring choices and more City-wide decisions to ensure we have the resources available to bring our vision for Lawrence to life.

The following pages of this document go into detail on the progress indicators and strategies for each outcome area.
UNMISTAKABLE Identity

PROGRESS INDICATORS

Community Engagement
UI-1: Percent of residents who are satisfied or very satisfied with the Parks & Recreation system
UI-2: Percent of residents who are satisfied or very satisfied with the amount of arts, diverse culture and events

Efficient and Effective Processes
UI-3: Number of people who have visited or utilized a City park/trail, City recreation facility, City recreation program, Theatre Lawrence, Watkins Museum of History, Lawrence Arts Center, the eXplore Lawrence Tourism Center and/or Lawrence Public Library
UI-4: Percent of residents who have attended an event in the past year

Equity and Inclusion
UI-5: Percent of black, indigenous, and people of color (BIPOC) residents rating the community as welcoming
UI-6: Percent of residents who believe their culture is celebrated in the community (i.e. festivals, parades, events, etc.)
UI-7: Percent of scholarship need that is met for recreation programs

Sound Fiscal Stewardship
UI-8: Net City cost per visitor attending each event
UI-9: Percent of Parks & Recreation programming that is meeting the cost recovery target
UI-10: Retail sales in Downtown Lawrence

Engaged and Empowered Teams
UI-11: Employee Engagement Index for Parks & Recreation

Environmental Sustainability
UI-12: Acres of park green space per resident
UI-13: Number of events that celebrate and enhance area environmental sustainability
UI-14: Number of trees planted, removed and maintained to create a healthy tree canopy
Community Engagement

**STRATEGY:** Market Lawrence as a destination for parks and recreation as well as community and cultural events.

**PROGRESS INDICATORS:** UI-1, UI-2

**STRATEGY:** Enhance parks, park amenities and recreational opportunities to meet the needs of a growing city.

**PROGRESS INDICATOR:** UI-1

**STRATEGY:** Invest in green infrastructure to provide attractive entrances to the City, a sustainable urban forest and an inviting downtown business district.

**PROGRESS INDICATORS:** UI-1, UI-14

Efficient and Effective Processes

**STRATEGY:** Strengthen the network linking cultural organizations and events to increase resident awareness and participation in cultural opportunities.

**PROGRESS INDICATORS:** UI-3, UI-4

Equity and Inclusion

**STRATEGY:** Develop and support initiatives that engage underserved and under-represented communities.

**PROGRESS INDICATORS:** UI-5, UI-6, UI-7

**STRATEGY:** Provide accessible, diverse and inclusive parks and recreation programs and amenities for all ages and abilities, with a specific focus on historically marginalized communities.

**PROGRESS INDICATORS:** UI-5, UI-6, UI-7

Sound Fiscal Stewardship

**STRATEGY:** Establish a system to evaluate the impact of cultural activities on community engagement and inclusion.

**PROGRESS INDICATORS:** UI-8, UI-9, UI-10

**STRATEGY:** Ensure cost recovery targets meet the goals set in the cost recovery pyramid, and that they allow individuals at all income levels to have access to recreational services provided by the City.

**PROGRESS INDICATORS:** UI-9

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**STRATEGY:** Strengthen the perception of downtown as a destination for retail shopping, dining, unique character, atmosphere, culture, art, parks and events.

**PROGRESS INDICATORS:** UI-10

Engaged and Empowered Teams

The Engaged and Empowered Teams progress indicator for this outcome (UI-11) is addressed in the City-Wide strategies (page 37).

Environmental Sustainability

**STRATEGY:** Acquire, identify and develop park properties to assure adequate open space and recreational opportunities are available in all areas of the City.

**PROGRESS INDICATORS:** UI-12

**STRATEGY:** Increase educational classes, public events and celebrations that emphasize preservation of the environment.

**PROGRESS INDICATORS:** UI-13

**STRATEGY:** Manage natural resources in the community to assure trees are planted and maintained in accordance with the Street Tree Program.

**PROGRESS INDICATORS:** UI-14

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Did you know the Lawrence Busker Festival is the longest-running street performer festival in the United States? It's also currently the largest attended busker festival nationwide.

