



LAKEWOOD CITY COUNCIL STUDY SESSION AGENDA

Monday, February 10, 2020

7:00 P.M.

City of Lakewood

City Council Chambers

6000 Main Street SW

Lakewood, WA 98499

CALL TO ORDER

ITEMS FOR DISCUSSION:

- (3) 1. Review of 4th Quarter 2019 Police Report. – (Memorandum)
- (24) 2. Fireworks Update. – (Memorandum)
- (28) 3. Information Technology Strategic Plan Update. – (Memorandum)
- (36) 4. Review of Lakewood Station District Subarea Plan and proposed boundary options. – (Memorandum)

ITEMS TENTATIVELY SCHEDULED FOR THE FEBRUARY 18, 2020 REGULAR CITY COUNCIL MEETING:

- 1. AWC Retro Refund Presentation. – *Mr. Peter King, CEO and Mr. Brian Bishop, Program Manager, Association of Washington Cities*
- 2. Police Chief's Commendation Awards.
- 3. Authorizing the execution of an agreement with Berk and Associates to act as a consultant for the development of a Lakewood Station District Subarea Plan, Planned Action and Hybrid Form-Based code. – (Motion – Consent Agenda)
- 4. Accepting the donation of a 2015 Toyota Rav 4 from the National Insurance Crime Bureau for use related to auto theft investigations. – (Motion – Consent Agenda)
- 5. Approving the transfer of the non-exclusive franchise of the City of Tacoma Department of Public Utilities, Light Division, Click! Network, to provide cable television services to Rainier Connect North, LLC. – (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.

6. Removing an existing City of Lakewood utility easement, Auditor's Fee No. 97062270362, for property located at 7410 Lakewood Drive West. – (Ordinance – Consent Agenda)
7. Appointing Councilmember to the Puget Sound Regional Council Executive Board. – (Motion – Regular Agenda)
8. 2020 Census Update. – (Reports by the City Manager)

REPORTS BY THE CITY MANAGER

CITY COUNCIL COMMENTS

ADJOURNMENT

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.

Lakewood Police Department Quarterly Crime Report



- [NIBRS Incidents for 4Q2019 by District](#)
- [4Q2019 Adult Family Homes](#)
- [2019 Comparison Charts](#)
- [Gang Arrests](#)
- [Call For Service Analysis by Individual District](#)
- [4Q2019 Significant Event Synopsis](#)



4th Quarter 2019



Lakewood Police Department

4th Quarter 2019 Calls For Service: 14,092 LE (3Q - 15,352 LE)

Lakewood PD Arrests (Felony): 123 (3Q - 141)

Lakewood PD Arrests (Gross Misdemeanor): 1 (3Q - 1)

Lakewood PD Arrests (Misdemeanor): 279 (3Q - 299)

Warrant Arrests: 114 (3Q - 158)

4th Quarter 2019





City of Lakewood

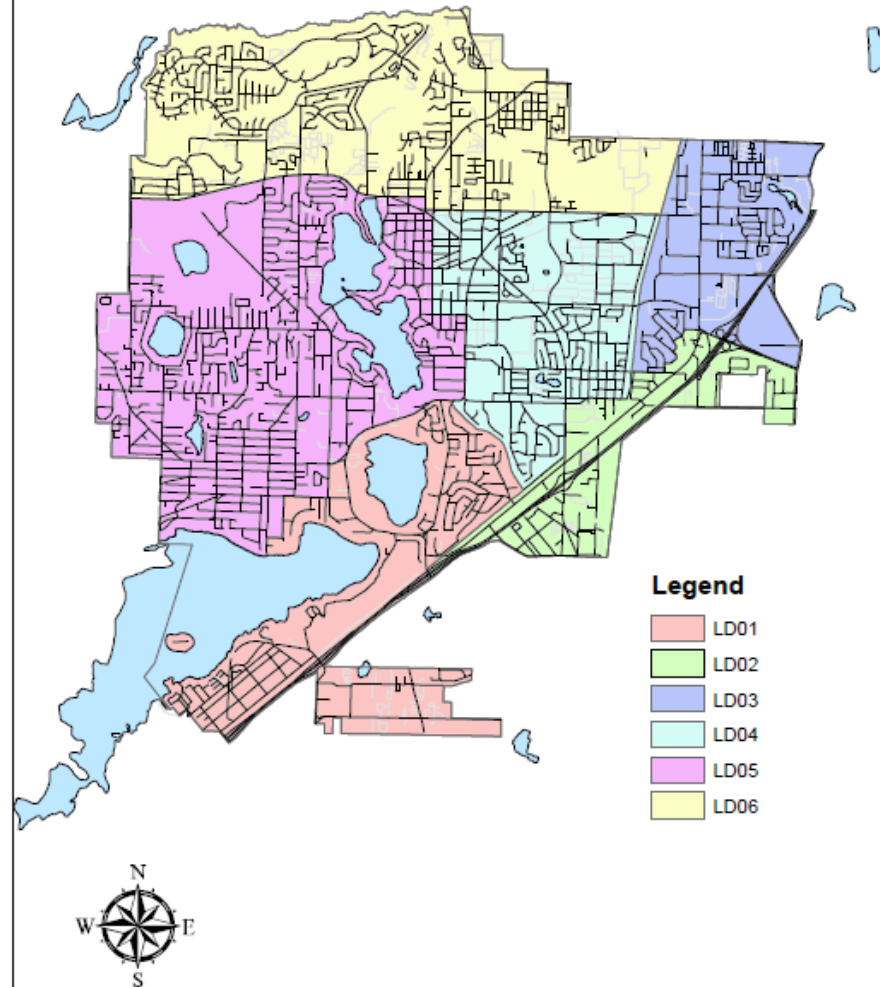


District Map


This product was prepared with care by the Lakewood Police Department Crime Analyst Unit.
City of Lakewood expressly disclaims
any liability for any inaccuracies which may yet be present. This is not a survey.
Call 360-430-4224 for further information.

