



## LAKEWOOD CITY COUNCIL STUDY SESSION AGENDA

Monday, July 8, 2019

7:00 P.M.

City of Lakewood

City Council Chambers

6000 Main Street SW

Lakewood, WA 98499

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Page No.

### CALL TO ORDER

### ITEMS FOR DISCUSSION:

- (3) 1. Hazard Mitigation Plan Update. – *Ms. Debbie Bailey, Pierce County Emergency Management*
- (7) 2. Joint Lodging Tax Advisory Committee meeting. – (Workplan)
- (10) 3. Six Year (2019-2024) Information Technology Strategic Plan Update. – (Memorandum)

### ITEMS TENTATIVELY SCHEDULED FOR THE JULY 15, 2019 REGULAR CITY COUNCIL MEETING:

- 1. Police Commissioning Ceremony.
- 2. Proclamation declaring July 27, 2019 as Pierce County Trails Day. – *Mr. Larry Leveen, Forever Green Trails*
- 3. Authorizing the execution of an interlocal agreement with the Washington State Department of Social and Health Services, in the amount of \$621,000, relative to the Western State Hospital community partnership program. – (Motion – Consent Agenda)
- 4. Authorizing the execution of an interlocal agreement with the Washington State Department of Social and Health Services, in the amount of \$90,000, relative to the Western State Hospital police protection program. – (Motion – Consent Agenda)
- 5. Appointing Carroll Ray Dodson to serve on the Public Safety Advisory Committee through August 6, 2022. – (Motion – Consent Agenda)
- 6. Approval of the special assessment roll for the American Lake – Lake Management District No.1. – (Resolution – Consent Agenda)

*The Council Chambers is accessible to persons with disabilities. Equipment is available for the hearing impaired. Persons requesting special accommodations or language interpreters should contact the City Clerk, 253-983-7705, as soon as possible in advance of the Council meeting so that an attempt to provide the special accommodations can be made.*

7. Renewing interim controls initially adopted January 22, 2019 governing Wireless Service Facilities. – (Ordinance – Regular Agenda)
8. Adopting amendments to the Lakewood Comprehensive Plan, including the future land use and zoning map, and Lakewood Municipal Code Title 18A. – (Ordinance – Regular Agenda)

## **REPORTS BY THE CITY MANAGER**

## **CITY COUNCIL COMMENTS**

## **ADJOURNMENT**

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- (3) A mitigation strategy that provides the jurisdiction's blueprint for reducing the potential losses identified in the risk assessment, based on existing authorities, policies, programs and resources, and its ability to expand on and improve these existing tools. This section **shall** include:
- (i) A description of mitigation goals to reduce or avoid long-term vulnerabilities to the identified hazards.
  - (ii) A section that identifies and analyzes a comprehensive range of specific mitigation actions and projects being considered to reduce the effects of each hazard, with particular emphasis on new and existing buildings and infrastructure.
  - (iii) An action plan describing how the actions identified in paragraph (c)(2)(ii) of this section will be prioritized, implemented, and administered by the local jurisdiction. Prioritization **shall** include a special emphasis on the extent to which benefits are maximized according to a cost benefit review of the proposed projects and their associated costs.
  - (iv) For multi-jurisdictional plans, there **must** be identifiable action items specific to the jurisdiction requesting FEMA approval or credit of the plan.
- (4) A plan maintenance process that includes:
- (i) A section describing the method and schedule of monitoring, evaluating, and updating the mitigation plan within a five-year cycle.
  - (ii) A process by which local governments incorporate the requirements of the mitigation plan into other planning mechanisms such as comprehensive or capital improvement plans, when appropriate.

- (iii) Discussion on how the community will continue public participation in the plan maintenance process.
- (5) Documentation that the plan has been formally adopted by the governing body of the jurisdiction requesting approval of the plan (e.g., City Council, County Commissioner, Tribal Council). For multi-jurisdictional plans, each jurisdiction requesting approval of the plan **must** document that it has been formally adopted.

**(d) Plan review.**

- (1) Plans **must** be submitted to the State Hazard Mitigation Officer for initial review and coordination. The State will then send the plan to the appropriate IFMA Regional Office for formal review and approval.
- (2) The Regional review will be completed within 45 days after receipt from the State, whenever possible.
- (3) Plans **must** be reviewed, revised if appropriate, and resubmitted for approval within five years in order to continue to be eligible for HMGP project grant funding.

**Successful HMGP applicants, as well as communities desiring to apply for mitigation grant funds in the future, will be required to develop an All Hazard Mitigation Plan utilizing these criteria.**

**For additional information please contact the HMGP Section at (253) 512-7073**

\*Jurisdictions with HMGP project or planning funds will have specific due dates for submittal of their plans. To receive Pre-Disaster Mitigation project grants, their mitigation plan must be submitted and approved prior to November 1, 2003.



State of Washington  
**Emergency Management  
Division**



**Local Mitigation  
Planning  
Requirements  
Of the Disaster  
Mitigation Act of  
2000**

§201.6 of the Interim Final Regulations

November 2002



Local Mitigation Plan is the hazard mitigation plan required of a local or Indian tribal government acting as a **subgrantee as a condition of receiving a project subgrant under the HMGP** as outlined in 44 CFR 201.6.

Subgrantee means the government or other legal entity to which a subgrant is awarded and which is accountable to the grantee for the use of the funds provided. **Subgrantees can be a State agency, local government, private non-profit organizations, or Indian tribal government** as outlined in Sec. 206.433. Indian tribal governments acting as a subgrantee are accountable to the State grantee.

Plan requirement. (1) For all disasters declared on or after November 1, 2004\*, local and tribal government applicants for subgrants, must have an approved local mitigation plan in accordance with 44 CFR 201.6 prior to receipt of HMGP subgrant funding. Until November 1, 2004\*, local mitigation plans may be developed concurrent with the implementation of subgrants

### Sec. 201.6 Local Mitigation Plans

The local mitigation plan is the representation of the jurisdiction's commitment to reduce risks from natural hazards, serving as a guide for decision makers as they commit resources to reducing the effects of natural hazards. Local plans will also serve as the basis for the State to provide technical assistance and to prioritize project funding.