Keeping Lawrence green! The City of Lawrence has more than 4,000 acres of parks, and our parks and recreation department plants 700-800 new trees every year.

In 2019, TripAdvisor named Downtown Lawrence as the #1 tourist destination in Kansas!

At one electronics recycling event hosted by the Lawrence-Douglas County Sustainability Office, they collected nearly 80,000 pounds of electronics!

For more than 40 years, Lawrence has earned the designation of being a Tree City USA.
STRONG, WELCOMING NEIGHBORHOODS

PROGRESS INDICATORS

Community Engagement
SWN-1: Percent of residents who perceive the City as a good or very good place to live

Efficient and Effective Processes
There are no Efficient and Effective Processes progress indicators for this outcome.

Equity and Inclusion
SWN-2: Percent of residential units within a half mile of City green space
SWN-3: Percent of residential units within a half mile of a walking/biking trail
SWN-4: Percent of residential units within a half mile of a school or library
SWN-5: Percent of households that are experiencing housing stress (spending more than 30% of their income on housing)
SWN-6: Point-in-time count of people experiencing homelessness

Sound Fiscal Stewardship
SWN-7: Affordable Housing Sales Tax dollars invested divided by unit investments
SWN-8: Infrastructure cost per new residential unit
SWN-9: Cost per capita of solid waste collected

Engaged and Empowered Teams
SWN-10: Employee Engagement Index for Planning & Development Services
SWN-11: Employee Engagement Index for Solid Waste

Environmental Sustainability
SWN-12: Acres per resident of public land used for environmentally sustainable uses (food production, native landscaping, monarch waystations, green infrastructure, etc.)
SWN-13: Connectivity of healthy food providers by transit, bike routes or sidewalks
SWN-14: Percent of residential, commercial and industrial units (all construction) above or at energy code
STRATEGIES

Community Engagement
STRATEGY: Improve the relationship of the Planning & Development Services department and the community at-large.
PROGRESS INDICATORS: SWN-1, SWN-10

Efficient and Effective Processes
There are no Efficient and Effective Processes strategies for this outcome.

Equity and Inclusion
STRATEGY: Ensure equitable access and continue to improve parks, recreation opportunities, open spaces and trails within the community.
PROGRESS INDICATORS: SWN-2, SWN-3
STRATEGY: Identify new and unused residential zoning areas for new housing units within one-half mile of schools or libraries.
PROGRESS INDICATORS: SWN-4
STRATEGY: Create more ownership options for low- and moderate-income renters who want to become owners by increasing the supply of affordable housing options.
PROGRESS INDICATORS: SWN-5
STRATEGY: Create lasting solutions to connect people to housing to make homelessness a rare, brief and one-time experience.
PROGRESS INDICATORS: SWN-6

Sound Fiscal Stewardship
STRATEGY: Increase affordable housing opportunities by investing in underutilized properties, developing innovative partnerships and identifying additional funding sources.
PROGRESS INDICATORS: SWN-7
STRATEGY: Review and improve subdivision regulations and encourage larger developments to foster greater economies of scale.
PROGRESS INDICATORS: SWN-8
STRATEGY: Review and benchmark solid waste routes and service levels to improve system efficiencies.
PROGRESS INDICATORS: SWN-9

Engaged and Empowered Teams
The Engaged and Empowered Teams progress indicators for this outcome (SWN-10 and SWN-11) are addressed in the City-Wide strategies (page 37).

Environmental Sustainability
STRATEGY: Use public land following available best practices for food production, urban forestry, native landscaping and pollinator habitats.
PROGRESS INDICATORS: SWN-12
STRATEGY: Integrate green infrastructure best practices into public projects.
PROGRESS INDICATORS: SWN-12
STRATEGY: Improve multimodal transportation options when traveling to priority destinations.
PROGRESS INDICATORS: SWN-13
STRATEGY: Identify energy efficiency opportunities for residential, industrial and commercial buildings.
PROGRESS INDICATORS: SWN-14

There are more than 85 MILES of trails for walkers, runners, bicycle riders and more to use throughout Lawrence.

From 2013 to 2018, the number of housing units in Lawrence grew by 7%.