15 July 2016

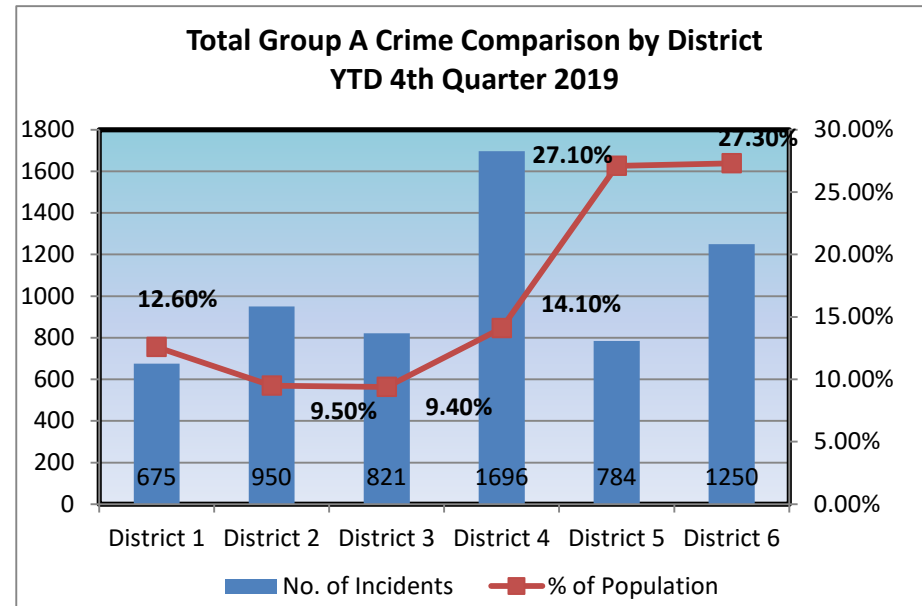
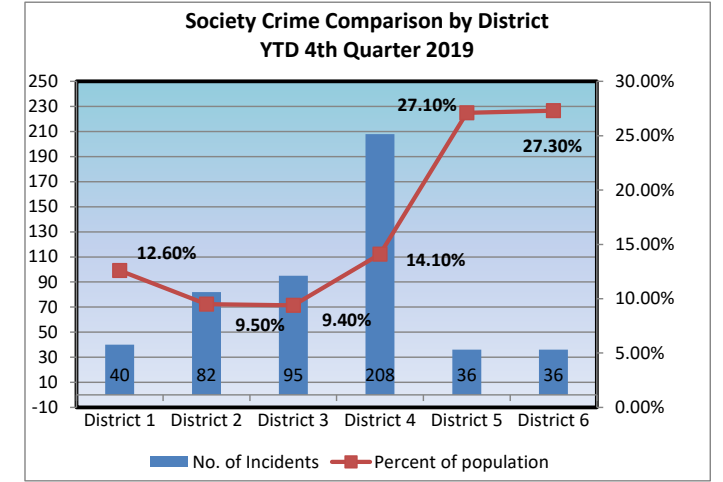
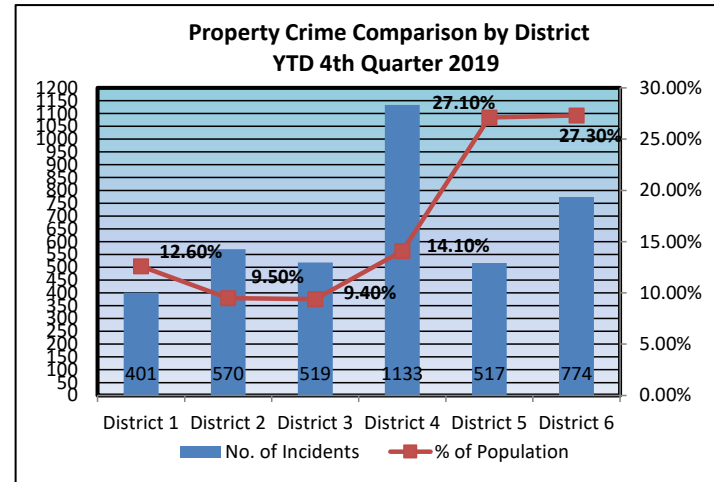
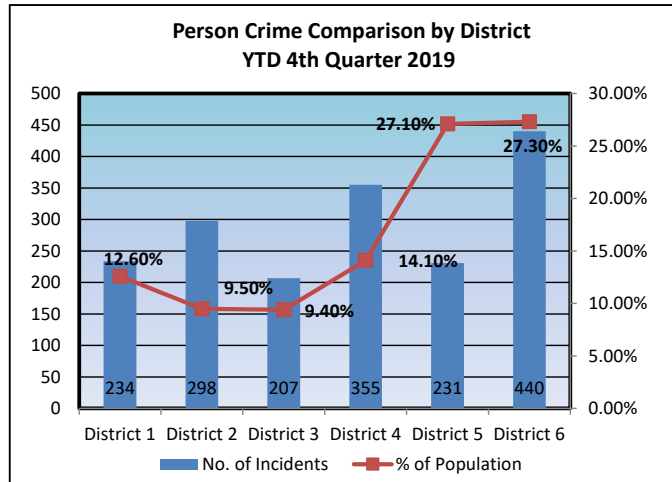
J:\CU\Crime Analyst\Working Folder\GIS Work\DistrictMap\422010\Station11\117_cau.mxd