#### (a) Plan requirement.

- (1) For disasters declared after November 1, 2004, a local government **must** have a mitigation plan approved pursuant to this section in order to receive HMGP project grants. Until November 1, 2004, local mitigation plans may be developed concurrent with the implementation of the project grant.
- (2) Regional Directors may grant an exception to the plan requirement in extraordinary

circumstances, such as in a small and impoverished community, when justification is provided. In these cases, a plan will be completed within 12 months of the award of the project grant. If a plan is not provided within this timeframe, the project grant will be terminated, and any costs incurred after notice of grant's termination will not be reimbursed by FEMA.

- (3) Multi-jurisdictional plans (e.g. watershed plans) may be accepted, as appropriate, as long as each jurisdiction participates in the process, answers all the questions and has officially adopted the plan. State-wide plans will not be accepted as multi-jurisdictional plans.

**(b) Planning process.** An open public involvement process is essential to the development of an effective plan. In order to develop a more comprehensive approach to reducing the effects of natural disasters, the planning process **shall** include:

- (1) An opportunity for the public to comment on the plan during the drafting stage and prior to plan approval;
- (2) An opportunity for neighboring communities, local and regional agencies involved in hazard mitigation activities, and agencies that have the authority to regulate development, as well as businesses, academia and other private and non-profit interests to be involved in the planning process; and
- (3) Review and incorporation, if appropriate, of existing plans, studies, reports, and technical information.

**(c) Plan content.** The plan **shall** include the following:

- (1) Documentation of the planning process used to develop the plan, including how it was prepared, who was involved in the process, and how the public was involved.

- (2) A risk assessment that provides the factual basis for activities proposed in the strategy to reduce losses from identified hazards. Local risk assessments **must** provide sufficient information to enable the jurisdiction to identify and prioritize appropriate mitigation actions to reduce losses from identified hazards. The risk assessment **shall** include:

- (i) A description of the type, location, and extent of all natural hazards that can affect the jurisdiction. The plan **shall** include information on previous occurrences of hazard events and on the probability of future hazard events.
- (ii) A description of the jurisdiction's vulnerability to the hazards described in paragraph (c)(2)(i) of this section. This description **shall** include an overall summary of each hazard and its impact on the community. The plan **should** describe vulnerability in terms of:
  - (A) The types and numbers of existing and future buildings, infrastructure, and critical facilities located in the identified hazard areas;
  - (B) An estimate of the potential dollar losses to vulnerable structures identified in paragraph (c)(2)(i)(A) of this section and a description of the methodology used to prepare the estimate;
  - (C) Providing a general description of land uses and development trends within the community so that mitigation options can be considered in future land use decisions.
- (iii) For multi-jurisdictional plans, the risk assessment section **must** assess each jurisdiction's risks where they vary from the risks facing the entire planning area.

# **REGION 5 HAZARD MITIGATION PLANNING SUMMARY**

<b>Region 5 Hazard Mitigation Planning Effort Jurisdiction Participants (81)</b>	
<b><u>21-Cities and Towns Group</u></b> <ol style="list-style-type: none"> <li>1. City of Bonney Lake</li> <li>2. City of Buckley</li> <li>3. City of Dupont</li> <li>4. City of Edgewood</li> <li>5. City of Fife</li> <li>6. City of Fircrest</li> <li>7. City of Gig Harbor</li> <li>8. City of Lakewood</li> <li>9. City of Milton</li> <li>10. City of Orting</li> <li>11. City of Puyallup</li> <li>12. City of Roy</li> <li>13. City of Sumner</li> <li>14. City of Tacoma</li> <li>15. City of University Place</li> <li>16. Town of Carbonado</li> <li>17. Town of Eatonville</li> <li>18. Town of South Prairie</li> <li>19. Town of Steilacoom</li> <li>20. Town of Wilkeson</li> <li>21. Pierce County Unincorporated</li> </ol>	<b><u>15-School District Group</u></b> <ol style="list-style-type: none"> <li>1. Carbonado School District</li> <li>2. Clover Park School District</li> <li>3. Dieringer School District</li> <li>4. Eatonville School District</li> <li>5. Fife School District</li> <li>6. Franklin Pierce School District</li> <li>7. Orting School District</li> <li>8. Pacific Lutheran University</li> <li>9. Peninsula School District</li> <li>10. Puyallup School District</li> <li>11. Steilacoom School District No. 1</li> <li>12. Sumner/Bonney Lake School District</li> <li>13. Tacoma School District</li> <li>14. University Place School District</li> <li>15. White River School District</li> </ol>
<b><u>12-Fire District Group</u></b> <ol style="list-style-type: none"> <li>1. Fire District #3 - West Pierce</li> <li>2. Fire District #5 - Gig Harbor)</li> <li>3. Fire District #6 - Central Pierce</li> <li>4. Fire District #13 - Browns Point</li> <li>5. Fire District #14 - Riverside</li> <li>6. Fire District #16 - Key Peninsula</li> <li>7. Fire District #17 South Pierce</li> <li>8. Fire District #18 - Orting</li> <li>9. Fire District #21 - Graham</li> <li>10. Fire District #22 – East Pierce</li> <li>11. Fire District #23 – Ashford - Elbe</li> <li>12. Fire District #27 – Anderson Island</li> </ol>	<b><u>14-Utility Group</u></b> <ol style="list-style-type: none"> <li>1. Clear Lake Water District</li> <li>2. Firgrove Mutual District</li> <li>3. Fruitland Mutual Water Company</li> <li>4. Graham Hill Mutual Water Company</li> <li>5. Lakeview Light and Power</li> <li>6. Lakewood Water District</li> <li>7. Mt. View-Edgewood Water Company</li> <li>8. Ohop Mutual Light Company</li> <li>9. Parkland Light and Water</li> <li>10. Peninsula Light Company</li> <li>11. Spanaway Water Company</li> <li>12. Summit Water and Supply Company</li> <li>13. Tanner Electric</li> <li>14. Valley Water District</li> </ol>
<b><u>10-Special Purpose Group</u></b> <ol style="list-style-type: none"> <li>1. American Red Cross</li> <li>2. Crystal River Ranch</li> <li>3. Crystal Village</li> <li>4. Herron Island Improvement Club</li> <li>5. Metro Parks</li> <li>6. Pierce Transit</li> <li>7. Port of Tacoma</li> <li>8. Raft Island</li> <li>9. Riviera Community Club</li> <li>10. Taylor Bay</li> </ol>	<b><u>9-Health &amp; Medical Group</u></b> <ol style="list-style-type: none"> <li>1. Cascade Regional Blood Services</li> <li>2. Community Health Care</li> <li>3. Dynamic Partners</li> <li>4. Franciscan</li> <li>5. Group Health</li> <li>6. Madigan Hospital</li> <li>7. MultiCare</li> <li>8. Pierce County Health Department</li> <li>9. Western State Hospital</li> </ol>