Split down the middle! According to 2019 Census data, 55.1% of homes in Lawrence are rentals and 44.9% are owner-occupied.

In addition to residential trash service, the City of Lawrence offers curbside single-stream recycling and yard waste collection.

Through our Common Ground program, the City leases under-utilized properties to residents for free with one rule: Grow food! The program is celebrating its 10th season in 2021!

DEFINITION: Multimodal transportation describes all types or modes of transportation, including walking/wheeling, bicycling, driving or riding the bus.
SAFE AND SECURE

PROGRESS INDICATORS

Community Engagement
SaS-1: Percent of residents who perceive Lawrence as safe or very safe

Efficient and Effective Processes
SaS-2: Part 1 crimes per 1,000 residents
SaS-3: Percent of fires contained to their room of origin
SaS-4: Percent of cardiac arrest patients with pulsatile rhythms upon arrival to a hospital
SaS-5: Number of responses to a mental health crisis per 1,000 residents

Equity and Inclusion
SaS-6: Variance of satisfaction with perceptions of safety by race, gender, education and income
SaS-7: Number of Child Protective Services reported incidents to the Kansas Department for Children and Families for Douglas County per 1,000 residents
SaS-8: Percent of residents rating trust in emergency services departments as satisfied or very satisfied
SaS-9: Sexual and domestic violence per 1,000 residents

Sound Fiscal Stewardship
SaS-10: Expenditure per 1,000 residents for Police and Fire/Emergency Medical Services

Engaged and Empowered Teams
SaS-11: Employee Engagement Index for Police
SaS-12: Employee Engagement Index for Fire Medical
SaS-13: Percent of Law Enforcement Officers meeting or exceeding 80 hours of annual training
SaS-14: Percent of Firefighters meeting or exceeding 228 hours of firefighter training

Environmental Sustainability
There are no Environmental Sustainability progress indicators for this outcome.
Community Engagement

**STRATEGY:** Use community empowerment and education to eliminate, reduce and respond to events, trends and activities that pose the greatest threat to safety and security.

**PROGRESS INDICATORS:** SaS-2, SaS-3, SaS-4, SaS-9

**STRATEGY:** Enhance partnerships and programs community-wide to protect and enhance public health, including physical, behavioral and mental health.

**PROGRESS INDICATORS:** SaS-2, SaS-5

**STRATEGY:** Provide community education and engagement on support services before, during and after traumatic events.

**PROGRESS INDICATORS:** SaS-1, SaS-8

Efficient and Effective Processes

**STRATEGY:** Promote prevention information and provide rapid and skilled emergency response to control the spread of fire.

**PROGRESS INDICATORS:** SaS-3, SaS-13, SaS-14

**STRATEGY:** Provide rapid and skilled emergency response to cardiac arrest events.

**PROGRESS INDICATORS:** SaS-4, SaS-13, SaS-14

**STRATEGY:** Provide rapid, skilled and appropriate response to Part 1 offenses, domestic violence and other serious, time-critical incidents.

**PROGRESS INDICATORS:** SaS-5, SaS-9, SaS-13, SaS-14

Equity and Inclusion

**STRATEGY:** Establish a baseline, identify gaps and develop activities to improve health impacts to all marginalized identities within the community. Prepare and provide community-based education and solutions based upon the gathered data.

**PROGRESS INDICATORS:** SaS-6, SaS-7, SaS-9

Environmental Sustainability

**STRATEGY:** Enhance or establish partnerships and collaboration with existing community organizations, governmental agencies, healthcare providers and schools with a focus on increasing awareness of and access to resources that will impact trends and reduce repeated incidents.

**PROGRESS INDICATORS:** SaS-5, SaS-6, SaS-7, SaS-9

**STRATEGY:** Train and equip personnel to effectively respond to and support the investigation of incidents involving a child in need of care (CINC) or other incidents falling under the jurisdiction of the Kansas Department for Children and Families.

**PROGRESS INDICATORS:** SaS-7, SaS-9, SaS-13

Sound Fiscal Stewardship

**STRATEGY:** Develop a strong, reliable and integrated system of volunteer and community resources.

**PROGRESS INDICATORS:** SaS-8, SaS-10

**STRATEGY:** Reduce redundancy with other safety agencies, City departments and community resources.

**PROGRESS INDICATORS:** SaS-10

**STRATEGY:** Maximize use of civilian capabilities to make deployment of specialized and highly technical personnel more efficient.

