

# LAKEWOOD ACTION PLAN

20  
22





# Table of Contents

**1** Introduction

**3** Prioritizations

**2** Methodology

**4** Recommendations  
& Next Steps





# Introduction

## Background

In 2019, the City convened the Live Well Lakewood Working Group, a small and informal health initiative formed by the Mayor's Office, as an initial effort toward improving overall health outcomes for the population. The Working Group understood that complex social factors have a profound effect on equity, health, and well-being—with a variety of aspects that go beyond the work of our healthcare systems, requiring engagement from all sectors.

The wake of the global pandemic and significant political turmoil have added to foundational issues—such as systemic racism and the worsening impact of climate change—imparting significant stress upon the health and wellness of everyday citizens and challenging the existing structure of our municipal programs and services to consciously move forward in the most appropriate and sustainable fashion.

The need has never been greater for a Community-focused Health Needs Assessment (CHNA) that goes beyond individual health data and instead focuses on the social determinants of health (SDOH), which are defined as the conditions in places where people are born, live, learn, work, play, worship, and age that affect a range of health risks and outcomes. This awareness mandates a unique and holistic evaluation of our community's strengths and weaknesses in relation to SDOH to better understand current conditions, gaps and weaknesses, and barriers to equitable wellness.

In August of 2021, the City of Lakewood, alongside partners at the Three Arches Foundation and the Healthy Lakewood Foundation, launched a CHNA and Action Plan process. It was Lakewood's first independent CHNA, contracting with the Center for Community Solutions (CCS) to execute this important work.



**Community Solutions** is a nonpartisan think tank focused on solutions to health and social and economic issues and has been serving the Northeast Ohio community since 1913. Community Solutions has deep experience collaborating with governments, hospitals, and social service organizations in conducting needs assessments. Organizations use the data collected and analyzed by Community Solutions to identify changes in community demographics and conditions that will impact their services as well as assess the gaps and overlaps within these services.

The CHNA & Action Plan is being conducted in three phases. Phase I launched the project, establishing the process by which the effort would be governed and outlining goals for community engagement. Phase II of the project is the Assessment phase, which culminated in the creation of a report release in fall of 2022, and seeks to document the current health status of the community through quantitative and qualitative analysis. Phase III, known as the Action Plan phase, leverages the findings of the Assessment to develop recommendations towards partnerships, programming, and other initiatives to build a local culture of health action. This document represents the culmination of the final phase and represents the Action Plan.

# Methodology

## Cultivating Community Input

### Online Charrette

With the release of the Assessment to the broader public, it was important that the community had the opportunity to digest the information and formulate ideas and interventions to address some of the community needs.

To do this, Community Solutions relied on a charrette model of engagement so that all community members could review findings from the Assessment and offer their suggestions to improve community wellbeing. These suggestions are termed *interventions* and are represented as "Opportunities for Action" in the prioritization section of this report.

The charrettes were conducted online and in person. For both charrette processes, residents were able to review the Assessment findings and provide suggestions based on the five categories of social determinants which served as the organizing principle of the Assessment. What's more, residents were able to weigh in on suggestions from other participants, indicating their support or disapproval of any given concept.

Because it was important that any willing community member could participate, the online process ran from October 30 to November 12, 2022 and was deployed using Padlet. The charrette was moderated by Community Solutions staff and responses were anonymous.

Each of the categories contained key insights as outlined in the Assessment report and listed several interventions identified by the community during the Assessment process. Both a video explainer and a copy of the full report were provided.

Over the course of the charrette, there were 48 individual interventions and 168 reactions to posted content made by 39 individuals.

The Center for Community Solutions • 3 • 19d

### Action Item Ideas for Lakewood Community Health Needs Assessments

**How to Contribute Your Great Ideas**

How to use this padlet: Video instructions

Video • 02:27

Anonymous 1mo

We would like more diverse Senior Citizens activities, classes

**What the community has suggested**

The city/foundations can partner with a local organization to provide short-term financial assistance for residents in a financial emergency as a payday loan alternative.