# **REGION 5 HAZARD MITIGATION PLANNING SUMMARY**

<b>Region 5 Hazard Mitigation Planning Effort Regional Participants (81)</b>	
<p style="text-align: center;"><b><u>22-North Group</u></b></p> <p> City of Edgewood  City of Fife  City of Fircrest  City of Milton  City of Tacoma  Fire District #13 - Browns Point  Fire District #14 - Riverside  Fire District #22 – East Pierce  Fife School District  Tacoma School District  Mt. View-Edgewood Water Company  Summit Water and Supply Company  Cascade Regional Blood Services  Dynamic Partners  Franciscan  Kaiser Permanente  MultiCare  Pierce County Health Department  Metro Parks  Port of Tacoma  American Red Cross </p>	<p style="text-align: center;"><b><u>18-Central Group</u></b></p> <p> Town of Eatonville  City of Puyallup  City of Roy  Fire District #6 - Central Pierce  Fire District #17 South Pierce  Fire District #21 - Graham  Fire District #23 – Ashford - Elbe  Eatonville School District  Franklin Pierce School District  Pacific Lutheran University  Puyallup School District  Clear Lake Water District  Firgrove Mutual District  Fruitland Mutual Water Company  Graham Hill Mutual Water Company  Ohop Mutual Light Company  Spanaway Water Company  Valley Water District </p>
<p style="text-align: center;"><b><u>17-NE Group</u></b></p> <p> City of Bonney Lake  City of Buckley  City of Orting  City of Sumner  Town of Carbonado  Town of South Prairie  Town of Wilkeson  Fire District #22 – East Pierce  Fire District #18 - Orting  Carbonado School District  Dieringer School District  Orting School District  Sumner/Bonney Lake School District  White River School District  Community Health Care  Crystal River Ranch  Crystal Village  Pierce County Unincorporated </p>	<p style="text-align: center;"><b><u>16-SW Group</u></b></p> <p> City of Dupont  City of Lakewood  City of University Place  Town of Steilacoom  Fire District #3 - West Pierce  Fire District #27 – Anderson Island  Lakeview Light and Power  Lakewood Water District  Parkland Light and Water  Tanner Electric  Western State Hospital  Clover Park School District  Steilacoom School District No. 1  University Place School District  Pierce Transit  Riviera Community Club </p>
<p style="text-align: center;"><b><u>8-West Group</u></b></p> <p> City of Gig Harbor  Fire District #5 - Gig Harbor)  Fire District #16 - Key Peninsula  Peninsula School District  Peninsula Light Company  Herron Island Improvement Club  Raft Island  Taylor Bay </p>	



To: Mayor and City Councilmembers

From: Tho Kraus, Assistant City Manager/Administrative Services

Through: John J. Caulfield, City Manager *John J. Caulfield*

Date: July 8, 2019

Subject: Joint Lodging Tax Advisory Committee Meeting

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The purpose of this memo is to discuss the City's Lodging Tax Advisory Committee (LTAC) in general, review guidelines, past grants awarded, and potential funding available for 2020 grant awards.

The LTAC is currently scheduled to meet on Friday, September 13 to review applications for 2020 lodging tax funds. Application period begins on August 1 and ends August 19.

The 5-Year Financial History and current LTAC Guidelines are included in this memo.

The City estimates the 2019 projected revenue amount to be \$900,000 and the estimated ending fund balance to be \$1,025,987 on December 31, 2019. The amount available for 2020 allocation is anticipated to be \$924,137 which is net of the required \$101,850 allocation for CPTC McGavick Center.

	Restrictions on Use		Total Estimated Funding Available for 2020 Grant Awards
	4%	3%	
	Reserved for tourism, promotion, acquisition of tourism related facilities, or operation of tourism related facilities.	Reserved for acquisition, construction, expansion, marketing, and management of convention facilities.	
Estimated Ending Balance, 12/31/2019	\$640,121	\$385,865	\$1,025,987
Less Required CPTC McGavick Center Allocation	\$0	(\$101,850)	(\$101,850)
<b>Available Balance for 2020 Allocation</b>	<b>\$640,121</b>	<b>\$284,015</b>	<b>\$924,137</b>