**PROGRESS INDICATORS:** SaS-8, SaS-10, SaS-11, SaS-12

Engaged and Empowered Teams

**STRATEGY:** Train and equip personnel to skillfully support mental, behavioral, and physical well-being of community members.

**PROGRESS INDICATORS:** SaS-5, SaS-13, SaS-14

**STRATEGY:** Train and equip personnel to effectively respond to and investigate incidents related to Part I offenses.

**PROGRESS INDICATORS:** SaS-2, SaS-9, SaS-11, SaS-12, SaS-13

**STRATEGY:** Train and equip personnel to effectively respond to and investigate incidents involving sexual and domestic violence.

**PROGRESS INDICATORS:** SaS-2, SaS-9, SaS-11, SaS-12, SaS-13

**STRATEGY:** Evaluate public safety processes for opportunities to enhance environmental management practices.

**PROGRESS INDICATORS:** SaS-1, SaS-8, SaS-10

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The smartphone app MyStrength is available for free to all Douglas County residents. This 24/7 resource offers a variety of programs, including mindfulness and meditation, improving sleep, reducing stress, controlling anxiety, managing depression, balancing intense emotions, facing racism and discrimination, and more.

Over the past three years, Lawrence-Douglas County Fire Medical has responded to an average of 44.33 structure fires annually in the City of Lawrence and 215.67 cardiac arrests annually in Lawrence and Douglas County.

In 2020, Lawrence-Douglas County Fire Medical provided 56,239 hours of department training.

In 2020, the Lawrence Kansas Police Department moved into their facility at 5100 Overland Drive.
PROSPERITY AND ECONOMIC SECURITY

PROGRESS INDICATORS

Community Engagement
PES-1: Percent of businesses rating Lawrence as a good or excellent place to do business
PES-2: Percent of residents rating Lawrence as a good or excellent place to work

Efficient and Effective Processes
PES-3: Target industry employment growth (target industries: creative and professional services; research and biomedical; computers, electronics and information technology; advanced materials and green manufacturing)
PES-4: Average calendar days from application to issuance for development permits for commercial development

Equity and Inclusion
PES-5: Women/minority business ownership rate
PES-6: Variance of median income by race
PES-7: Area median income

Sound Fiscal Stewardship
PES-8: Five-year rolling average of the total commercial building permit value
PES-9: Percent of private dollars leveraged to City dollars

Engaged and Empowered Teams
There are no Engaged and Empowered Teams progress indicators for this outcome.

Environmental Sustainability
PES-10: Percent of development that is infill
PES: PROSPERITY AND ECONOMIC SECURITY

STRATEGIES

Community Engagement

**STRATEGY:** Establish Lawrence as the most business friendly community in the region.

**PROGRESS INDICATORS:** PES-1, PES-4

**STRATEGY:** Make existing businesses a priority, providing robust support for business retention and expansion.

**PROGRESS INDICATORS:** PES-1

**STRATEGY:** Provide resources and support for small and medium-sized businesses to grow and expand.

**PROGRESS INDICATORS:** PES-1, PES-3, PES-5

**STRATEGY:** Create programs that recover, sustain and grow the arts and entertainment community.

**PROGRESS INDICATORS:** PES-1, PES-2, PES-6

**STRATEGY:** Enhance childcare options at all price levels.

**PROGRESS INDICATORS:** PES-2

**STRATEGY:** Increase and focus resources to generate entrepreneurial and tech-related company growth.

**PROGRESS INDICATORS:** PES-2, PES-3, PES-7

Efficient and Effective Processes

**STRATEGY:** Enhance and streamline permitting processes and development codes.

**PROGRESS INDICATORS:** PES-4

Equity and Inclusion

**STRATEGY:** Ensure greater economic opportunities amongst historically marginalized populations, communities and businesses.