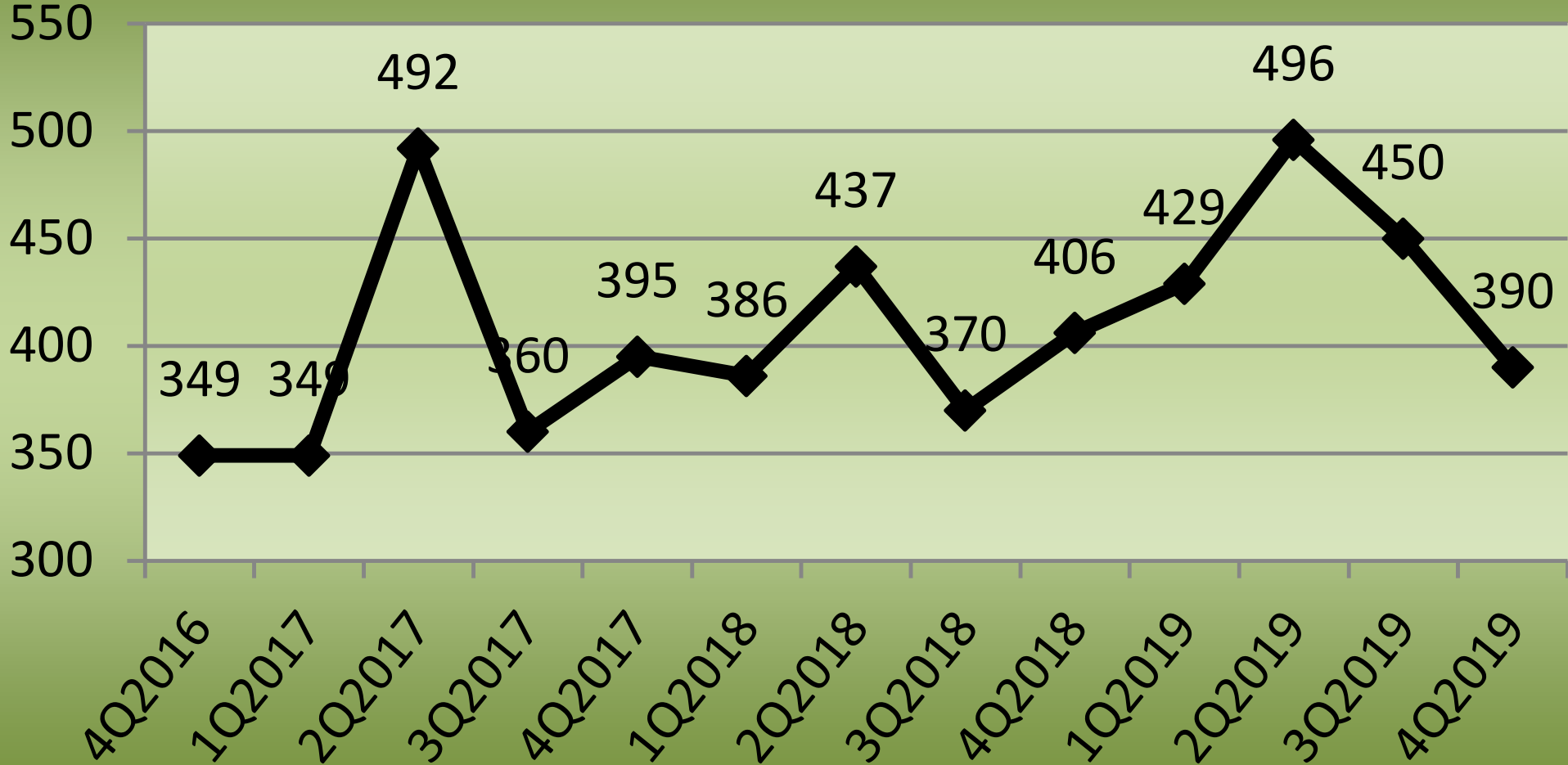
City of Lakewood Incident Report 4Q 2019

											
	4th Quarter 2019						City		City		YTD Percent Change
	LD01	LD02	LD03	LD04	LD05	LD06	3Q2019	4Q2019	YTD2018	YTD2019	4Q2018-2019
Person Crimes											
Aggravated Assault	15	16	16	27	8	4	111	86	342	387	13.16%
Simple Assault	30	33	55	65	28	59	299	270	1079	1221	13.16%
Homicide	1	1	0	0	0	0	2	2	7	5	-28.57%
Kidnapping	2	0	1	0	0	0	6	3	39	23	-41.03%
Sex (Forcible)	1	2	1	1	2	2	18	9	43	55	27.91%
Sex (NonForcible)	0	4	0	7	6	3	14	20	83	74	-10.84%
Totals and Averages	49	56	73	100	44	68	450	390	1593	1765	10.80%
Property Crimes											
Arson	0	0	0	1	0	0	1	1	15	9	-40.00%
Bribery	0	0	0	0	0	0	0	0	0	0	NA
Burglary	11	18	15	18	12	14	118	88	493	415	-15.82%
Counterfeiting	1	0	3	4	5	2	19	15	110	80	-27.27%
Vandalism	27	39	32	68	30	40	255	236	1114	1052	-5.57%
Embezzlement	0	0	0	0	0	0	0	0	0	1	NA
Extortion	1	1	1	0	0	1	2	4	13	8	-38.46%
Fraud	4	7	8	17	4	7	48	47	301	224	-25.58%
Larceny	14	42	42	194	44	93	417	439	2069	1706	-17.54%
Motor Vehicle Theft	10	16	22	8	6	12	78	74	383	315	-17.75%
Robbery	5	9	1	8	1	4	31	28	90	107	18.89%
Stolen Property	0	0	0	0	0	0	0	0	0	0	NA
Totals and Averages	73	132	124	318	102	173	969	932	4588	3917	-14.63%
Society Crimes											
Drug	7	10	11	36	7	9	95	80	349	372	6.59%
Pornography	0	0	1	3	1	0	0	5	9	12	33.33%
Prostitution	0	10	0	9	0	0	6	19	20	32	60.00%
Weapon Law Violations	4	7	3	7	2	0	18	23	88	84	-4.55%
Totals and Averages	13	27	15	55	10	9	119	127	466	500	7.30%
Grand Totals and Averages	135	215	212	473	156	250	1538	1449	6647	6182	