Sources & Uses						
	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Est	5-Year Total
<b>Revenues</b>						
<b>4% Revenue:</b>						
Special Hotel/Motel Tax (2%)	\$ 197,657	\$ 216,390	\$ 217,771	\$ 306,901	\$ 257,143	\$ 1,195,862
Transient Rental Income Tax (2%)	197,657	216,390	217,771	288,084	257,143	1,177,045
	<b>395,314</b>	<b>432,780</b>	<b>435,543</b>	<b>594,985</b>	<b>514,286</b>	<b>2,372,907</b>
<b>3% Revenue:</b>						
Special Hotel/Motel Tax (3%)	296,485	324,584	326,657	460,351	385,714	\$ 1,793,791
	<b>296,485</b>	<b>324,584</b>	<b>326,657</b>	<b>460,351</b>	<b>385,714</b>	<b>1,793,791</b>
Interest Income	2,920	4,900	13,389	22,883	10,000	\$ 54,092
<b>Total Revenues</b>	<b>\$ 694,719</b>	<b>\$ 762,264</b>	<b>\$ 775,589</b>	<b>\$1,078,219</b>	<b>\$ 910,000</b>	<b>\$4,220,791</b>
Tourism/Promotion	313,285	382,425	370,658	368,943	457,500	\$ 1,892,811
Capital	136,850	205,771	338,898	1,057,311	591,720	\$ 2,330,550
<b>Total Expenditures</b>	<b>\$ 450,135</b>	<b>\$ 588,196</b>	<b>\$ 709,556</b>	<b>\$1,426,254</b>	<b>\$1,049,220</b>	<b>\$4,223,361</b>
<b>Beginning Balance</b>	<b>\$ 1,028,557</b>	<b>\$ 1,273,141</b>	<b>\$ 1,447,209</b>	<b>\$ 1,513,242</b>	<b>\$ 1,165,207</b>	<b>\$ 1,028,557</b>
<b>Ending Balance</b>	<b>\$ 1,273,141</b>	<b>\$ 1,447,209</b>	<b>\$ 1,513,242</b>	<b>\$ 1,165,207</b>	<b>\$ 1,025,987</b>	<b>\$ 1,025,987</b>
Estimated Ending Fund Balance from the 4% Unrestricted Revenue =>					\$ 640,121	\$ 640,121
Estimated Ending Fund Balance from the 3% Restricted (for Capital) Revenue =>					\$ 385,865	\$ 385,865

5-Year Funding History						
Organization	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Est	5-Year Total
Asia Pacific Cultural Center	\$ 2,500	\$ 10,000	\$ 10,000	\$ 5,000	\$ 5,000	\$ 32,500
City of Lakewood:						
Communications/Media Promotion	-	-	15,939	20,025	30,000	65,964
Econ Dev-Have You Seen Lakewood Lately?	-	6,488		-	-	6,488
Econ Dev-Promo/Outreach	9,628	-	-	-	-	9,628
Economic Dev-Brochures	4,480	-		-	-	4,480
PRCS-Asian Film Fest	-	-	7,499	-	-	7,499
PRCS-Concert Series	-	-	-	2,500	6,000	8,500
PRCS-Farmers Market	10,000	20,000	20,000	20,000	20,000	90,000
PRCS-SummerFEST/Triathlon	18,000	29,000	40,000	40,000	50,000	177,000
Historic Fort Steilacoom Association	6,500	10,000	10,000	8,000	8,000	42,500
Lakewood Arts Festival Association	-	-	-	4,977	17,500	22,477
Lakewood Asian Film Festival Association	-	-	-	7,000	-	7,000
Lakewold Gardens	40,000	40,000	38,220	43,603	30,000	191,823
Lakewood Chamber of Commerce - Tourism	78,500	80,000	80,000	80,000	90,000	408,500
Lakewood Chamber of Commerce - Blue Lights	-	-	-	-	20,000	20,000
Lakewood Historical Society & Museum	33,000	39,500	35,000	25,000	20,000	152,500
Lakewood Playhouse	21,601	49,000	21,000	21,000	23,000	135,601
Lakewood Sister Cities Assoc - Internat'l Festival	9,076	8,437	8,000	6,838	13,000	45,351
Tacoma Regional Convention+Visitor Bureau /Travel Tacoma + Pierce County	40,000	50,000	35,000	25,000	50,000	200,000
Tacoma South Sound Sports Commission	40,000	40,000	50,000	60,000	75,000	265,000
<b>Total - Tourism/Promotion</b>	<b>\$ 313,285</b>	<b>\$ 382,425</b>	<b>\$ 370,658</b>	<b>\$ 368,943</b>	<b>\$ 457,500</b>	<b>\$1,892,811</b>
PRCS-Gateways	10,000	-	62,983	29,958	80,000	182,941
PRCS-Harry Todd Park	-	-	-	-	200,000	200,000
PRCS-Waughop Lake Trail	25,000	100,000	-	-	-	125,000
PRCS-Fort Steilacoom Park Angle Lane	-	-	-	-	209,870	209,870
PRCS-Fort Steilacoom Park Pavilion	-	-	37,147	816,343	-	853,490
PRCS Fort Steilacoom Park Sports Field	-	3,921	136,918	109,160	-	249,999
Clover Park Tech College-McGavick Center	101,850	101,850	101,850	101,850	101,850	509,250
<b>Total - Capital</b>	<b>\$ 136,850</b>	<b>\$ 205,771</b>	<b>\$ 338,898</b>	<b>\$1,057,311</b>	<b>\$ 591,720</b>	<b>\$2,330,550</b>
<b>Total</b>	<b>\$ 450,135</b>	<b>\$ 588,196</b>	<b>\$ 709,556</b>	<b>\$ 1,426,254</b>	<b>\$ 1,049,220</b>	<b>\$ 4,223,361</b>



**City of Lakewood**  
**Lodging Tax Funding Guideline**  
*As Amended by the City Council on September 21, 2015*

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**Background**

The objective of the City of Lakewood Lodging Tax Advisory Committee process is to support projects, which encourage eligible tourism and cultural activities and support tourism facilities in Lakewood. The process is reviewed annually and the guidelines are updated in accordance with reported success of existing programs, potential for new programs and changes in state law. A calendar for the application process will be established but will allow for emerging opportunities as they arise.

**Objectives for Hotel/Motel Tax Funds:**

- Generate increased tourism in Lakewood resulting in over-night stays at local hotels.
- Generate maximum economic benefit through overnight lodging, sale of meals and goods, and construction of tourism-related facilities.
- Increase recognition of Lakewood throughout the region as a destination for tourism.
- Increase opportunities for tourism by developing new visitor activities.