**PROGRESS INDICATORS:** PES-5, PES-6, PES-7

Sound Fiscal Stewardship

**STRATEGY:** Attract private development partners based on community plan objectives and goals.

**PROGRESS INDICATORS:** PES-3, PES-8, PES-9

**STRATEGY:** Create new incentives that are targeted at businesses and industries that provide pathways to economic success for the employees, the company and the community.

**PROGRESS INDICATORS:** PES-1, PES-2, PES-3, PES-5, PES-9

Engaged and Empowered Teams

There are no Engaged and Empowered Teams strategies for this outcome.

Environmental Sustainability

**STRATEGY:** Utilize infill development to enhance the local food system and related businesses.

**PROGRESS INDICATORS:** PES-10

**STRATEGY:** Establish sustainability initiatives for infill development and explore related research and technology partnerships, including smart investments.

**PROGRESS INDICATORS:** PES-10

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**In a 2020 community survey, 57% of respondents said they would consider Lawrence a business-friendly community while 43% said they would not.**

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**There are seven self-employed workers for every 100 residents in Lawrence.**

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**According to a 2017 study, the arts and culture industry created more than $30,760,000 in total spending in Lawrence, which accounted for more than 1,000 full-time jobs and $1,255,000 in local government revenue.**

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**Currently being constructed in Lawrence, the Pretzels Inc. plant at 23rd & O’Connell is the third largest economic development project underway in Kansas in 2021. The project has $88 million in total investment.**

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**DEFINITION:** Infill Developments is the process of developing vacant or under-used parcels within existing urban areas that are already largely developed.
PROGRESS INDICATORS

Community Engagement
CC-1: Percent of residents satisfied or very satisfied with the condition of major city streets
CC-2: Percent of residents satisfied or very satisfied with their transportation experiences (driving, walking/wheeling, biking, riding the bus, etc.)

Efficient and Effective Processes
CC-3: Months per year the City is in compliance with minimum water and wastewater discharge standards
CC-4: Percent of goals met for reliability of water, wastewater, transit, fleet, traffic signals, information technology systems, the Pavement Condition Index and the Fire Medical and Police departments

Equity and Inclusion
CC-5: Percent of sidewalks and shared use paths in compliance with the Americans with Disabilities Act (ADA) and deflection minimum standards
CC-6: Percent of residential units in the Environmental Justice Zone within a quarter mile of a transit stop or on-demand transit zone

Sound Fiscal Stewardship
CC-7: Cost per gallon of clean and wastewater treated
CC-8: Cost per lane mile (including street maintenance and reconstruction costs)
CC-9: Cost per passenger trip on Lawrence Transit

Engaged and Empowered Teams
CC-10: Employee Engagement Index for Municipal Services & Operations (except Solid Waste)

Environmental Sustainability
CC-11: Percent of trips not taken in automobile (driven-alone)
CC-12: Percent of City-used energy (electric, natural gas, fuel) that is renewable
CC-13: Miles of trails
CC-14: Number of public infrastructure projects that account for climate adaptation
STRATEGIES

Community Engagement

**STRATEGY:** Invest in multimodal infrastructure and services to improve mobility, safety and connectivity.

**PROGRESS INDICATORS:** CC-1, CC-2, CC-5, CC-6, CC-13, SWN-3, SWN-13

Efficient and Effective Processes

**STRATEGY:** Enhance the City’s performance management system to track accountability, improve transparency and streamline operations.

**PROGRESS INDICATORS:** CC-3, CC-4, CC-7, CC-8

**STRATEGY:** Prioritize and enhance timely, accurate, reliable, accessible and transparent information, processes and services to ensure a Connected City.

**PROGRESS INDICATORS:** CC-2, CC-4

**STRATEGY:** Establish a technology strategy and support connectivity through interdepartmental and external stakeholder collaboration.

**PROGRESS INDICATORS:** CC-4, CC-12

Equity and Inclusion

**STRATEGY:** Update and implement the American with Disabilities Act (ADA) Transition Plan to reduce barriers to access.

**PROGRESS INDICATORS:** CC-5

**STRATEGY:** Improve multimodal connectivity with an emphasis on pedestrian and bicycle demand and transportation for disadvantaged populations.