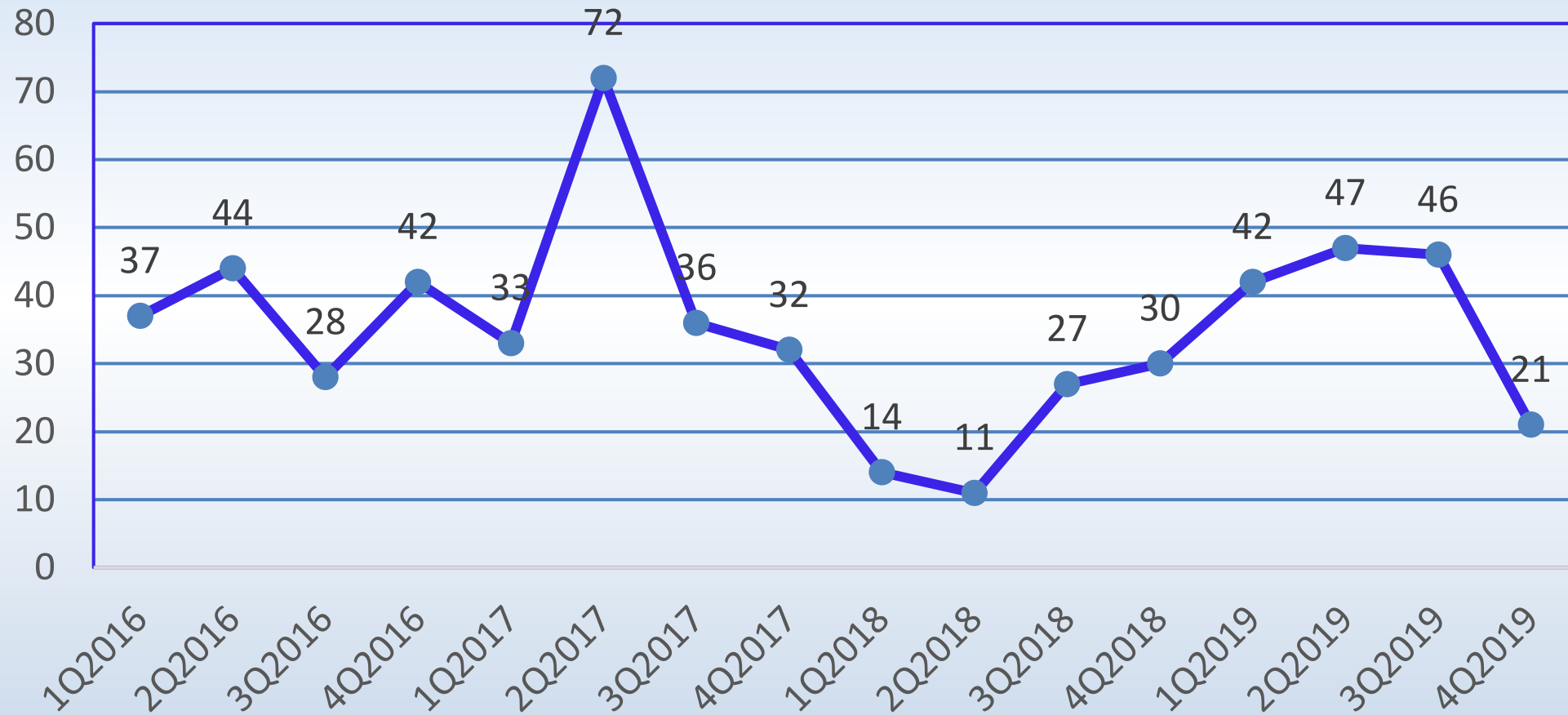
Comparison Crime Against Population



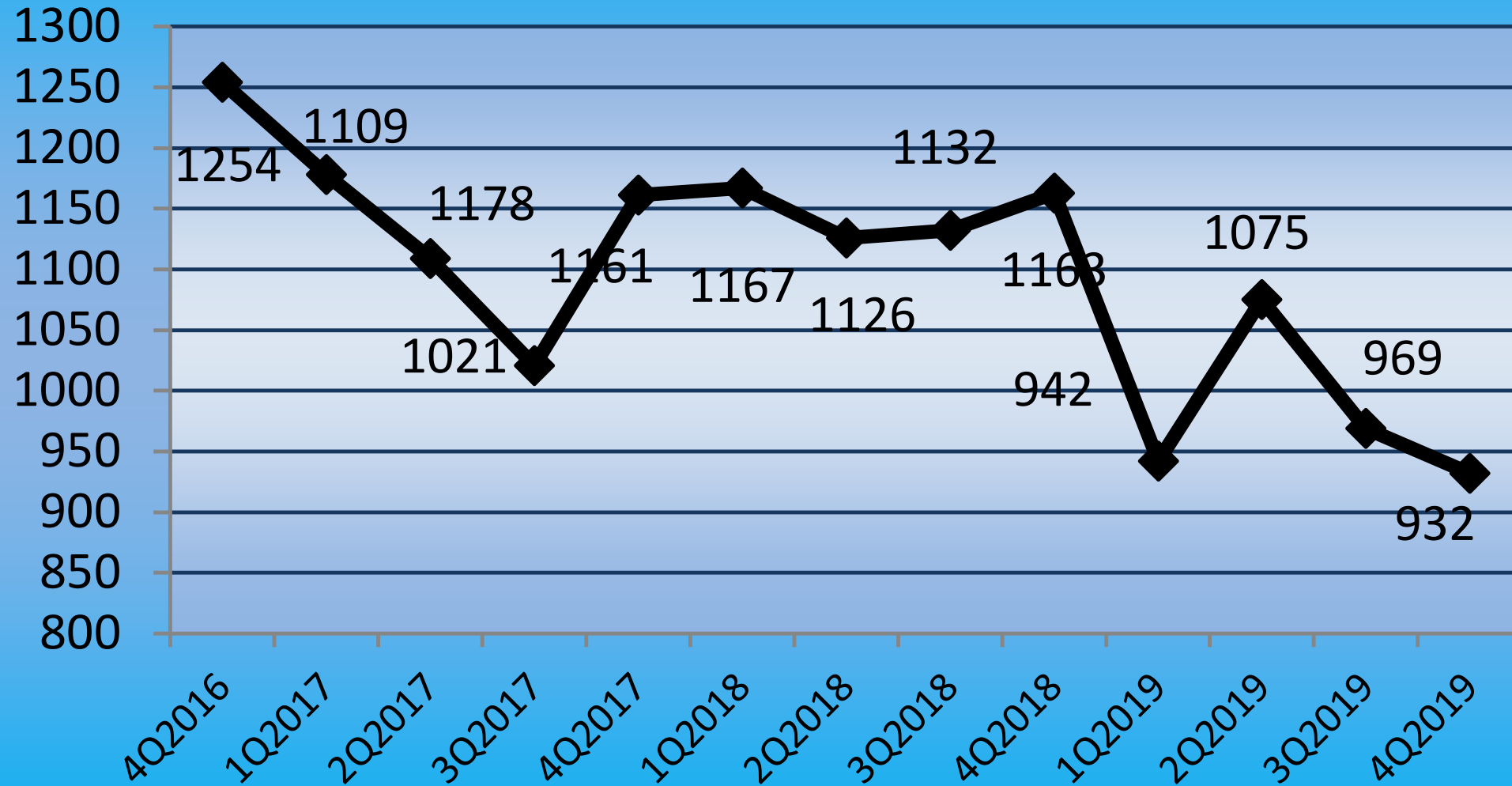
NIBRS Person Crime By Quarter 2016-2019