**Allocation Guidelines:**

- The City shall seek proposals for funding on an annual basis from organizations seeking to use Hotel/Motel Tax funds for promoting tourism or for acquisition, construction or operation of tourism related facilities.
- Organizations seeking funding must complete an application form.
- The Lodging Tax Advisory Committee shall review the proposals and make recommendations to City Council as to which applications should receive funding.
- The final funding decision will be made by City Council in the form of approval or denial of the recommendation as recommended – no amendments to recommendations will be made by the City Council.
- Once approved for funding an organization must enter into a contract and funding will be provided in quarterly installments or on a reimbursable basis.
- Organizations receiving funding must submit a report at the end of the calendar year.
- \$101,850 will be paid annually to the Sharon McGavick Student Center through 2027 pursuant to the City's agreement with Clover Park Technical College.
- 4% - Can be used for tourism promotion, or the acquisition of tourism-related facilities, or operation of tourism-related facilities.
- 3%- Can only be used for the acquisition, construction, expansion, marketing, management, and financing of convention facilities, and facilities necessary to support major tourism destination attractions that serve a minimum of one million visitors per year.



To: Mayor and City Councilmembers  
From: Kenneth White, Information Technology Manager  
Through: John J. Caulfield, City Manager *John J. Caulfield*  
Tho Kraus, Assistant City Manager/Administrative Services  
Date: July 08, 2019  
Subject: 6-Year (2019-2024) Information Technology Strategic Plan Update

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## **BACKGROUND**

The City updates the 6-Year Information Technology Strategic Plan as part of the upcoming 2019/2020 biennial budget process. The purpose of this memo is to share the updated plan to the Mayor and City Council in advance of the budget process and provide an update on the status of 2018/2019 projects.

## **STATUS OF 2018/2019 PROJECTS**

### **Projects Completed in 2018**

#### **Council Chambers Technology Upgrade - Budget \$126,000 / Actual \$126,000 Completion Date: 4th Quarter 2018**

The Information Technology Division completed the replacement of the existing legacy chamber technology solution in 2018. Numerous adjustments and configuration changes were made to improve on the audio experience during council study sessions over the third and fourth quarters of 2018. The new system improves efficiency and promotes advancement in technology including the ability to stream meetings, enhanced viewing options and multi-purpose use to include potential cameras and audio systems outside of city hall such as Ft. Steilacoom Park. The system is used to broadcast live council meetings, provide audio/video capability for city-wide functions and real time video conferencing. Additional speakers and MIC inputs were added in 2018 to allow for enhanced audio near the rear entry and flag pole areas.

#### **Wireless Access Points (Wi-Fi) – Budget \$15,000 Actual \$5,000 Estimated Completion Date: 3<sup>rd</sup> Quarter 2018**

As of today there have been 10 new Wi-Fi access points installed at City Hall, 2 at Ft. Steilacoom Park near the ballfields, 1 at the Skate Park, 1 at the Sound Transit station and 1 ready for deployment at the 512 park & ride. There are also 3 wireless point to point connections at Ft. Steilacoom Park servicing all the Wi-Fi access points. These wireless devices allow for remote access to city resources and guest wireless services for the public. They also provide secure access to police officers to upload in-car video to the datacenter versus having to do this at the station. Continuation of the Wi-Fi project will occur in 2019 allowing for additional locations for officers to upload in car video via high-speed connections.

Wi-Fi Locations	Public Available
City Hall	Yes
Police Station	No
Souder Station	No
Ft. Steilacoom Park	Yes
Skate Park	Yes

**Task Management System – Budget \$75,000**  
**Estimated Completion Date: CANCELLED**

Over the past year, the Information Technology Division provided the Parks & Recreation Division with a new set of tools eliminating the need for any new system at this time. After reviewing the project in its entirety and assessing the new tools that were provided it was determined that it was in the best interest of the city to table this project and revisit in the future if needs change.

The Information Technology department is requesting to move the funding from this project to another project to focus on security and long term backups. In an effort to ensure the City continues to have the ability to backup system(s) in real time and have this data available in the event of a disaster or recovery is needed, it's imperative that tools are in place to address these specific areas. We must protect more data, now even faster, to reduce risk, meet SLA's (service level agreements) and comply with State laws for retention. The following chart outlines areas of need, which will provide additional resources in these required areas which the city council approved as part of the 2019 carry forward budget adjustment.

\$45,000 – Scalable, Reliable and Cloud Enabled backup appliance to ensure short and long-term storage.

\$15,000 – Robust multi drive tape solution to provide secure backups for off-site storage.

\$15,000 – Security enhancements to existing gateways to protect against external threats and malware attacks.

**Computer Replacement - Budget \$138,750 in each year 2018/2019 / Actual (2018) \$131,827**  
**Estimated Completion Date: 4<sup>th</sup> Quarter 2021**

The Information Technology Division continues replacement of desktops & laptops throughout the city, which include desktops, virtual thin client stations, laptops and mobile devices such as tablets. The project is an annual refresh program, which targets end user devices, as they are critical to the success of the city. As of today there have been a total of 23 desktops, 68 tablets (mostly police) and 3 laptops deployed across the city.

**Police in car video system – Budget \$50,000/year Actual \$52,000**  
**Estimated Completion: Ongoing**

Working with Police, the Information Technology Division has successfully implemented a new in car video system along with associated servers and hardware, which shall replace the existing Panasonic units currently in use. This project is a multi-year project. As of Dec 31, 2018 there are 16 in-car systems, 1 body worn camera.

**City-Wide Camera System - Budget \$50,000 Actual \$71,329**  
**Estimated Completion Date: 4th Quarter 2018**

Over the past year the Information Technology Division has replaced (60) cameras located throughout the City. This deployment consists of numerous locations to include city hall, police, O&M, Ft. Steilacoom Park and the skate park. The city has also migrated to the Pelco™ software which provides real time remote access to authorized personnel. Continued evaluation and review will occur to determine if there are additional needs throughout the city and will be addressed as necessary. Savings from other projects covered the overages on this project.

