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Noticed 10/09/24

PUBLIC NOTICE – HEALTH & HUMAN SERVICES COMMITTEE

Health & Human Services Committee will meet Monday October 14, 2024 at 6:00 p.m. in the Auditorium of Lakewood City Hall at 12650 Detroit Avenue. The meeting is open to the public.

The meeting will be livestreamed on the City's website at the following link:

www.lakewoodoh.gov/councilvideos

PUBLIC COMMENT PROTOCOL (Updated 6/21)

The public is invited to comment on agenda items in person or by submitting a written comment in advance of the meeting using the eComment platform available [HERE](#). New users must create an eComment account.

The agenda is as follows:

Approval of the minutes of the June 24, 2024 Health & Human Services Committee

Communication from Assistant Planning Director Baas regarding the Community Health Action Team (CHAT) – Annual Report (Sept 2023 – Aug 2024) (*referred to HHS 9/3/24*)

Cindy Marx, Chair
Tristan Rader, Cindy Streb; Members
HEALTH & HUMAN SERVICES COMMITTEE

Individuals with disabilities who require accommodations for participation in meetings must request accommodations at least 3 business days ahead of the scheduled meeting. Contact Michelle Nocht at (216) 529-5906 michelle.nochta@lakewoodoh.net.



**PLANNING &
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12650 Detroit Avenue 44107 • (216) 529-6630 • FAX (216) 529-5907
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August 26, 2024

City Council
City of Lakewood
12650 Detroit Avenue
Lakewood, Ohio 44107

RE: Community Health Action Team (CHAT) – Annual Report (Sept 2023 – Aug 2024)

Dear Council President Kepple & Members of City Council,

Since our establishment last year by Resolution 2023-09, the Community Health Action Team has worked over the past year to continue the review, assessment, and development (via subcommittees) of those specific interventions recommended by the community and captured in the 2022 Community Health Needs Assessment (CHNA) Action Plan.

As required by our charter, the attached annual report of activities is respectfully submitted. We request this communication and report be referred to a committee deemed appropriate by City Council.

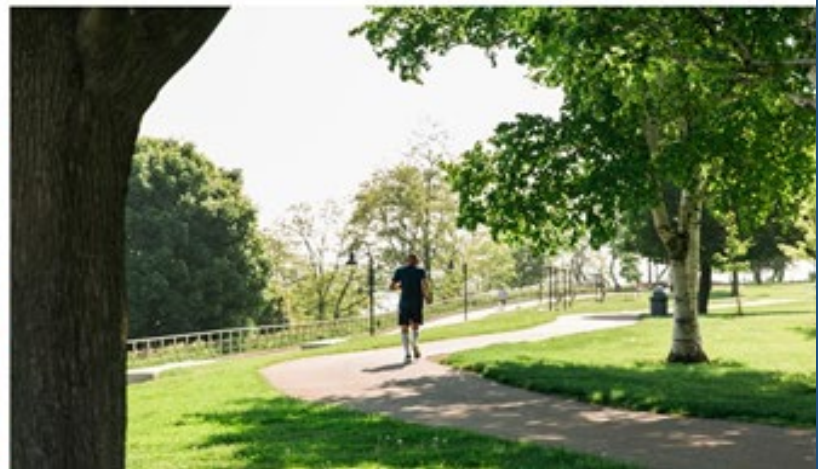
Sincerely,

David Baas, AICP
Assistant Director, Planning & Development
Chair, Community Health Action Team

Lakewood, Ohio

Community Health Action Team

Annual Report



September 2024

Background: 2022 CHNA and Action Plan

In 2021, the City of Lakewood initiated a 16-month process with the Center for Community Solutions to develop a comprehensive Community Health Needs Assessment (CHNA) and Action Plan. This process was overseen by a Steering Committee and informed by an Advisory Committee of community leaders. The CHNA, completed in September 2022, assessed community health using the framework of social determinants of health.

After soliciting community feedback, an Action Plan was finalized in December 2022 through a charrette model. In this model, community members offered 54 interventions across various health categories, which were then evaluated and scored using a prioritization matrix by the Steering and Advisory Committees. The Action Plan recommended creating a permanent body to advance the CHNA and plan. Both the CHNA and Action Plan reports were made available on the City of Lakewood's website.