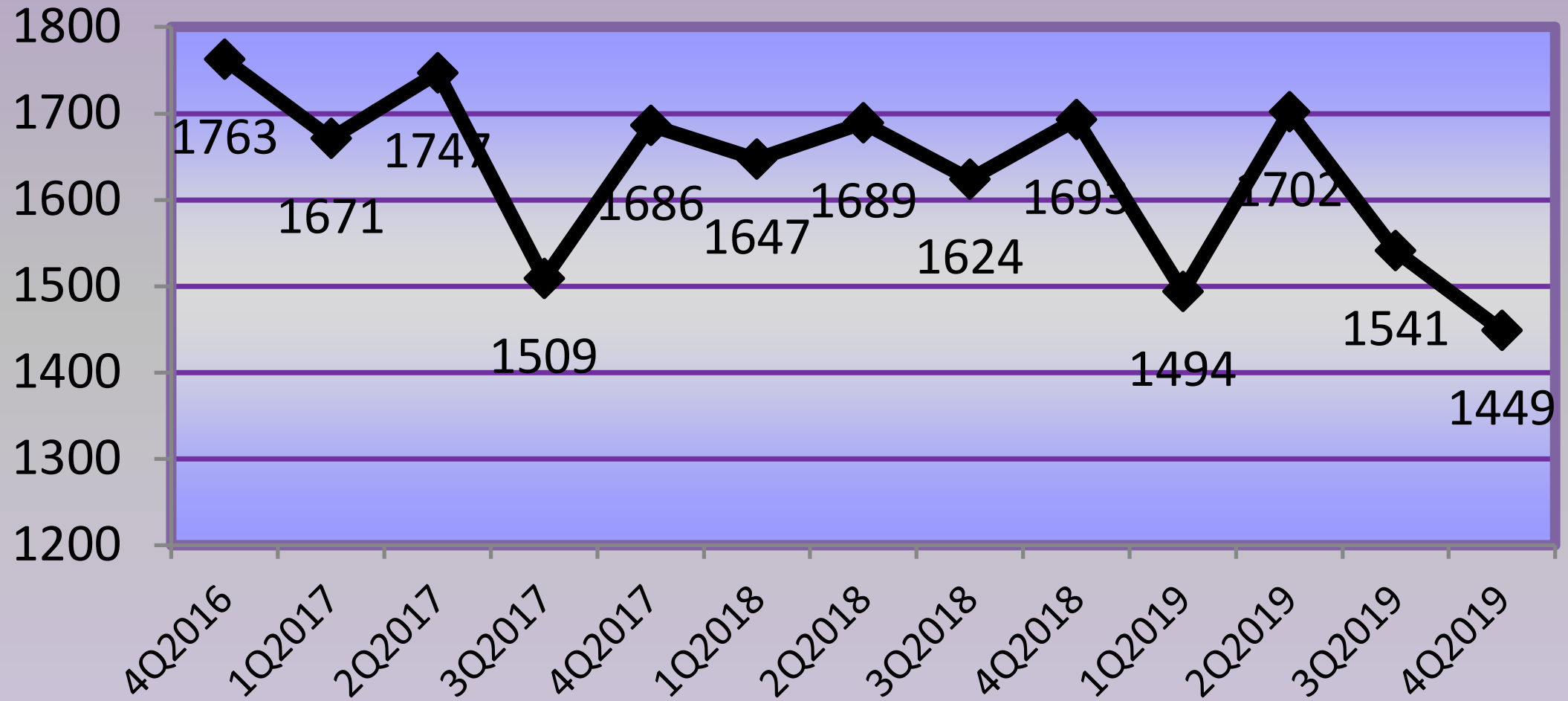
Western State Hospital NIBRS Person Crime By Quarter 2016-2019



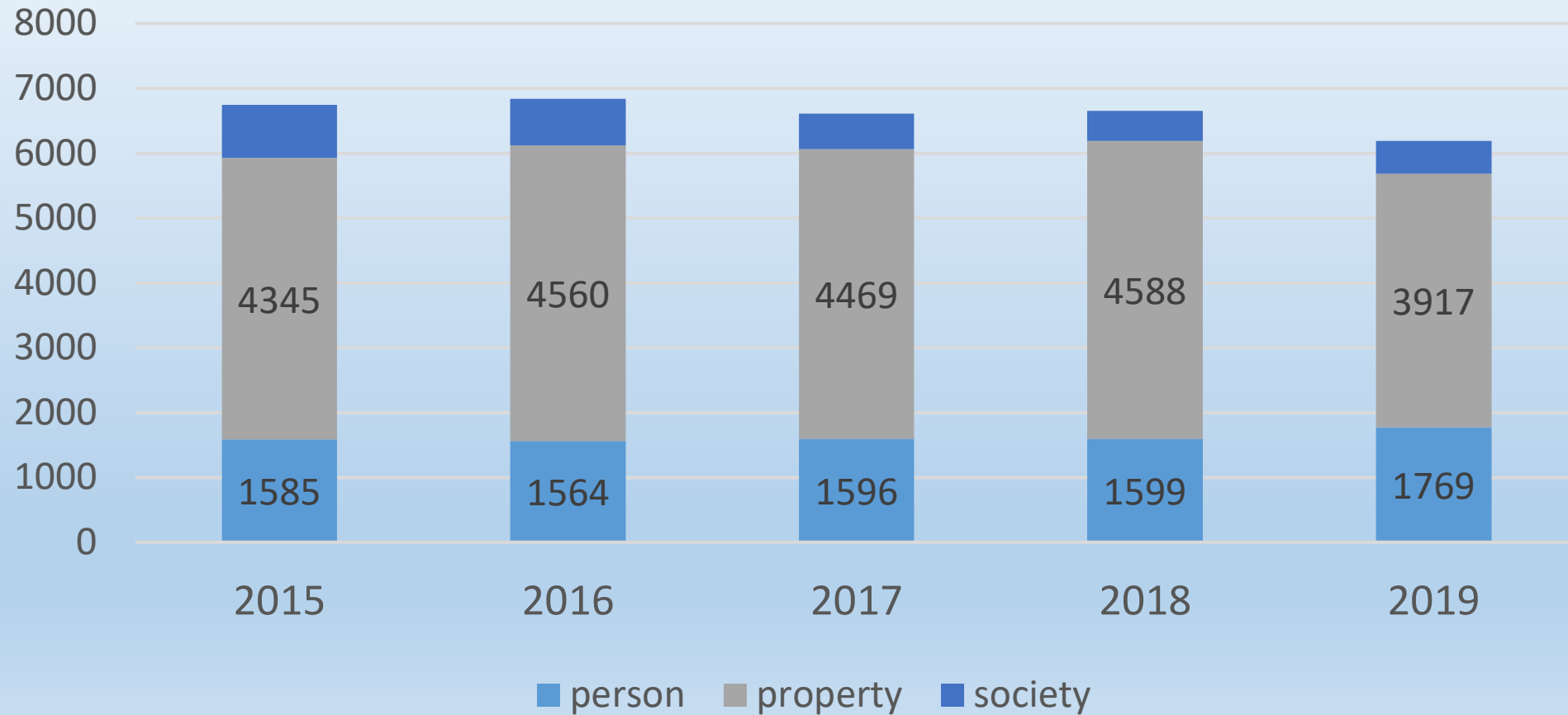
NIBRS Property Crime By Quarter 2016-2019



