

# LAWRENCE STRATEGIC PLAN



*City of Lawrence*



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

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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





# STRATEGIC PLAN FRAMEWORK



## 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 about 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.

# MISSION VISION ORGANIZATIONAL VALUES

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.



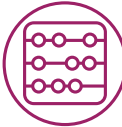
**Efficient and Effective Processes: Intentional and consistent delivery of city services.**

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.



# MEASURING OUR PROGRESS

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



## UI: 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



# STRATEGIES

## 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



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.**

**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



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



SWN: 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



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.

## 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.

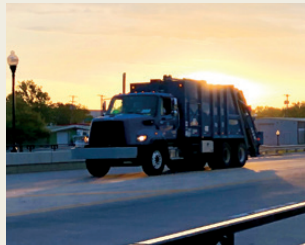
**PROGRESS INDICATORS:** SWN-12

**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



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



SaS: 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.*



## STRATEGIES

### 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

**STRATEGY:** Enhance our partnerships with community organizations and governmental agencies to 1) reduce instances of sexual and domestic violence incidents and 2) respond to and assist victims through their recovery.

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

### 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

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.

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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.

**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

### Environmental Sustainability

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

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



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



## 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



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

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



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.

### 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



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.

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





# CONNECTED CITY



CC: CONNECTED CITY

## 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



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.

## 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.





# 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).

CW: CITY-WIDE

## 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.*



The City of Lawrence has adopted IAP2—International Association of Public Participation—standards for community engagement. This means our engagement efforts are goal-driven, values-based and decision-oriented.



The City of Lawrence was designated an “All-Star City” in the Human Rights Campaign’s 2020 Municipal Equality Index for earning a score of **98 out of 100**. The index assesses each city on criteria covering city-wide non-discrimination protections, policies for municipal employees, city services, law enforcement and city leadership’s relationship on LGBTQ equality.

## 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.*

- UI: UNMISTAKABLE IDENTITY
- SWN: STRONG, WELCOMING NEIGHBORHOODS
- SaS: SAFE AND SECURE
- PES: PROSPERITY AND ECONOMIC SECURITY
- CC: CONNECTED CITY
- CW: CITY-WIDE





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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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City of Lawrence