Lakewood has limited shelter capacity for the unhoused and could develop additional space, potentially even converting 4 bedroom homes or small apartment buildings similar to the Guest House at Fairhill Partners to augment LCSC's existing "Breathing Room" program

**Economic Stability**

Report Pages 16-18

Roughly 26% of respondents indicated that they regularly worried about money

35% of Black respondents regularly worried about money

33% of LGBTQ+ respondents regularly worried about money

40% of respondents earning less than \$10,000 annually regularly worried about money

What could improve the economic stability of Lakewood residents?

**Financial Security**

Key Stats for Consideration

- 13% of residents live at or below poverty, including:
  - 1500 children
  - 4250 working age adults
  - 625 older adults (65 and older)
- 10% of residents have incomes between \$10 and 200% of poverty
- 8.5% of families are below poverty

What ideas do you have to improve the financial security of Lakewood residents?

**Education**

Report Pages 19-22

Do Lakewood Public Schools provide a high-quality education?

Opinions did not significantly differ by race, income, or sexual orientation

What parts of the education system need to be changed in Lakewood?

Anonymous 1mo

More transparency of curriculums and what are children are learning day to day to incorporate some ideas into homes and equip parents as well.

**Health Care Access and Quality**

Report Pages 23-26

Respondents with a Primary Care Doctor

Respondents with Regular Access to Mental Health/Consulting Services

In general, what changes should be made to health care access and quality in Lakewood?

Anonymous 1mo

I'd like to see the Cleveland Clinic Family Health Center provide more public health services such as vaccine clinics, education sessions and walk-in services. I was disappointed that the FHC did not provide walk in vaccines or test kits during the worst of the pandemic.

**Built Environment**

Report Pages 27-30

About 9% of respondents are concerned that they won't have stable housing in the next 6 months. (Answer that respondents had experienced regularly)

What changes can Lakewood make to improve housing, outdoor spaces, streets, sidewalks, public buildings and other parts of the built environment?

Anonymous 1mo

Protected bike lanes

Anonymous 1mo

The USPS has wheelchair parking but no automatic doors. And it is difficult to open the doors with hands full or due to a disability.

Anonymous 28d

Protected bike lanes. Look at Summit st in Columbus. Lower speed limits and speed enforcement. More benches and green space. Work with the Metropark to improve pedestrian and bike access to the valley from Hogsback. I loved when Hogsback was closed to car traffic during the

**Social and Community Context**

Report pages 31-33

When asked if respondents had regularly walked "out" and "in" to their neighborhood, about 76% said "yes" and 20% said "no"

How can Lakewood create an environment among neighbors for members of the Black communities?

Anonymous 1mo

Nothing that a centre can do to change the dependent on individual

Anonymous 1mo

Some streets have been more social in nature and neighbors help each other whereas others have which tend to focus on security concerns. Try provide more clear guidance on coaching on the goal

**Vulnerable Populations**

ANALYSIS

While respondents and children were present in both



# Methodology

## Cultivating Community Input

### In-person Charrette

The in person charrette took place on November 9 at Cove Community Center from 6pm to 9pm. Like the online version, the opportunity for feedback was organized by social determinant category in the form of 5 large poster boards.

Each poster board contained the same key insights from the Assessment and there was a QR code linking individuals to the full Assessment and supportive materials. Additionally, several Community Solutions staff and representatives from the City of Lakewood were present to help facilitate the process and answer any questions individuals may have had. As individuals were responding to the boards, a copy of the Assessment appendix was streaming on a projected screen and hardcopies were available for review.

As the case with the qualitative process in the Assessment, the in-person charrette was intended as an additional access point for anyone who preferred something in person over the virtual charrette process. As with the virtual charrette, interventions identified in the Assessment were curated and participants were encouraged to support or disapprove of ideas using green (support) and red (disapprove) stickers.

In total, there were 59 individual interventions and 138 reactions to posted content made by 19 individuals.