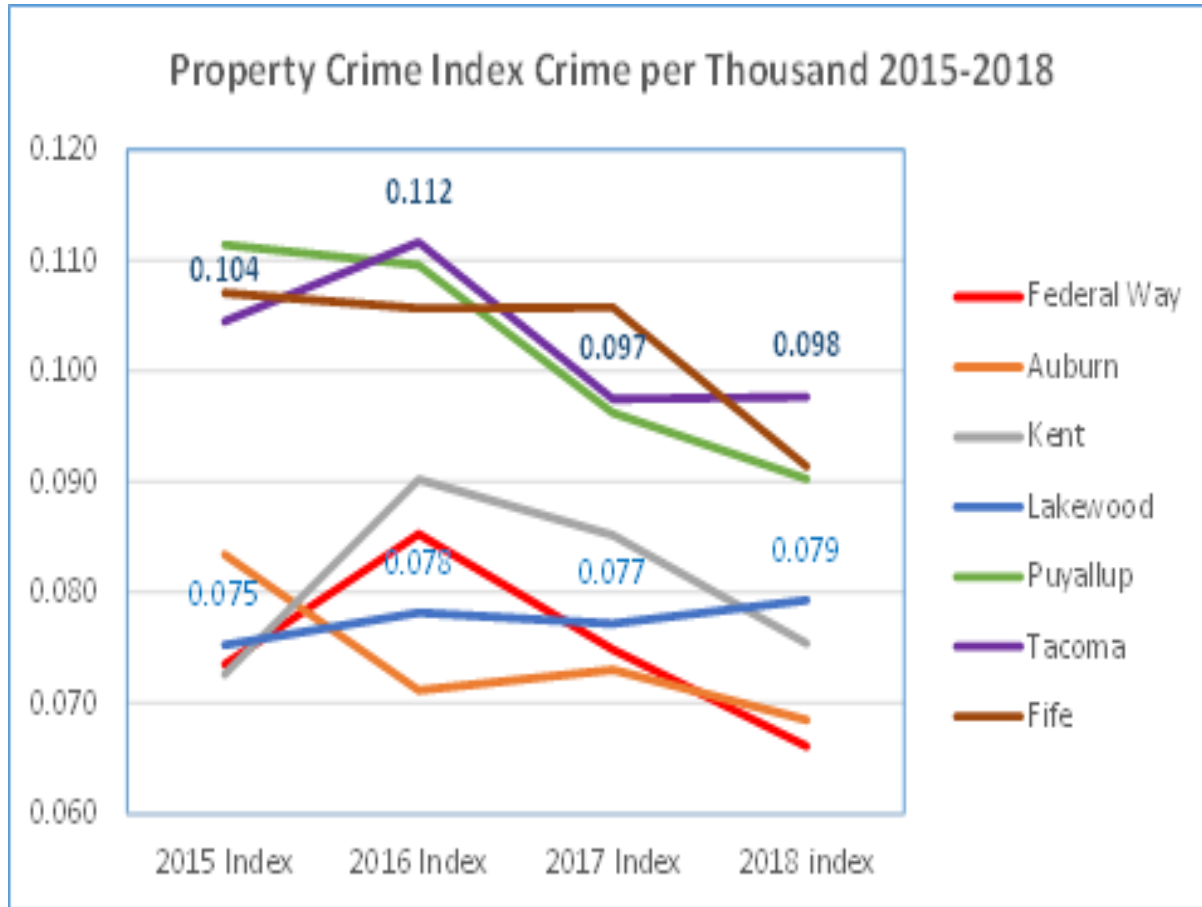
NIBRS Total Crime By Quarter 2016-2019



Lakewood Person, Property and Society Crime By Year 2015-2019



Neighboring Jurisdictions

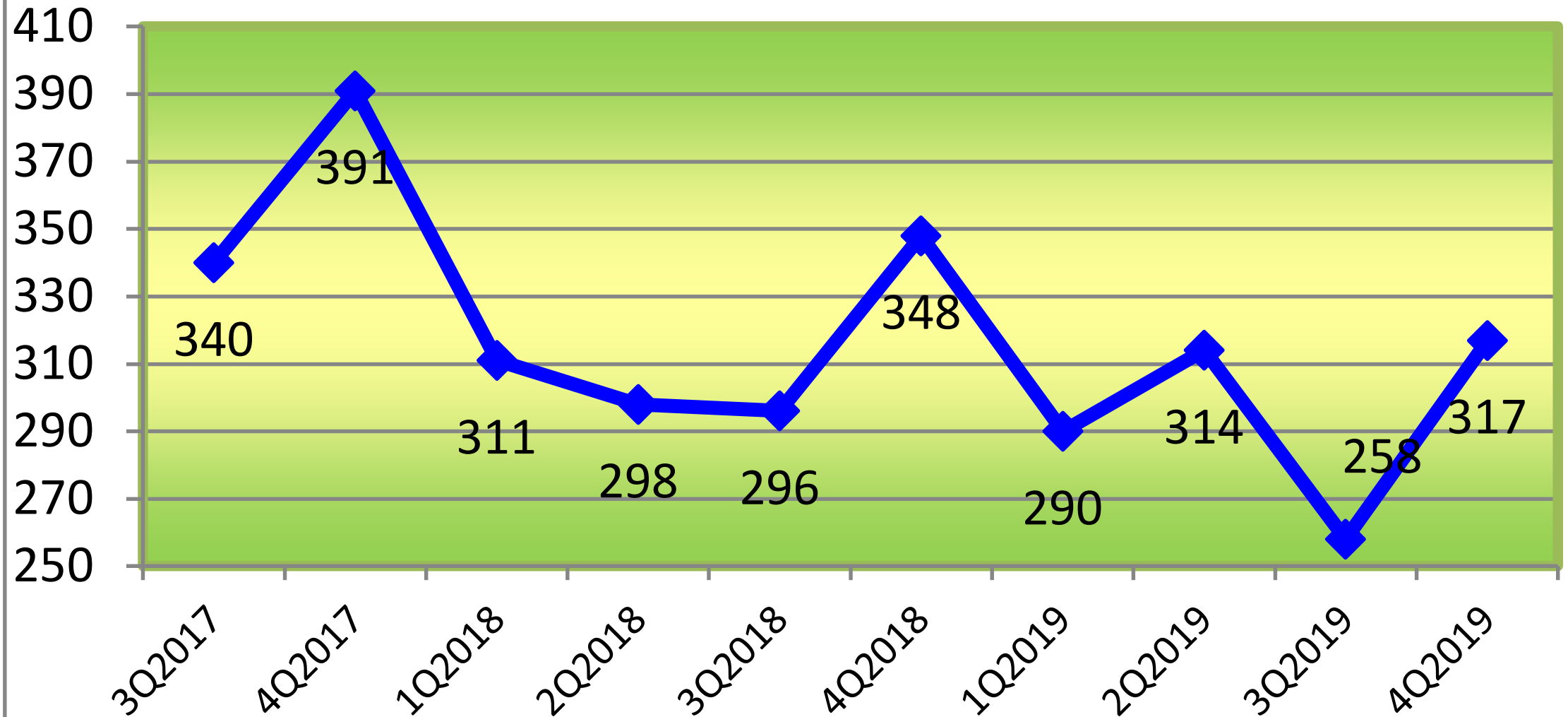


Population	2015	2016	2017	2018	change
Fed Way	90760	93670	96350	97440	+6,680
Auburn	75545	77060	78960	80615	+5,070
Kent	122900	124500	127100	128900	+6,000
Lakewood	58400	58800	59280	59350	+950
Puyallup	38950	39878	40500	41100	+2,150
Tacoma	202300	206100	208100	209100	+6,800
Fife	9545	9910	10100	10100	+555