Establishment of the Community Health Action Team and Governance Committee Membership
The Community Health Needs Standing Committee, initially formed in April 2023 after approval from Lakewood City Council, has evolved into the Community Health Action Team (CHAT). This group comprises representatives from various city departments, the school district, foundations, and the Lakewood City Council in accordance with its charter. *Please see the appendix for the full list of CHAT Governance Committee members.*

2023 Interim Report and Initial Committee Assessment of Action Plan Interventions

Since April 2023, the CHAT Governance Committee has met thirteen times. During these meetings, the committee reviewed the 54 suggested interventions from the CHNA Action Plan, assessing factors such as whether they were new or existing initiatives, organizations involved, cross-category relationships, and communication requirements.

In September 2023, the Committee published an interim report that identified the following:

- Seventeen (17) interventions that were already being done in the city but need to be better communicated. The Committee would develop a plan for communicating and connecting around these initiatives to increase access and awareness.
- Three (3) interventions that were beyond its purview to influence or enact.
- Twelve (12) interventions to be referred to existing city departments, commissions, or task forces with responsibility over the issue area. The Committee would establish processes for communicating these suggested initiatives to these entities for accountability and for following up on the progress of each.
- Twenty-two (22) remaining interventions that were consolidated and categorized into five areas within the social determinants of health framework: Housing; Community information strategy; Out-of-school time/enrichment; Healthy food access; and Access to physical/behavioral health. *Please see the full twenty-two interventions listed in the appendix section.*

Part 2: Actions Completed Since the Interim Report

2024 CHAT Subcommittee Work

Subcommittees were organized around each of the five areas to assemble issue experts, program and service delivery practitioners, social workers, residents, and systems thinkers (none of these being mutually exclusive) to further assess the interventions and create a shared understanding of the issues specific to Lakewood - determining whether each is feasible given structural, economic, and political considerations. One or two Governance Committee members chair each subcommittee.

Each subcommittee was charged with first answering the following basic questions in initially assessing each assigned intervention:

- Is the action already being done – if so, for whom and by whom?
- If the action is not already being done – why not? Would it be beneficial?
- What aspects or other actions and who is missing from this conversation?

Based on the number of and scope of the interventions, subcommittees further reviewed the interventions, conducting limited landscape analysis, SWOT analysis to offer recommendations and rationales.

Subcommittees have collectively completed ten (10) meetings with a total of twenty (20) external contributors. At the time of this report, most subcommittees had completed their initial round of meetings. *Please see the appendix for a list of participants in the subcommittees.*

Central Issues

The following recurring themes highlight the interconnected nature of the challenges facing Lakewood and the need for coordinated, equity-focused, and community-driven solutions that leverage collective resources and expertise.

Partnerships and Collaboration

Effective partnerships between organizations are essential for addressing complex issues like affordable housing, out-of-school enrichment, healthy food access, and healthcare. However, many organizations lack the capacity and resources to engage in these collaborations while maintaining their existing services, which limits the potential impact of these partnerships.

Accessibility and Equity

Improving equitable access to resources, housing, programs, and food for all residents is a shared goal. Creating comprehensive resource guides and centralized information in multiple languages can help achieve this.

Capacity Building and Funding

Insufficient staff, volunteers, and funding are shared challenges for many initiatives, from housing to food access. Securing more resources and using innovative strategies can help increase capacity, but local efforts have limitations.

Community Engagement and Empowerment

Increasing community engagement, education, and self-advocacy, especially in healthcare and human services, is a common goal across initiatives.

Comprehensive, Multi-Faceted Approaches

Tackling complex issues requires comprehensive strategies that address multiple barriers and root causes through policy changes, programs, and systemic reforms at all levels of government.

Continuous Improvement and Evaluation

Continuous monitoring, evaluation, and adaptation based on feedback and needs are crucial. Regular collaboration and assessment can drive progress and accountability.

Part 3: Recommendations

Both the Governance Committee and the subcommittees have developed and refined the action plan interventions into the following key recommendations as next steps for progress as follows. For reference, recommendation periods are as follows (near-term: 6 months – 2 years; mid-term: 2 – 5 years; long-term: 5+ years).