### ECONOMIC STABILITY

### What the community has suggested:

### What do YOU want to see in Lakewood?

#### SURVEY INSIGHTS

Roughly 25% of respondents indicated that they **regularly worried about money**

...but the burden was not experienced equally

**35% of Black respondents** regularly worried about money

**33% of LGBTQ+ respondents** regularly worried about money

**40% of respondents earning less than \$50,000** annually regularly worried about money.

#### HOW TO PARTICIPATE

- 1 Check out the CHNA Assessment.

Scan to read the report



- 2 Have an idea for improvements? Fill out a post it note and place in the far BLUE box.

- 3 Like an idea that has been suggested? Place a **GREEN DOT** next to that idea.

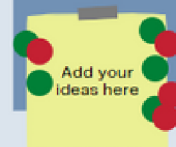
Disagree with a suggestion? Place a **RED DOT** next to that idea.

The city/foundations can partner with a local organization to provide **short-term financial assistance for residents in a financial emergency** as a payday loan alternative.

Lakewood has **limited shelter capacity** for the unhoused and could develop additional space, potentially even **converting 4 bedroom homes or small apartment buildings** similar to the Guest House at Fairhill Partners to augment LCSC's existing "Breathing Room" program.

Have health and human services **resources available at school open houses**.

The City of Lakewood could **subsidize vouchers to families** already accessing food packs through the Lakewood Earth and Food Community Farmers' Market.





# Methodology

## Evaluating Interventions

2

### Prioritization Process

To evaluate interventions identified by participants in the charrettes, Community Solutions worked with the Steering and Advisory Committees to create an evaluation tool using a "prioritization matrix" process. A prioritization matrix can help an organization make decisions by narrowing options down by systematically comparing choices through the selection, weighing, and application of criteria.

Inclusiveness in the process, both within Committees and in terms of "Opportunities for Action" was paramount. To facilitate this, the Committees first developed criteria that would be used in the evaluation process. Because the intent of the work was to get the best thinking of the Committees, in total, the effort was designed in a way to provide equal influence in scoring to each Committee participant. As such, once the criteria were developed, the Committees were asked to go through a "weighting" process.

The weighting process involved each Committee member assigning a relative value for the seven criteria. This means that each value would have some "share" of 100%, with the totality of criteria needing to total 100%. Community Solutions did not restrict how low or high these numbers could be, just that they needed to total 100%.

Once the percentage was derived, each criterion weight would become a whole number and be used as a multiplier in the evaluation process.

From there, each intervention was evaluated by Committee members using a likert scale of 1 to 5, with 5 being the most consistent with the criteria in question. These scores were then averaged and multiplied by the weight. Each criteria score was summed to create the composite score, giving a total number with the highest possible score of 500. This enabled each intervention to be ranked by total score, which serves as the basis of the Action Plan.

### Evaluation Criteria

- **IMPACT ON OUTCOMES**
  - **DEFINITION:** Overall health and well-being of the Lakewood community will be improved
  - **WEIGHT:** 16.2
- **PROMOTES EQUITY**
  - **DEFINITION:** This will mitigate disparities (e.g. health, economic, racial, gender, etc.)
  - **WEIGHT:** 26.7
- **COMPLEMENTARY**
  - **DEFINITION:** This builds on existing work in the community.
  - **WEIGHT:** 9.4
- **INVESTMENT**
  - **DEFINITION:** This will not require significant financial resources (less than \$100,000)
  - **WEIGHT:** 9.1
- **LEADERSHIP CAPACITY**
  - **DEFINITION:** There are organizations and leaders who can support this work.
  - **WEIGHT:** 12.0
- **IMMEDIACY**
  - **DEFINITION:** This can be realistically initiated within 18 months.
  - **WEIGHT:** 10.5
- **STAKEHOLDER SUPPORT**
  - **DEFINITION:** This is something the community wants.
  - **WEIGHT:** 16.1





# Methodology

## Reading the Scores

2

1

**LIKERT  
SCORE  
(1-5)**

**X**

**CRITERIA  
WEIGHT**

**=**

**CRITERIA  
SCORE**

Each Committee member evaluates an intervention by comparing the intervention to the criteria on a 1 to 5 likert scale, with 5 being most consistent with the criteria in question. These scores, which were created by participating Committee members, are averaged. Then, each likert score is multiplied by the weight associated with the criteria to derive a criteria score.