**PROGRESS INDICATORS:** CC-2, CC-5, CC-6, CC-13

Sound Fiscal Stewardship

**STRATEGY:** Institute an asset management framework to achieve the desired level of service expectations for infrastructure and services.

**PROGRESS INDICATORS:** CC-4, CC-7, CC-8

**STRATEGY:** Follow the implementation schedule for infrastructure improvements identified in the City’s Integrated Plan to achieve clean water and human health goals while addressing aging infrastructure, climate change and competing priorities for funding.

**PROGRESS INDICATORS:** CC-3, CC-4, CC-7, CC-14

**STRATEGY:** Maximize ridership through Lawrence Transit route redesign and improved access, comfort and convenience for all riders.

**PROGRESS INDICATORS:** CC-2, CC-6, CC-9, CC-11

Engaged and Empowered Teams

The Engaged and Empowered Teams progress indicator for this outcome (CC-10) is addressed in the City-Wide strategies (page 37).

Environmental Sustainability

**STRATEGY:** Reduce energy consumption by the City of Lawrence.

**PROGRESS INDICATOR:** CC-12

**STRATEGY:** Utilize a green rating system for infrastructure projects.

**PROGRESS INDICATORS:** CC-14

**STRATEGY:** Enhance transportation options and choices to minimize adverse social, economic and environmental impacts created by transportation.

**PROGRESS INDICATORS:** CC-2, CC-11, CC-13

**STRATEGY:** Establish land use policies and codes that minimize the need to walk or bike more than 15 minutes for basic needs such as groceries, medicine, general merchandise, schools and transit.

**PROGRESS INDICATORS:** CC-2, CC-6, CC-11, CC-13

Did you know: An average of two million gallons of water go through the Wakarusa Wastewater Treatment Plant every day!

Approximately 3.6% of Lawrence residents use public transportation to get to work.

In March 2020, the City Commission set a goal of the City using 100% clean, renewable energy by 2035.

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CC: CONNECTED CITY

Lawrence Transit and the University of Kansas have nearly 400 bus stops throughout the City and university campus.

Once completed, the Lawrence Loop will be a continuous 22-mile loop encircling the City of Lawrence. Currently, just under 18 miles are completed.

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SWN: STRONG, WELCOMING NEIGHBORHOODS

In March 2020, the City Commission set a goal of the City using 100% clean, renewable energy by 2035.
CITY-WIDE

These City-Wide progress indicators and strategies are designed to generate progress throughout the entire organization and all outcome areas (rather than addressing a specific outcome).

PROGRESS INDICATORS

Community Engagement
CW-1: Percent of residents who are satisfied or very satisfied with the access, availability and timeliness of information
CW-2: Of residents who have engaged with a City department in the past year, the percent who were satisfied with the overall quality of service provided
CW-3: Percent of City projects that follow the community engagement plan

Efficient and Effective Processes
CW-4: Number of processes that are evaluated and improved every year

Equity and Inclusion
CW-5: Overall Municipal Equality Index score

Sound Fiscal Stewardship
There are no City-Wide Sound Fiscal Stewardship progress indicators.

Engaged and Empowered Teams
CW-6: Overall Employee Engagement Index
CW-7: Employee Engagement Index for internal service departments
CW-8: Percent of employees who are satisfied with their jobs

Environmental Sustainability
There are no City-Wide Environmental Sustainability progress indicators.
STRATEGIES

Community Engagement

**STRATEGY:** Create and implement a City-Wide community engagement plan.

**PROGRESS INDICATORS:** CW-1, CW-2, CW-3

**STRATEGY:** Implement a City-Wide customer relations management software system.

**PROGRESS INDICATORS:** CW-2

Efficient and Effective Processes

**STRATEGY:** Develop and implement performance improvement capacity to enhance processes and reduce frustration.

**PROGRESS INDICATORS:** CW-4

Equity and Inclusion

**STRATEGY:** Improve diversity-focused hiring, recruitment, promotion and outreach efforts so that the City workforce reflects the community we serve.

**PROGRESS INDICATORS:** CW-5, CW-6

**STRATEGY:** Utilize the Human Rights Campaign Municipal Equality Index (MEI) scorecard as guidance to advance equity.

**PROGRESS INDICATORS:** CW-5

**STRATEGY:** Identify and implement best practices for advancing diversity, equity and inclusion throughout City government and with external stakeholders.