Primary Recommendation

Across every subcommittee’s analysis of the proposed interventions and community issues, one key need was consistent: ***Residents should be the primary focus as the city, school district, non-profits, health institutions, and community groups work collaboratively to improve communications infrastructure and processes, with the ultimate goal of increasing residents' awareness of and access to health services, supportive programs, interventions, and resources that effectively meet their needs.***

The CHAT Governance Committee will focus its work over the next three to six months on identifying best practices and strategies for improving access to and information about health and human services programming for residents.

- Establish a pilot to create a community resources guide that provides residents with clear and essential information on service providers, programs, and support systems (*Near-term*).
- Develop the structure and scope of the guide and identify accessible formats that can be utilized by a broad audience, including multilingual versions (*Mid-term*).
- Determine the organizational structure for ownership, maintenance, and accountability for the resource guide and provide financial, technical, and collaborative support for its ongoing success (*Long-term*).

Subcommittee Recommendations

Housing Subcommittee:

Addressing affordable housing requires a comprehensive approach that tackles supply, funding, supportive services, and root causes through collaboration, innovation, and sustained commitment.

The City of Lakewood’s Affordable Housing Scenario Planning Action Report (Published May 2023) should guide the City’s affordable housing strategy. The Planning Department is accountable to the reports key recommendations which suggests implementation over the next five years with ongoing evaluation and assessment of effectiveness as follows:

- **Educate landlords** about housing vouchers during mandatory training and look for an appropriate partner capable of providing credit counseling and homeownership education to homebuyers (*Near-term*).
- **Enhance local regulations and enforcement** by eliminating regulatory barriers, rewriting the Zoning Code, and supporting the Housing Forward Initiative and Rental Housing License Program (*Near-term*).
- Continuously **evaluate and improve affordable housing programs** by advocating for changes in eligibility thresholds, reexamining tax abatement, simplifying existing programs, maximizing affordability periods, and developing new programs (*Mid-term*).
- **Identify new support and opportunities** by collaborating with non-profits and private developers, retaining a commercial broker to monitor suitable properties, and regularly fund the Land Acquisition Fund for affordable housing acquisition, development, or rehabilitation (*Mid-term*).
- **Maintain and modernize utility and transportation infrastructure** through capital improvement planning and budgeting to ensure efficiency and resilience (*Long-term*).

Community Information Strategy Subcommittee:

The overall aims are to improve the city's information sharing practices, increase accessibility of resources, foster greater resident engagement and community building to better connect with and serve Lakewood residents. The subcommittee encourages City Administration and City Council to advance the following:

- Broadly disseminate and improve accessibility of community resources and programs by **consolidating local resource information into a comprehensive listing** and ensuring equitable access for all residents, regardless of digital literacy, to effectively share resources, especially with marginalized residents. The CHAT Governance Committee’s research can guide this work (*Near to Mid-Term*).
- Develop a **comprehensive, centralized communications plan** for the City, including a website redesign (or new website) with resident input, a centralized city hotline, and a civic engagement

platform, to improve accessibility and streamline currently fragmented communications across departments and channels (*Near to Mid-term*).

- **Provide support for block clubs and/or other local groups to build community** by establishing a program with clear goals and implementation plan; identifying recruiting partners; promoting the program; providing ongoing support and resources; and continuously monitoring and evaluating the program's effectiveness (*Mid-term*).

Out of School Time/Enrichment Subcommittee:

The overarching goals are increasing access, inclusion, funding, communication, and coordination around out-of-school programming for Lakewood's children. The key interventions for this work have been clarified as:

- **Increase inclusive athletic, recreational, and enrichment opportunities for children with disabilities**, including better marketing, accommodations, staff training, and partnerships (*Near to Mid-term*).
 - Convene adaptive and inclusive providers to determine what programming is needed in the community and how to make current programs more inclusive and create awareness of inclusiveness (*Near-term*).
 - Increase training for inclusivity and adaptive program awareness and competence (*Near-term*).
- **Develop and fund more extracurricular activities for elementary and middle school students** by seeking funding sources for cost relief and advisor stipends and addressing transportation barriers (*Mid-term*).
 - Bring together partner organizations that work with middle school students to share objectives, coordinate offerings, create a centralized information source, determine financial support possibilities, and application processes (*Near-term*).
- **Expand out-of-school enrichment programs year-round** through better coordination and a centralized information source across providers like schools, parks, library, and city departments. Cost and transportation are barriers to address (*Mid to Long-term*).