2

**SUM OF CRITERIA  
SCORES**

**=**

**COMPOSITE  
SCORE**

After each criteria score is calculated, the seven scores are summed to create the composite score. The composite score represents the total value of the intervention relative to the Committee evaluation process and enables each intervention to be ranked by total value.

### EXAMPLE WITH CALCULATIONS

		IMPACT	EQUITY	COMPLEMENT	INVESTMENT	LEADERSHIP	IMMEDIACY	SUPPORT	
City Council should pass a source of income law like other municipalities, developing resources for landlords to enable them to more easily manage the requirements to ensure low-income renters have access to housing and are not displaced.	LIKERT SCORE	4.09	4.09	3.91	3.73	4.27	4.27	3.91	SCORE
	<b>X</b> WEIGHT	16.2	26.7	9.4	9.1	12	10.5	16.1	
	<b>=</b> CRITERIA SCORE	66.27	109.23	36.75	33.92	51.27	44.86	62.94	<b>= 405.24</b>



# Prioritizations

This Section comprises the central output of the Action Plan. In the following pages, there is a set of prioritization matrices, categorized by social determinant of health category, reflective of the process outlined in Section 2 of this report. To ensure continuity between the Assessment and the Action Plan, key statistics drawn from the Assessment process are highlighted below. These curated numbers are not representative of all data available in the process, but reflect key factors that aligned with the themes identified by Community Solutions staff.

For each of these prioritized lists, only the proposal in question and the composite score are listed. The calculation behind the score is included in the appendix of this report and can be referenced to understand Committee feedback. It is worth noting that these lists are not comprehensive nor should any lower ranked items not be considered in any future endeavors. Instead, these lists are intended to focus work into actionable items that can be contemplated immediately following the distribution of this report.

These concepts are also derived directly from the community input process and, as such, range from specific to more general ideas. As such, these scores do not reflect endorsement, but rather a methodology to evaluate opportunities for improvement that should be considered by the Standing Committee outlined in the Recommendations section of this report.

## KEY ASSESSMENT NUMBERS

ECONOMIC STABILITY	EDUCATION	HEALTH CARE ACCESS & QUALITY	BUILT ENVIRONMENT	SOCIAL & COMMUNITY CONTEXT
<b>50%</b> Black Households With Income < \$25k	<b>47.8%</b> Bachelor's Degree or Higher	<b>7.5%</b> Residents Without Health Insurance	<b>77%</b> Commuters Who Travel in Single Occupancy Cars	<b>36%</b> Residents Without Internet Who Make Less than \$20k
<b>#1</b> Children Have Highest Rates of Poverty out of any Population at 18.7%	<b>43%</b> of Kindergarten Students are Not On Track in Language and Literacy	<b>Half</b> of Seniors 75+ Have a Disability	<b>36.3%</b> Renters Who Are Housing Insecure	<b>41.6%</b> BIPOC Residents Who Experience Racism
<b>1 in 10</b> Lakewood Residents Rely on Food Stamps Another 1 in 10 Earn Too Much but Qualify for Emergency Food	<b>72</b> Ed-Choice Vouchers Used in 2021, the Highest in 4 Years	<b>1 in 5</b> Residents Smoke and Binge Drink	<b>1 in 2</b> Residents Reported Living in Lakewood for Over 20 years	<b>Less than Half</b> Participate in or Have a Block Club or Neighborhood Group



# Economic Stability

## ASSESSMENT CONTEXT

While there are many in Lakewood who are doing well economically, there are many others who face significant financial insecurity, with disparities present racially and in terms of gender. Interviewees indicated housing as a major concern, financially, with many expressing concern about long-term residents being displaced.

Additionally, the impacts of the pandemic, including rising inflation, were areas of concern across interest groups, though many identified a disproportionate impact being felt by lower-income and Black residents.

### OPPORTUNITIES FOR ACTION

#### SCORE

The city/foundations can partner with a local organization to provide short-term financial assistance for residents in a financial emergency as a payday loan alternative.