Types and locations of theft for 2019

	LD01	LD02	LD03	LD04	LD05	LD06
Theft - Pick Pocket				2	1	1
Theft - Purse-Snatching - No Force	2	1		4	2	2
Theft - Shoplifting	4	20	8	237	4	41
Theft - From Motor Vehicle - Vehicle Prowl	42	87	78	99	86	111
Theft - From Coin-Operating Machine or Device			4	1		
Theft / Larceny From a Building	9	9	7	13	5	5
Theft - From Yards	9	4	2	2	5	2
Theft / Larceny From Mail	3	2	3	6	12	10
Theft - From Banking-Type Inst				1		
Theft / Larceny - Postal						1
Theft - Gas or Fuel				1		
Theft by Bailee (other than motor vehicle)				1		
Theft - All Other Theft/Larceny	47	70	55	231	67	185

Total Accidents By Quarter (Reports) 2017-2019



Speed Emphasis

- December 4th Through December 31st
- 10 locations throughout the city
- Mandatory tickets for speed 8 m.p.h. and over the speed limit
- Notice of the emphasis with locations was posted on social media
- Total Contacts : 913
- Tickets Issued: 938
- Warrant Arrests: 6
- DUI's: 2



Serious CFS

Business Name	Jan-19	Feb-19	Mar-19	1st Qtr	Apr-19	May-19	Jun-19	2nd Qtr	Jul-19	Aug-19	Sep-19	3rd Qtr	Oct-19	Nov-19	Dec-19	4th Qtr	2019 TOTAL CFS
Chips Casino & Palace Casino	3	1	1	5			1	1	1			1	1		2	3	10
Great American Casino		1	1	2			1	1				0	1		2	3	6
Oaktree	2	1		3	1			1	1	1		2				0	6
Champion		1		1				0		2	1	3		1		1	5
Burs Restaurant	1			1		2		2	1			1				0	4

BARS

Lakewood Bars in 2019 are a shadow of their early 2000s selves. It seems the bars that were traditionally notorious for fights and gang activity are gone now or under control. The Casinos (Chips at 8200 Tacoma Mall Blvd and Great American Casino at 10117 S Tacoma Way do so much volume that the CFS are somewhat anecdotal. The Oaktree Food and Drink always seems to make the list but 6 Serious CFS in a year is not that terrible. In 2004, Maggie O'Tooles or the Schooner had between 6-10 Serious CFS per month. So, this problem seems to be well in control.



Graffiti Investigation



Case Disposition

- Eriassy Ramos AKA “Easy”
- 19 years of age
- Criminal history in Lakewood dating back to 2013 (almost exclusively vandalism)
- Caught in the act of tagging and sentenced to work crew.
- Failed to show up for work crew, was later taken into custody, and sentenced to 180 days to run consecutive with other pending charges



Community Events

Coffee and Cocoa With A Cop



Shop With An Officer

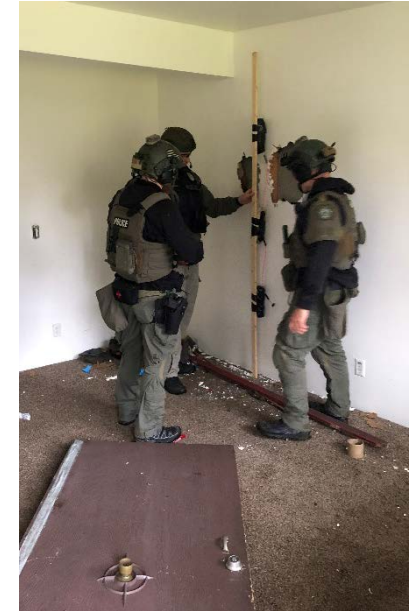


SRT activity

- One callout
 - High Risk arrest warrant for Lakewood Property Crimes
 - Suspect in Assault 1st/Robbery 1st/Kidnapping 1st case. Located at address in unincorporated Puyallup and arrested without incident after surround & callout. A .22 rifle was recovered from residence.
- Two pre-planned incidents
 - Warrant service assist to DEA-Tacoma for regional operation against criminal drug trafficking organization
 - SRT served warrants in both Parkland and Lakewood, arresting two primary suspects and securing both scenes for DEA search teams. A pistol and two rifles were located between the two locations.
 - Overall, nearly 20 suspects were arrested and law enforcement seized 4.5 pounds of methamphetamine, 13 pounds of heroin, \$10,000 cash and six firearms. Over the course of the investigation, law enforcement seized 37.5 pounds of methamphetamine and 27 pounds of heroin.
 - High risk warrant for Lakewood Property Crimes
 - Suspect wanted for Robbery 1st, Assault 2nd, Drive-By Shooting and an active probation violation warrant for homicide out of Oregon. Primary suspect was arrested and associates detained for interviews.
- One incident involving on-duty SRT assistance to patrol or specialty units
 - Suspect had strangled his girlfriend and put a gun in her mouth. SRT officers helped arrest the suspect during a routine Lakewood Municipal Court hearing. After the suspect was in-custody, detectives were then able to safely search the residence for firearms and other evidence.

SRT activity, continued

- 82 hours of training
 - Annual “Team Week” at Camp Rilea, Oregon focusing on hostage rescue, barricaded subject and high-risk warrant service tactics. Officers also completed a three-day training block in November that included Command Scenarios – realistic, full team, integrated scenarios including SRT, Crisis Negotiator Team, Team Commander and Incident Commanders.
 - Additionally, specialty teams from SRT conducted task-specific training: CNT (10hrs), Snipers (16hrs), Breaching Cadre (8hrs)



- SRT members assisted with annual “Fusion” training, *providing* approximately 20-hours of skills development to LPD personnel during realistic, scenario-based training.