Food Access Subcommittee:

The CHNA Action Plan initially proposed two interventions aimed at improving access to healthy food for low-income families through farmers market programs. However, this subcommittee recognized that a program is already in place, offering significant discounts to eligible individuals with low incomes who purchase shares in the program.

After evaluating the two proposed interventions, subcommittee members concluded that it would be more beneficial to expand access to quality produce through channels other than the farmer's market model. After considering the pressing issues and the capacity of local non-profit

organizations working on food insecurity, the Subcommittee made the following recommendations and next steps:

- **Continue coalition:** Meet 3-4 times a year to share resources, provide updates, and coordinate food assistance and anti-hunger efforts (*Near-term*).
- **Free/reduced lunch application enrollment:** Strengthen collaboration with community partners, school staff, and the Nutrition Services Department to educate families about the free/reduced price meal program and encourage enrollment (*Near-term*).
- **Summer food programs:** Vet and compile information on summer feeding programs and work (especially Summer EBT benefits) as a coalition to increase access to and awareness of these programs (*Near to Mid-Term*).
- **Flexibility in county funding:** Advocate for more flexibility in the County's Hunger Network contract to allow for purchasing from alternative suppliers to ensure a more diverse and higher-quality food supply (*Mid to Long-Term*).

Access to Physical/Behavioral Health Care Subcommittee:

This subcommittee identified the overarching goal of improving access to and coordination of health services in Lakewood as the impetus for continuing to meet on a regular basis. Support for mental health care resources is identified as a particular need in the community. The subcommittee recommends the following initiatives:

- **Establish a Health Care Providers Round Table**
 - Establish an ongoing local health care provider round table – meeting consistently (quarterly) – to foster collaboration, build relationships, increase awareness of resources, and recognize the importance of established relationships in delivering effective assistance (*Near-term*).
 - Work to address/improve health care system access and navigation internally among local providers and externally for residents by providing knowledge of and greater clarity in understanding resources (aided by the Resource Guide), empowering individuals, providing warm hand-offs, and addressing challenges such as referrals, language barriers, and decision-making processes (*Mid-term*).
- **Co-Responder Program**
 - Investigate best practices and insights from other communities and the National League of Cities brief (*Near-term*)
 - If found to be beneficial and feasible, implement a co-responder program in the City of Lakewood, aligned with the Neighborhood Paramedic Program (*Mid-term*).

Part 4: Next Steps

The following chart lists the recommended near-term interventions for the next year (2024-2025):

Subcommittee/Entity Responsible	Intervention	Planned Action
Governance	Resource guide	<ul style="list-style-type: none"> - Pilot a community resources guide that equips residents with crucial information about available service providers, programs, and support systems in Lakewood.
Housing	Education – landlords and homebuyers	<ul style="list-style-type: none"> - During mandatory training sessions, inform landlords about housing vouchers and their benefits. - Identify and collaborate with a suitable partner organization that can offer credit counseling and homeownership education to prospective homebuyers.
Housing	Code enforcement	<ul style="list-style-type: none"> - Identify and prioritize the most significant regulatory barriers hindering affordable housing development. - Begin the process of updating the Zoning Code by engaging stakeholders and conducting a comprehensive review of existing regulations. - Allocate resources and establish a timeline for implementing the Housing Forward Initiative and Rental Housing License Program to lay the groundwork for improved housing quality and tenant protection.
Community Information Strategy	Resource guide	<ul style="list-style-type: none"> - Convene as necessary to offer direction and work collaboratively on creating the resource guide.
Out of School Time/ Enrichment	Opportunities for children with disabilities	<ul style="list-style-type: none"> - Establish a regular meeting schedule for adaptive and inclusive providers to collaborate on developing new programs. - Implement ongoing disability awareness and competency training for all programming staff in the community to better serve individuals with disabilities.