**415.02**

Lakewood has limited shelter capacity for the unhoused and could develop additional space, potentially even converting 4 bedroom homes or small apartment buildings similar to the Guest House at Fairhill Partners to augment LCSC's existing "Breathing Room" program.

**379.18**

Have health and human services resources available at school open houses.

**372.06**

The City of Lakewood could subsidize vouchers to families already accessing food packs through the Lakewood Earth and Food Community Farmers' Market.

**368.74**

Incorporate quality free or income based sliding scale childcare/preschool through Lakewood Schools.

**359.55**

Regulating absentee landlords and neglectful homeowners.

**347.33**

Regulating the use of short-term rental/home-sharing platforms

**308.79**

A scholarship or sponsorship program of families in need that builds on WIC and SNAP to encourage participation in farmers market activities that is better connected to local restaurants.

**259.55**



# Education

3

## ASSESSMENT CONTEXT

Education is traditionally linked to higher income and the data from Lakewood are no exception. And while the overall four-year graduation rate in Lakewood is high at 90.9%, achievement gaps remain for students with disabilities, English language learners, and Black students. Additionally, diversity and training in the teaching staff are unique data considerations, given a relatively high average salary compared to other local communities.

Many parents—though they have trust in the schools—believe there should be more supportive services for pre-kindergarten children as well as school-aged children, notably in regards to behavioral health, physical activity, and extracurriculars.

Many parents also expressed concern about the impact of public health measures implemented during the pandemic on the social well-being, educational achievement, and mental health of children.



## OPPORTUNITIES FOR ACTION

### SCORE

There should be athletic opportunities for children with developmental disabilities and train coaches in Lakewood on ways to include all children.

424.78

Develop and fund more extracurricular activities for middle-school aged children.

423.38

Expand out-of-school time education enrichment opportunities – both during the school year and during the summer – through Lakewood Schools, Lakewood Education & Recreation, the Lakewood Public Library, and the City of Lakewood Human Services Department and create a collaborative group at the city to implement.

399.88

Require more transparency in Lakewood School curriculum.

347.88

Keep Lakewood schools open should another health emergency arise.

325.33

Partner with the Lakewood Ranger Education Foundation to increase and leverage educational investments in the City.

319.20

Analyze and improve teacher hiring practices and teacher experiences and credentials to ensure Lakewood teachers are competent, high quality educating staff.

298.05

Require the Lakewood School Board to publish its agenda and meeting materials.

286.50



# Health Care Access and Quality

## ASSESSMENT CONTEXT

While Lakewood has a number of health providers available in the community and access to tertiary medical centers both east and west, residents still face challenges with chronic diseases, risky behavior, and mental health issues. COVID-19, in the near term, and poverty, long-term, also impacts the ability of individuals to manage their health needs.

However, overall, medications and services seem readily available to residents, with most indicating they have a primary care doctor and they regularly access basic services, like dental and vision care. In addition, many Lakewood residents indicated some levels of adverse childhood experiences and 7.5 percent said they have experienced or witnessed gun violence.



## OPPORTUNITIES FOR ACTION

### SCORE

Develop a roundtable between behavioral health providers and arts/recreation businesses that may benefit from a mutual relationship to leverage art/recreation as a component of therapy.

**446.23**

Make permanent and expand the “neighborhood paramedic” program and consider adding specific services, including a care response model that responds to persons in a mental health crisis in lieu of a law enforcement response, alone.

**395.32**

Provide countywide transportation options for Lakewood residents to get to medical appointments, with particular attention to the needs of older and refugee residents.

**384.20**

Partner with the Cleveland Clinic Family Health Center to provide public health services like vaccine clinics, education sessions, and walk-in appointments.

**377.52**

Create a Disability Education & Advisory Board to help Lakewood government, residents, and business owners implement the ADA Transition Plan compliance projects as well as to identify other opportunity to make community more accessible and welcoming.

**373.82**

Attract a MetroHealth health facility into the City of Lakewood.

**365.50**

Partner with the Healthy Lakewood Foundation to educate residents on the complexities of navigating the health care system.