Location	Cameras	Public Viewing
Ft. Steilacoom Park & Pavilion	6	2
Ft. Steilacoom Park Office	8	0
Skate Park	2	1
City Hall	9	0
Police Station	37	0
O&M Shop	9	0

**Website Enhancements & Upgrades – Budget \$18,140 Actual \$5,394**  
**Estimated Completion Date 4<sup>th</sup> Quarter 2018**

In continuation of the City's website redesign project, the Information Technology Division will be working directly with the communication manager to overhaul and enhance the City's website. This process will modernize the system; provide additional enhancements to include video, enhanced customer service options and to provide a solution, which not only looks better, but one that works better for both visitors and search engines.

**2018 Carried Over To Be Completed In 2019**

**Broadcast Streaming Council Meetings – Budget \$10,000**

Currently achieved via YouTube at no cost. Continued evaluation will occur moving forward to ensure the best solution is in place to store the video for public use. These funds are to be carried over in the event that the current service rolls into a paid solution.

**Disaster Recovery & Business Continuity – Total Budget \$50,000**

**Co-Location - Budget \$30,000, Actual \$14,660 YTD**

**Disaster Recovery – Budget \$20,000**

**Estimated Completion Date: 4<sup>th</sup> Quarter 2019**

In an effort to ensure business continuity during a disaster or emergency, the Information Technology Division will be implementing both a primary and secondary data center within the city. The primary data center will be housed at the police station while the secondary will be located at city hall. This project will provide redundant systems in the event of an outage to ensure connectivity to central resources and South Sound 911 be maintained. The project was initially scheduled to be completed in 2018. Due to vendor constraints, the project was put on hold and moved to 2019. It is expected to be completed by the 4thquarter, 2019.

**Business Continuity Plan - Budget \$10,000**

**Estimated Completion Date: 4<sup>th</sup> Quarter 2019**

Creation of comprehensive documentation, policies & procedures in regards to disaster recovery processes within the Information Technology Division. Project will be carried over from 2017 to allow for the configuration, setup and operation of the network operation centers.

**Website Enhancements & Upgrades – Budget \$12,745 Actual \$4,173 YTD**

**Estimated Completion Date: 4<sup>th</sup> Quarter 2019**

In continuation of the City's website redesign project, the Information Technology Division will be working directly with the communication manager to overhaul and enhance the City's website. This process will modernize the system; provide additional enhancements to include video, enhanced customer service options and to provide a solution, which not only looks better, but one that works better for both visitors and search engines.

**2019 Projects In Progress**

**503.00XX Cyber-Security Awareness**

**Estimated Project Completion Date: On-going**

**Initial One-Time Cost = \$12,296**

**Ongoing M&O = \$4100 Beginning 2021**

On May 07, 2019, the Information Technology division started the first phishing campaign throughout the city. This was to gain a baseline for future campaigns surrounding phishing and malware attacks. 235 emails were sent out, of those, 4 people clicked on the link and 5 people replied to the email. The resulted in our first 'phish-prone' percentage totaling 3.8%. Industry standard phish-prone is 29.8%. Working with Human Resources team members, the Information Technology Division will be setting up training modules, curriculum for educational classes and more. KnowBE4's Enterprise Awareness Training Program provides the city with a comprehensive new-school approach that integrates baseline testing using mock attacks, engaging interactive web-based training, and continuous assessment through simulated phishing, vishing and smishing attacks to build a more resilient and secure organization. KnowBE4 provides

the world's largest library of security awareness training content; including interactive modules, videos, games, posters and newsletters. Automated training campaigns with scheduled reminder emails. Best-in-class, fully automated phishing, vishing and smishing attacks, thousands of templates with unlimited usage, and community phishing templates. This solution will provide the necessary tools to ensure our workforce has continued knowledge and training opportunities to prevent potential breaches within the city.

**503.0011 Server/Hardware Upgrades \$30,000 Actual \$28,963**

**Estimated Project Completion Date: 4<sup>th</sup> Quarter 2019**

Physical Server/hardware Replacement. Maintain equipment that is performing critical processing functions at a level to ensure their reliability and availability to support the business process for the City. Server replacements will be evaluated prior to replacement. Objectives related to energy efficiency, performance and operating system migration will be thoroughly considered prior to procurement. Further analysis related to the separation of processing capability and data management will be evaluated as well as positioning to improve our security, disaster recovery and continued business operations. Numerous servers will reach their end of life and require replacement. An additional amount of \$30,000 is required in 2019 to replace hardware as end of life and support nears. \$10,000 in year 2020 has been designated for additional hardware capacity if needed due to potential growth.

**503.0015 Computer Replacement \$138,750 (Annual) 2019 Available \$157,672 Actual \$67,491 YTD**

**Estimated Project Completion Date: 4<sup>th</sup> Quarter 2019, 2020, 2021, 2022**

Computer Desktop/Laptop & mobile device replacement is a necessity within the City as the aging life of PCs and mobile devices will drive replacements. Older computers are unlikely to support newer generation operating systems in the future. Whether by hardware failure or software obsolescence the city will need to replace computers and mobile devices to continue to function and provide services to the general public. Funds should be set aside yearly to ensure a proper refresh cycle exists. Continued investments in the city's virtual infrastructure should be a priority as this will drive the cost down for hardware replacements and provide a platform agnostic solution for mobile devices throughout the city. Investment in mobile technology will provide robust tools and decrease costs associated with full laptop or desktop stations. Continued use of mobile technology within the Police Department such as tablets and enhanced smartphones will also cut costs and provide tools necessary for officers in the field. Current replacement cycle for existing systems is 4 years thus the need to set aside \$138,750 each year will allow for replacements of aging laptops, mobile devices & desktop computers.

**503.0018 Document Management System – Electronic Records - Budget \$300,000**

**Estimated Completion Date: 4<sup>th</sup> Quarter 2020**

Due to the immediate need to replace the city's permitting system, the start of the document management project has been put on hold due to the immediate need for a new permitting system. The project will pick up after the completion of the permitting system project or as available time permits. In January 2019, the city had received 17 responses to the RFP that was issued in late 2018. As of June 15, the project was in process with vendor selection was underway although has now been put on hold. This system is a collection of technologies that work together to provide a comprehensive solution for managing the creation, capture, indexing, storage, retrieval, and disposition of records and information assets within the city. Total allocated funds are \$300,000 over a two-year period. As of the close of the RFP on January 25<sup>th</sup> the city has received a total of 13 bids. Information Technology Division team members and the City Clerk are reviewing the submissions to determine the top 3 solutions which meet the needs of the city. Demos will be presented to the city to showcase the software and provide greater in depth review of their capabilities. This process could take up to 3 months to complete to allow the selected vendors to put together applicable demos for review.