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Out of School Time/ Enrichment	Extracurricular activities for middle school students	<ul style="list-style-type: none"> - Schedule regular meetings with partner organizations that serve middle school students to facilitate collaboration on program development. - Use these meetings as a platform for sharing resources and best practices among the participating organizations to enhance the quality and effectiveness of programs for middle school students.
Food Access	Free/reduced lunch enrollment	<ul style="list-style-type: none"> - Work collaboratively with Lakewood City Schools to develop and implement strategies that maximize enrollment in the free/reduced lunch program.
Food Access	Summer food program	<ul style="list-style-type: none"> - Vet and compile information on summer food programs to complement the resource guide. - Create and distribute informational materials about summer food programs for broad community dissemination.
Access to Behavioral Health	Health care providers round table	<ul style="list-style-type: none"> - Organize a quarterly roundtable meeting for local health care providers to facilitate ongoing collaboration and communication.
Access to Behavioral Health	Co-responders program	<ul style="list-style-type: none"> - Research and analyze best practices and insights from relevant sources to assess the viability of the proposed program. - Evaluate the potential benefits of the program for residents based on the findings from the investigation to determine if it should be implemented.

Part 5: Conclusion

In considering the priorities for the year ahead, the CHAT Governance Committee is committed to supporting these initiatives in the following ways.

Convening and Coordination

Subcommittee members in every intervention area collectively agreed that sharing information among service providers is incredibly beneficial for gaining a comprehensive understanding of the various programs and services available in the community. It is evident that service providers need to meet regularly to foster ongoing discussions in every issue area, as this allows for:

- Analyzing issues.
- Sharing best practices.
- Coordinating efforts.
- Developing further programs when necessary.

The CHAT Governance Committee is dedicated to:

- Supporting the continuous meetings of these service provider groups.
- Allocating and advocating for resources to support these groups as required.

Information Consolidation and Sharing

To create guides and communications that prioritize residents, particularly those who have difficulty accessing conventional channels, two key elements are crucial:

- Consolidating information.
- Employing creative thinking that focuses on equity and parity.

Developing both internal referral guides and community-facing guides is a top priority. This process will require adept coordination that:

- Respects the proprietary information and capacity of organizations.
- Prioritizes the benefit of the community.

The CHAT Governance Committee is dedicated to supporting the process of sharing information to achieve a collective benefit for all involved parties.

Program Capacity and Policy Alignment

Regarding housing issues, understanding and monitoring the Planning Department's efforts in implementing affordable housing policies is crucial. Municipal housing codes and enforcement policies are complex and require a high level of technical understanding. CHAT members may encourage creating a learning group focused on housing issues to increase transparency about the challenges and opportunities in supporting affordability options for residents.

When it comes to communication, aligning with and supporting the administration's communication priorities will be a key focus. Some proposed initiatives are technical and require internal capacity within the City. The CHAT Governance Committee will function as good faith actors, recognizing and accommodating these limitations while actively seeking potential funding and technical support sources to achieve shared goals. This approach will foster collaboration and ensure the City's communication efforts are well-supported and effective.

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Tracking policies and programmatic changes at various levels (regional, city, and non-profit) is essential for understanding the environmental factors influencing how residents receive supportive services. Developing a more sophisticated analysis of the interplay of these challenges will enable right-sizing expectations, creative problem-solving, and authentic analysis. All these factors contribute to better program improvements.

The CHAT Governance will take responsibility for the oversight and tracking of these initiatives moving forward in its second year of work.

Appendix

MEMBERSHIP and PARTICIPATION

CHAT Governance Committee Members

- David Baas, Assistant Director - City of Lakewood Planning Department (Committee Chair)
- Chad Berry, Director - City of Lakewood Department of Human Services
- Laura Jaissle, Assistant Director - Department of Human Services
- Lisa Bruening, Director, Student Services - Lakewood City School District
- Mark Walters, Director of Community and District Activities - Lakewood Community Recreation and Education Department
- Cindy Marx, Chair of Health and Human Services Committee and Member - Lakewood City Council
- Kristin Broadbent, President and CEO - Three Arches Foundation
- Kate Ingersoll, Executive Director - Healthy Lakewood Foundation (Committee Vice Chair)

Note: City Councilwoman Cindy Marx joined the CHAT Governance Committee in January 2024 after assuming the position of Chair of the Health and Human Services Committee when Council Woman Sarah Kepple, who was the previous Chair, was appointed as City Council President. All other members have served consistently on the Governance Committee for the full year.