**345.04**

Develop more behavioral health options and supports in the city, including adopting a care response model as a part of community paramedicine pilot and developing better connections between medical providers and behavioral health provider.

**342.32**

Develop a program for home wellness checks for seniors.

**293.42**

# Built Environment - i

3

## ASSESSMENT CONTEXT

The average resident has lived in Lakewood a long time, but many residents expressed concerns over displacement. Some residents are also worried about the lack of affordable housing options, including the availability of housing for individuals with vouchers. However, recent data suggests most new units are single or two family, meaning supply is constrained.

If Lakewood were to develop more housing to improve supply, and thus average price of housing, it may conflict with some residents' sentiments regarding "neighborhood character" as it may include greater density through apartments.

While Lakewood prides itself on being a dense, walkable community, most people rely on cars for transportation, and infrastructure is designed to support cars more than pedestrians, cyclists, or public transit. Many have cited the impact the lack of connections north and south have on their getting to school and around town.

Most residents highlighted Lakewood's parks, recreational opportunities, and commercial diversity as unique assets that often attract others from outside communities.

OPPORTUNITIES FOR ACTION	SCORE
Improve access for residents with disabilities by providing temporary and removable ADA ramps for businesses not required to follow ADA requirements and provide education so that sidewalks are clear of obstructions like signs and tables/chairs.	385.09
Develop a free local transit option that connects the north and south, running along the main commercial corridors of Detroit and Madison.	382.49
Develop income-based subsidies to make more homes climate resilient, including the use of renewable sources such as solar.	360.87
Work with Ohio Bike Coop on Columbus Road to develop bike safety programming and education.	355.07
Advocate for transit to other suburbs where there are job opportunities.	352.43
Implement a community composting program through the city.	343.08
Increase green space in the City.	338.37
Hold renter's forums for Lakewood residents to organize and discuss their needs in a safe space.	337.70
Make policy decisions that require affordable housing expansion and keep it a part of Lakewood's development review process, including review of zoning ordinances which discourage density.	337.28



# Built Environment - ii

3

## OPPORTUNITIES FOR ACTION

### SCORE

Support the creation of diversified housing products, including smaller homes, single-floor homes for aging in place, and townhomes.

**332.93**

Increase and incentivize the use of permeable surfaces, native planting and water absorbing spaces

**323.10**

Work with USPS to improve accessibility at main branch.

**316.93**

Create a program to improve the City's tree canopy and work with residents to ensure that trees are replaced, at least on a 1 for 1 basis.

**310.12**

Lower property taxes.

**306.48**

Partner with Lakewood Schools to open gymnasiums during non-school hours for public use.

**304.63**

Increase programming at the Lakewood Senior Center

**304.58**

Offer meet-up programs for new-to-Lakewood residents to socialize and engage.

**300.94**

Develop more speed calming measures like speed tables and target based on concentration of crashes.

**274.50**



# Social and Community Context

3

## ASSESSMENT CONTEXT

Lakewood residents have good connections to their city, though they do not have regular sources of information regarding community events or activities. Additionally, many individuals, particularly persons with disabilities and older adults, feel isolated in the community, in part because of the pandemic.

Certain groups have directly experienced more overt and systemic discrimination, including Asian Americans and individuals with disabilities. Many others have witnessed or experienced instances of discrimination. Still, others are unsure if discrimination exists. Overall, however, many respondents perceive Lakewood as a diverse, inclusive community and identify that as an asset and a reason to live in the city.

### OPPORTUNITIES FOR ACTION

#### SCORE

City Council should pass a source of income law like other municipalities, developing resources for landlords to enable them to more easily manage the requirements to ensure low-income renters have access to housing and are not displaced.

405.24

The City of Lakewood should develop a comprehensive communications plan that should include, but is not limited to, a resident-led design effort for the city's website, a centralized city hotline for any service, and/or a community message board.

372.18

Please provide 2 to 4 Resource Fairs in the City of Lakewood, possible hosted at the Cove Center and have all Lakewood resources from utilities to other services available to assist residents with bills, rental assistance to other resources available.

358.13

The city should have a rent-to-own program to encourage renters on the path of home ownership.