**503.0019 Vulnerability & Penetration Tests – Budget \$25,000 Actual \$13,982**

**Estimated Completion Date 4<sup>th</sup> Quarter 2021**

As of 5/15/2019, The Information Technology Division in partnership with FR Secure® completed the city's first third party external penetration test. This was a comprehensive test performed against the city's primary data center. The primary objective of testing is to ensure that reasonable technical controls are in place and effective. External penetration testing focuses on gaining unauthorized access to a public facing host such that unauthorized access would result in reputational or financial loss. The penetration testers were unable to leverage any vulnerabilities or misconfigurations to compromise the external environment. Upon completion of the new data center at the police station, an additional test will be performed to ensure the integrity of the new system(s).



**503.0025 Redundant Data Circuits – Budget \$10,000/Annually**  
**Estimated Completion 3<sup>rd</sup> Quarter 2019**

After many months of no progress by CenturyLink, the team has decided to move away from the initial selected vendor to Verizon. The Information Technology Division continues to work with the vendor to install new fiber connections to the ATMS building that will in turn provide redundant connectivity to the internet and South Sound 911. Current project is pending permits from Tacoma Power to install fiber on existing poles. This implementation will ensure complete redundancy of the City's voice & data networks the Information Technology Division will be installing additional data circuits to be located at the police station, which is the City's designated Emergency Operations Center and the backup co-location for data services. Currently, in the event of a disaster at City Hall network services would not be available due to the loss of connectivity between the two locations and external resources. Multiple fiber connections currently exist between City Hall and the Police station although redundant voice & data circuits will ensure connectivity to all systems during a complete fiber outage at either location. As of December 31, 2018 redundant voice circuits have been installed at the police station and are in operation. Additional data circuits are scheduled to be installed during the 3<sup>rd</sup> quarter of 2019.

**503.0027 Police In-Car Video System**  
**Estimated Completion: TBD**  
**Initial One-Time Cost = \$129,000 Ongoing M&O TBD after 2022**

Working with Police, the Information Technology Division will be assisting with the implementation of (20) additional in-car video systems in 2019 and 21 more in 2020. The purchase order has been provided to the vendor and equipment is expected to arrive over the next six to eight weeks. The number of additional cameras exceeded the original project plan for the Information Technology division thus requiring additional storage & backup capacity to ensure we are able to meet internal and state requirements for retention and store the expanded video data within the production environment. This project is a multi-year project. As of December 31, 2018 there are 16 video systems in operation.

**503.0028 New Permit System \$25,000**  
**Estimated Project Completion Date: TBD**  
**Initial One-Time Cost = \$TBD**

After further review of the existing permit system, the city has determined that the replacement of the current permitting system is a high priority project and must be moved to the top of the list. Because of this the existing document management project must be postponed to ensure successful implementation of the permitting system. The adopted 2019 budget allocated \$25,000 towards the permit replacement project which will be used to contract services from Tyler Technologies to export existing permit data for the new system. The \$25K will be a one-time cost although additional funding will be needed upon final contract negotiation. The county has informed the city that funding will be required upon the successful implementation of the project. The city is currently looking at Pierce County's PALS system as the replacement permitting system. This system has been reviewed and recommended by the Community & Economic Development team and approved by the City Manager. At the moment, the current permitting software system does not meet the needs of the City moving forward. It is difficult to use and often times frustrating for Community & Economic Development team members. The current permit system in Eden requires too much customization thus increasing operating costs. The system is not intuitive, therefore, requiring significant training. It is not easy to archive records. Report writing is not a simple process. The current system does not interface with online plan review. Justification for a new permitting system: Over the past many months, members of the City's Information Technology and Finance Divisions and Community & Economic Development Department have been meeting with Pierce County to discuss the purchase and integration of the county PALS solution. In June of 2019, Lakewood team members met with the county to discuss the project further, obtain some initial pricing and review potential timelines for project implementation. Initial cost estimates to bring Lakewood online with the county are estimated to be \$50-\$60K as a one-time cost with annual reoccurring fees of \$50-\$60K annually although these numbers are fluid as the final product and cost has not yet been established. Previous discussions regarding timeline implementation 8 months. The eight months implementation timeline begins the day the City provides accurate and complete data to the County and does not take into account of existing workloads and projects that come up for both Lakewood and Pierce County. Staff at both locations are currently working on existing projects and others. There are numerous items which will need to be addressed to ensure the project implementation is smooth and successful. There's a large amount of existing data cleanup that needs to be performed within the City's existing permit system to ensure 'clean' data is imported into the new system. There is also day-to-day

support, existing projects, workloads and the unforeseen at both the county and the City of Lakewood which will impact the project timeline as well thus additional time needs to be built into the scope.

- Reduce permitting time;
- Improve record keeping and archiving of permitting decisions;
- Enhance communication with applicants resulting in better quality plan submissions and customer service;
- Improved efficiency and less duplication of effort;
- Improve training by introducing an intuitive system; and
- Increase flexibility in design and customization.

**503.0029 SAN Implementation (Storage Area Network) for Police Station**

**Estimated Project Completion Date: 3<sup>rd</sup> Quarter 2019**

**Initial One-Time Cost = \$100,000 in 2019 Actual \$113,506**

**Ongoing M&O = \$35,000 in 2022**

Implementation of the new Storage Area Network solution has been completed at the Police station. Information technology team members are currently working to migrate existing data on the old system(s) to the new solution. This project touches all divisions across the city thus it will take some time to ensure everything is migrated correctly. Team members are working with each department to ensure only data that has not met the retention schedule for destruction is moved. This will ensure a clean environment moving forward, decrease the amount of data residing on the SAN and improve security and backup & recovery processes.