CHAT Subcommittee Participants

Housing (Chairs: David Baas and Kristin Broadbent)

- Shawn Leininger, Director of Planning and Development Department – City of Lakewood
- Laura Jaissle, Assistant Director, Human Services Department – City of Lakewood
- Trish Rooney, Executive Director – Lakewood Community Services Center

Community Information Strategy (Chairs: Kate Ingersoll and Laura Jaissle)

- Kevin Wayner, Public Information Officer – City of Lakewood
- Melissa Garrett, Community Relations Specialist – City of Lakewood
- Christine Gordillo, Communications and Public Relations Coordinator – Lakewood City School District
- David Baas, Assistant Director of Planning and Development – City of Lakewood

Out-of-School Time/Enrichment (Chair: Mark Walter)

- Leslie Favre Krogman, Coordinator – Community Recreation and Education Department – Lakewood City School District
- Cindy Marx, Member – Lakewood City Council
- Emmie Hutchison, Coordinator, Help to Others (H2O) – City of Lakewood
- Amy Chodzin, Assistant Coordinator, Help to Others (H2O) – City of Lakewood
- Christine Foote, Principal, Grant Elementary School – Lakewood City School District
- April Patton, Principal, Garfield Middle School – Lakewood City School District

Healthy Food Access (Chairs: Kate Ingersoll and Chad Berry)

- Jacob Green, Nutrition Services Supervisor – Lakewood City School District
- Ann Stahlheber, Nutrition Program Coordinator – Western Reserve Area Agency on Aging
- Trish Rooney, Executive Director – Lakewood Community Services Center

Access to Physical/Behavioral Health (Chairs: Kristin Broadbent and Lisa Bruening)

- Janice Gonzalez, Community Health Equity Program Manager – Cleveland Clinic, Lutheran Hospital
- Solimar Jimenez, Community Health Equity Program Manager – Cleveland Clinic, Fairview Hospital
- Sophia Asmis, Patient Advocate – Neighborhood Family Practice
- Christine Couture, Manager of Clinical Treatment – Recovery Resources
- Sandra Sims, Director of Clinical Operations – Recovery Resources
- Ryan Birth, Firefighter/EMT, Neighborhood Paramedic Program – City of Lakewood
- Steven Schreiber, RN Site Manager – Signature Health, Lakewood
- Laura Jaissle, Assistant Director, Human Services Department – City of Lakewood

Consolidated Action Plan Interventions

The consolidated community interventions from the CHNA Action Plan are as follows:

Housing

1. 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.
2. 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.
3. Support the creation of diversified housing products, including smaller homes, single-floor homes for aging in place, and townhomes.
4. 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.
5. The city should have a rent-to-own program to encourage renters on the path of home ownership.
6. Hold renter's forums for Lakewood residents to organize and discuss their needs in a safe space.

Community Information Strategy

7. 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.
8. Available Community resources need to be seen and shared equitably and not be such a secret that "more people should know about."
9. Simplify, centralized, and digitize the process to sign up for City programming through the Lakewood Recreation Department, Library, Human Services.
10. Provide structure, training, stipends for Block Clubs to help them intentionally build community.
11. 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.

Healthy Food Access

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

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

Access to Physical/Behavioral Health

14. 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.
15. 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.
16. Partner with the Cleveland Clinic Family Health Center to provide public health services like vaccine clinics, education sessions, and walk-in appointments.
17. Partner with the Healthy Lakewood Foundation to educate residents on the complexities of navigating the health care system.
18. Develop more behavioral health options and support in the city, including adopting a care response model as a part of community para medicine pilot and developing better connections between medical providers and behavioral health provider.
19. Develop a program for home wellness checks for seniors.

Out of School Time/Enrichment

20. There should be athletic opportunities for children with developmental disabilities and train coaches in Lakewood on ways to include all children.
21. Develop and fund more extracurricular activities for middle-school aged children.
22. 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.

Lakewood, Ohio

Community Health Action Team
Annual Report

September 2024