358.07

Available Community resources need to be seen and shared equitably and not be such a secret that "more people should know about."

351.29

Host community forums and dialogue circles for residents to discuss eliminating racism and discrimination in Lakewood.

323.63

Simplify, centralized, and digitize the process to signing up for City programming through the Lakewood Recreation Department, Library, Human Services.

322.13

Provide structure, training, stipends for Block Clubs to help them intentionally build community.

319.02

Merge the Anti-Racism Task Force and the Lakewood Community Relations Advisory Committee to ensure that issues of race and discrimination are properly centered.

319.00

Require implicit bias training for all city employees.

286.79

Streamline a citizen friendly communication platform that highlights city services, and contemplate creating access through a hotline for any question from a resident and a monitored message board to share information.

278.79



# Recommendations & Next Steps

## MOVING FROM ASSESSMENT TO ACTION

In order to ensure the Assessment and Action Plan are meaningful, it is important to develop structures that can stay accountable to the process and evaluate interventions. To facilitate implementation this section outlines three key recommendations for consideration.

### **Recommendation 1: Create a Permanent CHNA and Action Plan Body**

Throughout the Assessment and Action Plan process, engagement from members of the Advisory Committee were key in project success. This group, representing residents, human service agencies, businesses, researchers, and others, were able to regularly contribute to the content and the direction of the Assessment in meaningful ways, leveraging networks to promote participation, providing insights on key quantitative and qualitative measures and, implicit in their participation, are deeply familiar with the outcomes associated with the work.

To this end, the City of Lakewood should create a Standing Committee and embed a coordinating organization as a part of the administration's structure. The purpose of this Standing Committee would be for the specific purpose of following through on the Assessment and Action Plan, using the Action Plan as the orienting document for initiating activities.

The proposed governance of the Committee should be guided by a charter to outline the purpose, duties, authority, membership, schedule and procedures for the body. The Committee's central duty should be to advise the Council, Mayor and other private sector partners on ways to address the health needs of the City of Lakewood, and should be granted authority to self-manage that work in meaningful ways. It should be noted, however, this Committee should not abridge or change the duties and powers of any other municipally derived body.

Given the scope of the work, the Committee should be co-led by the Director of Health and Human Services and the Director of Planning and Development or their designees. Further, this group should be formed for at least three years, with processes identified to establish terms, size, and suggested changes in composition. To help execute and make formal recommendations regarding each of these functions, Subcommittees can be formed, though a Governance Subcommittee made up of city, philanthropy and at least one resident should be created immediately upon formation to develop bylaws, membership standards and all needed procedures.

As will be outlined in Recommendation 2, the Committee should also use an evaluation tool in reviewing specific approaches to the interventions identified in the Action Plan. Importantly, while this tool is intended specifically for the use of the Standing Committee, relevant partners could consider adopting a version of the tool to create consistency. For example, if there are any grants offered by foundation partners with the expressed intent to redress the needs identified in the Assessment, the tool could be leveraged as the basis for grant application review.

Lastly, the Standing Committee should meet at least quarterly at a public meeting. If possible, minutes and recordings of the Standing Committee's proceedings should be made public as well as copies of the implementation tool when used by the City of Lakewood. Finally, representation from the Standing Committee should present to City Council annually, on progress regarding any developments and, where necessary, testify in regards to any policy concepts that may be represented in the reports.

# Recommendations & Next Steps

## MOVING FROM ASSESSMENT TO ACTION

### Recommendation 2: Adopt an Implementation Tool

While the Action Plan provides a ranked ordered list of concepts and tactics which seek to redress needs as identified in the Assessment, concepts need more rigorous review and operational detail. To this end, a capability tool has been developed to analyze the scope and difficulty associated with implementing a program tied to an intervention in the Action Plan.

As a part of the Committee process, a tool emerged from conversations that can serve as a model for scoring implementation feasibility. This tool, based on the Department of Defense's "DOTMLPF-P," uses specific domains to determine the requirements for implementation and the current capacity of the organization to implement. Any relevant partners, including the City of Lakewood, foundations, and/or providers, could adopt this tool when seeking to address an intervention, thereby creating uniformity between partners involved in the Standing Committee.