**503.0030 O&M Facility - Front Street Fiber Installation – Budget \$25,000**

**Estimated Completion Date: 2nd Quarter 2019**

The Information Technology Division has contracted with INSI to begin fiber installation at the O&M facility beginning the week of May 27<sup>th</sup>, 2019. After the project started it was determined that existing conduit was cut during a previous road/sidewalk project. This has put a hold on the project while the team works with public works engineering to determine next steps as we are unable to pull fiber due to the damage. It's expected to take several months to complete the project with the new damage found. Fiber connectivity offers significant reliability advantages over copper internet connections due to the fact that fiber is much stronger than copper. It is also not susceptible to inclement weather conditions, which can damage or stall data transmissions over copper cabling. Fiber is many times faster than copper internet connections. This project will install new fiber connections to the O&M Facility at Front Street directly connecting the facility to both the primary and secondary data centers. This will provide a direct high-speed connection while also eliminating the Comcast business circuit currently installed at O&M along with legacy networking hardware.

**503.0033 Cloud Enabled Backup Storage – Budget \$45,000 Actual \$37,417 YTD**

**Estimated Completion Date: 3<sup>rd</sup> Quarter 2019**

This project will provide a robust scalable, reliable & cloud enabled backup appliance for the City. This solution will drastically reduce the amount of time daily, weekly and monthly backups need to complete. It also reduces the amount of disk storage needed to retain and protect data by ratios of 10-55x and greater. Scalable up to 150 petabytes of storage capacity managed by a single console with throughput up to 68 terabytes per hour, the system makes it possible to complete more backups in less time and provide faster, more reliable restores in the event of a disaster or recovery process is needed.

**503.0034 Multi Drive Tape Solution for Off-Site Storage – Budget \$15,000**

**Estimated Completion Date: 3rd Quarter 2019**

This project will work in conjunction with the cloud enabled backup storage and existing software solutions providing a reliable means to ensure data is written to tape for office storage and retention purposes.

**503.0035 Security Enhancements – Budget \$15,000**

**Estimated Completion Date 4th Quarter 2019**

This project will provide additional security solutions within the network infrastructure to ensure ingress and egress points are protected from both internal and external threats.

## 2020/2021/2022/2023/2024 ESTIMATED PROJECTS

(Estimated costs projected for the 4-year period 2021-2024)

Ref #	Project Name	2020	2021	2022	2023	2024	Total
503.0003	Wi-Fi Access points	\$ -	\$20,000	\$ -	\$ -	\$ -	\$20,000
503.0009	Expand Video Cameras	20,000	-	-	-	-	20,000
503.0011	Server/Hardware Upgrades	6,000	-	6,000	-	6,000	18,000
503.0015	Computer Replacement	138,750	138,750	138,750	138,750	138,750	693,750
503.0029	Storage Area Network (SAN)	-	-	35,000	-	-	35,000
	<b>Total Project Costs</b>	<b>\$164,750</b>	<b>\$158,750</b>	<b>\$179,750</b>	<b>\$138,750</b>	<b>\$144,750</b>	<b>\$786,750</b>

### 503.0003 Additional Wireless Access Points (Wi-Fi) \$20,000

Estimated Project Completion Date: 2nd Quarter 2021

Initial One-Time Cost = \$20,000 in 2021

Ongoing M&O = \$0

Wi-Fi access in parks will provide Parks & Recreation team members with the infrastructure to remotely connect to the City's future work order system, network resources and phone system. It also provides occasional use benefits for visitors and constituents to the City's parks utilizing the City's Guest Wireless network. Phase I in 2015 (\$15,000) provided funding to purchase additional Wi-Fi hardware which was installed at Fort Steilacoom Park. Phase II in late 2017 (\$10,000) provided resources to install Wi-Fi at the Skate Park and the Sound Transit train station. Moving forward working in partnership with the Police Department and Parks, Recreation and Community Services, the Information Technology Division is looking to expand on existing City resources to roll out additional Wi-Fi access points throughout the city. This will provide additional locations for police officers to connect their systems to the city's high speed network providing a quick and easy way to upload in-car-video to the server for immediate review if necessary.

### 503.0009 City-Wide Camera System - \$20,000

Estimated Project Completion Date:

Initial One-Time Cost = \$20,000 in 2020

Ongoing M&O = \$0

There continues to be a need for additional cameras to provide law enforcement visibility at locations such as parking lots, high crime areas, city parks and many other areas to support public safety. Several of these cameras will also be used to provide the public with viewing capability to include such areas as the boat launch at American Lake and Harry Todd Park. The Technology Division will continue to review and propose new camera installations as necessary to ensure proper coverage is provided for both security needs and public access.

### 503.0015 Computer Replacement \$138,750 Annual

Estimated Project Completion Date: 4th Quarter 2021 / 4th Quarter 2022

Initial One-Time Cost = \$138,750 in 2021 / \$138,750 in 2022

Ongoing M&O = \$0

Computer Desktop/Laptop & mobile device replacement is a necessity within the City as the aging life of PCs and mobile devices will drive replacements. Older computers are unlikely to support newer generation operating systems in the future. Whether by hardware failure or software obsolescence the city will need to replace computers and mobile devices to continue to function and provide services to the general public. Funds should be set aside yearly to ensure a proper refresh cycle exists. Continued investments in the city's virtual infrastructure should be a priority as this will drive the cost down for hardware replacements and provide a platform agnostic solution for mobile devices throughout the city. Investment in mobile technology will provide robust tools and also decrease costs associated with full laptop or desktop stations. Continued use of mobile technology within the Police Department such as tablets and enhanced smartphones will also cut costs and provide tools necessary for officers in the field. Current replacement cycle for existing desktops is 4 years.

### **Next Steps**

As technology changes and security threats continue to grow, infrastructure requirements within the City are constantly being assessed. Items such as antivirus, perimeter security, intrusion detection systems and storage capacity will be reviewed to ensure the City of Lakewood maintains a secure and reliable network infrastructure. The Information Technology 6-year plan continues to be an evolving document and will be updated as necessary.