**PROGRESS INDICATORS:** CW-5

Sound Fiscal Stewardship

*There are no City-Wide Sound Fiscal Stewardship strategies.*

Engaged and Empowered Teams

**STRATEGY:** Develop, refine and promote activities related to employee career development and succession planning.

**PROGRESS INDICATORS:** CW-6, CW-7, CW-8, UI-11, SWN-10, SWN-11, SaS-11, SaS-12, CC-10

**STRATEGY:** Provide safe environments and programs that promote and encourage the physical, mental and emotional wellbeing of City employees.

**PROGRESS INDICATORS:** CW-6, CW-7, CW-8, UI-11, SWN-10, SWN-11, SaS-11, SaS-12, CC-10

**STRATEGY:** Compensate and reward employees so they can focus on complex and long-term outcomes that serve our community.

**PROGRESS INDICATORS:** CW-6, CW-7, CW-8, UI-11, SWN-10, SWN-11, SaS-11, SaS-12, CC-10

**STRATEGY:** Build trust throughout all levels of the organization by encouraging feedback and creating open, two-way communication.

**PROGRESS INDICATORS:** CW-6, CW-7, CW-8, UI-11, SWN-10, SWN-11, SaS-11, SaS-12, CC-10

**STRATEGY:** Recognize our successes through open appreciation.

**PROGRESS INDICATORS:** CW-6, CW-7, CW-8, UI-11, SWN-10, SWN-11, SaS-11, SaS-12, CC-10

**STRATEGY:** Create a welcoming environment with space for autonomy, innovation and continuous improvement where all members of the organization can discover their purpose.

**PROGRESS INDICATORS:** CW-6, CW-7, CW-8, UI-11, SWN-10, SWN-11, SaS-11, SaS-12, CC-10

Environmental Sustainability

*There are no City-Wide Environmental Sustainability strategies.*
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1900 Barker Bakery
Aimee’s Coffee House
Amyx Barber Shop
Arts Roundtable
Bioscience & Technology Business Center Board and Staff
Boys and Girls Club of Lawrence
Brook Creek Neighborhood Association
Centennial Neighborhood Association
City of Lawrence Employee Relation Council
City of Lawrence Staff
Dan’s Barber Shop
DARE (drop in and rest) Center Guests and Volunteers
Downtown Lawrence, inc.
East Lawrence Neighborhood Association
eXplore Lawrence Board
Family Promise
First Baptist Church
First United Methodist Men’s Meeting
Free State High School students
Fuzzy’s Taco Shop
Gould Evans
Haskell Indian Nations University
Islamic Center of Lawrence
Jayhawk Breakfast Rotary Club
J&S Coffee
Kansas Women’s Environmental Network
Kansas Works Job Center
Kiwanis Club
Lawrence Area Neighborhoods
Lawrence Arts Center Board of Directors and Staff
Lawrence Board of Realtors
Lawrence Breakfast Optimist Club
Lawrence Central Rotary
Lawrence Chamber of Commerce
Lawrence College and Career Center
Lawrence Community Shelter Guests and Staff
Lawrence Cultural Arts Commission
Lawrence Ecological Teams United in Sustainability
Lawrence Homebuilders
Lawrence Interfaith Alliance
Lawrence Landlords Coalition
Lawrence Lions Club
Lawrence Public Library
Lawrence Public Schools
Lawrence Rotary Club
National Association for the Advancement of Colored People (Lawrence Chapter)
Nerd Nite
New Generation Society
Pet World
Phoenix Gallery
Plymouth Congregational Church
Senior Resource Center
S&S Coffee
Sierra Club
Signs of Life
Sunrise Project
Sustainability Action Network
The Merc
The Dwayne Peaslee Technical Training Center
United Way
University of Kansas
University of Kansas School of Architecture & Design
University of Kansas School of the Arts
University of Kansas School of Engineering
University of Kansas School of Public Affairs and Administration
University of Kansas Student Housing Association
USD 497 Student Advisory Group
Willow Domestic Violence Center
Wonder Fair
Z’s Divine Espresso
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