Adapting a similar process to the Action Plan could provide a basic scoring on how difficult implementation for each prioritized action is likely to be. The actions could be analyzed across the below eight areas (scoring either a 0 or 1 for each):

**Best Practices:** Is there an established best practice for implementing this action? (Yes = 0, No = 1)

**Organization/Leadership:** Is there a local or regional organization that is suited (and willing?) to lead the implementation of this action? (Yes = 0, No = 1)

**Training:** Does the organization require additional training or certifications to implement the action? (No = 0, Yes = 1)

**Personnel:** Does the organization require additional personnel (capacity) to implement the action? (No = 0, Yes = 1)

**Material:** Does the organization require additional equipment to implement the action? (No = 0, Yes = 1)

**Education:** Is there an educational component required for those members of the public who are intended to benefit from this action? (No = 0, Yes = 1)

**Facilities:** Does the implementation of the action require new or additional facilities? (No = 0, Yes = 1)

**Policy:** Are there local, regional, state, or federal policies that impact the implementation of this action? (No = 0, Yes = 1)

**Actions that score a 0, 1, or 2 are likely the easiest to implement.  
Actions that score 6, 7, or 8 would likely be the most difficult to implement.**



# Recommendations & Next Steps

## MOVING FROM ASSESSMENT TO ACTION

### Recommendation 3: Improve Communications

During the Assessment and Action Plan phases, it was very clear the members of the community, inclusive of residents and other participants engaged in the project found it difficult to know, consistently, the activities of the City and its partners.

For example, as documented in the Assessment Appendix, several focus group participants ended up sharing information about city programs and initiatives, procedures from local providers, as well as programs developed by small businesses.

Threaded through this feedback were suggestions to improve communications between these partners so that residents and organizations serving the Lakewood community could more readily communicate.

To this end, the Standing Committee should obligate itself, beyond the Action Plan interventions listed, to think through the communications needs of the larger Lakewood community and develop a strategic review of how to communicate community events, services and activities in a consistent, streamlined fashion.



**This work should be defined by the Standing Committee but should include the following:**

- 1) How to **improve the resident-facing information** from the City of Lakewood, specifically in regards to city services
- 2) How to **share activities** between major institutions in Lakewood, notably those who have been engaged in the CHNA and Action Plan
- 3) How to **communicate progress** made regarding the CHNA and Action Plan, where appropriate



# Acknowledgements

David Baas  
Swagata Banik  
Kristin Broadbent  
Lisa Bruening  
Amy Chodzin  
Jessica Cotton  
Kirstin Craciun  
Mary Anne Crampton  
Timothy Dunphy  
Leslie Favre Krogman  
Tammy Feaster-Price  
Chad Garven  
Toni Gelsomino  
Martha Halko  
James Hekman  
Emmie Hutchison  
Kate Ingersoll

Laura Jaissle  
Shawn Leininger  
Michelle Nocht  
Aniko Raffai  
Renee Raffalli  
Christina Reed  
Jennifer Ritt  
Laura Rodriguez-Carbone  
Trish Rooney  
Nicholas Sambula  
Michael Sanders  
Marillee Santiago  
Angelina Steiner  
John Storey  
Dave Swetkis  
Allison Urbanek

Community Solutions:  
Loren Anthes  
Patti Carlyle  
Alex Dorman  
Taneisha Fair  
Emily Muttillio  
Rebecca Plow (OU)  
Natasha Takyi-Micah  
Eboney Thornton  
Vanessa Vazquez (OU)

LAKEWOOD RESIDENTS  
Thank YOU for your support  
in this work!



THE CENTER FOR  
COMMUNITY SOLUTIONS  
EST. 1913  
RESEARCH • ANALYSIS • ACTION

The Center for Community Solutions  
1300 E. 9th Street, Suite 1703  
Cleveland, Ohio 44114

[communitysolutions.com/lakewoodhealth](http://communitysolutions.com/lakewoodhealth)  
[info@communitysolutions.com](mailto:info@communitysolutions.com)