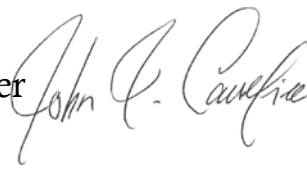
4th Quarter 2019 Analysis

- 1928601436 – On 13 October 2019, Lakewood Police responded to what was initially thought to be a self inflicted gunshot on Washington Ave in Tillicum. Upon investigation, it was determined to be a homicide. The gun was located hidden in the yard and an arrest was made.
- 1928701988 – On 14 October 2019, Lakewood Police responded to a woman down in the parking lot of the McChord Mart at 5105 Solberg Dr SW. Further investigation discovered an armed robbery where the suspect stabbed the owner/clerk several times while pulling money from the cash register. Tips, leads and investigative work led detectives to the suspect who was arrested.
- 1931900106 – On 15 November, Lakewood officers responded to a shooting at the Dominos Pizza at 8225 Steilacoom Blvd SW. Officers performed life saving measures on the victim who was shot a number of times. Further investigation led to an arrest of one individual.
- 4 more Adult Family Homes materialized in Lakewood bringing the total number of AFH listed by DSHS to 105. Bethel Homes 3 at 9113 Onyx Dr. SW leads in Total Calls For Service but most of these are Fire/Medical related calls.
- Special Ops conducted an investigation into reported illegal activity at Déjà Vu. The months long investigation revealed ongoing and blatant criminal conduct and code violations. This led to the discovery that they did not have a current business license and was subsequently denied a license for 2019 because of the findings of the investigation. The denial was only for 2019 but as of now the establishment remains closed.



TO: Mayor and City Council

FROM: Police Department

THROUGH: John J. Caulfield, City Manager 

DATE: February 10, 2020

SUBJECT: Fireworks Recommendation

ATTACHMENTS: PSAC memo on fireworks related calls for service

Throughout 2019 the Public Safety Advisory Committee (PSAC) evaluated the City of Lakewood municipal code governing fireworks to provide the City Council a recommendation for any changes, if needed. The work was done at the request of the Council in response to concerns citizens have raised over the years about the unsafe manner and conditions under which fireworks are used. PSAC conducted informal surveys, held discussions, and considered codes in neighboring jurisdictions. I also presented an informational memo (included) with numbers of police and fire calls for service on and around the 4th of July. Additionally, I provided unmanned aerial system video of fireworks on the 4th of July in our general area. After reviewing and considering all information their recommendation was to not amend the municipal code. This recommendation was based on the relatively low impact to calls for service, the demonstrated ineffectiveness of fireworks bans in neighboring jurisdictions, and the difficulty in enforcing a ban.

While a complete ban of all fireworks would prove ineffective and unpopular on the 4th of July, I do think there is room to increase public safety and decrease the nuisance created by fireworks on the 3rd and 5th of July. By restricting or banning fireworks on the 3rd and 5th, we would still allow citizens the ability to celebrate the birth of our country with fireworks on the 4th, but would reduce the overall amount of time fireworks are being discharged and would therefore decrease the chances of fire or injury. Reducing the allowable time for discharge of fireworks would also reduce the impact to neighbors who consider them a nuisance and also to pets and animals adversely affected by the loud noises associated with fireworks.

In order for a fireworks ban on the 3rd and 5th to be effective, we would need to conduct multiple emphases for several years in a row for the message to get out to the general public and for behaviors and culture to change. If this is a desirable outcome for the council, then I recommend a ban on all fireworks discharge on the 3rd and 5th of July and maintain the current code for the 4th of July and New Year's Eve.

To: Mayor Don Anderson and distinguished members of the Lakewood City Council

From: Public Safety Advisory Committee

Re: Fireworks Ban in Lakewood City Limits

Based on recent comments from Lakewood citizens, the Lakewood City Council requested that the Public Safety Advisory Committee look into the issue of banning fireworks within City limits.

In the course of our research, we have learned that the City already has a limit, or partial ban, on the type of firework that is legal to use in the city, and the days and times they may be used, and this ordinance seems to be mostly effective. However, even though some neighboring cities have an entire ban on fireworks inside their city limits, many citizens in those areas ignore the ordinances or appear unaware of the ordinances. A drone video shot on the evening of July 4, 2019 by the LPD showed an incredible number of fireworks going off in areas where fireworks are completely banned.

One alternative which was suggested, to coincide with a total ban of fireworks, was for the City to sponsor a public firework show. This leads to many questions as to where this event could take place and the cost and safety of the event; it was agreed that the expense alone was something the City was not prepared to take on at this time. In addition, the certain drain on police services to enforce the total ban, as well as providing security for the fireworks show, would not only be inadvisable, but also a poor use of police resources and too expensive in terms of police overtime wages.

Finally, if the city were to implement a total ban, the non-profits that use firework stands to raise money would lose that option. The good work these non-profits do to help the citizens of Lakewood in need seems to be something we should take into consideration.

RECOMMENDATION

The members of the Public Safety Advisory Committee recognize the concerns of many citizens regarding the potential of fire and the impact of the noise on people and pets. While many on the committee support a total ban, personally, we cannot ignore the immense challenges that come with that decision. Since public safety is our number one concern and in the interest of public safety, the Public Safety Advisory Committee recommends we leave the current fireworks ordinance in place, with no changes. Based on information we received from WPFR and LPD, we believe that attempting to enforce a total ban on fireworks would be a large drain on police resources and, ultimately, end in failure, as clearly proven by the City of Tacoma's 1998 total ban and subsequent LPD July 4, 2019 drone video footage.

Lastly, it is our recommendation that the City seek ways to educate the public on responsible firework displays (recognizing the potential for fire, the impact on people and pets, and the courtesy of clean up), current legal guidelines, non-profits resource for raising funds, and the costs and challenges of having a city sponsored display.

Lakewood Police Department

Memo



Date: 7-11-19

To: Public Safety Advisory Committee

Cc:

From: Chief Zaro

Subject: 4th of July statistics

PSAC members,

In order to assist with your report to Council on potential changes to the municipal code related to fireworks I gather the below statistical information on police and fire calls for service related to fireworks on and around the 4th of July.

Police

	July 3 rd total CFS	July 3 rd fireworks CFS	July 4 th total CFS	July 4 th fireworks CFS	July 5 th total CFS	July 5 th fireworks CFS
2015	194	23	234	45	206	27
2016	164	16	190	34	224	25
2017	206	18	221	41	192	12
2018	196	9	225	44	221	23
2019	201	13	226	45	196	11

WPFR (Lakewood only)

	June 28 th	June 29 th	June 30 th	July 1 st	July 2 nd	July 3 rd	July 4 th	July 5 th
ALS#	17	15	7	19	15	11	8	18
BLS##	10	14	15	17	12	15	9	18
Single Co fire	1	5	2	3	1	3	18*	2
Structure fire	0	1	1	1	2	0	0	0

#Advanced life support (medical)

##Basic life support (medical)


*3 of these incidents are confirmed to be fireworks related. Likely others are but only 3 confirmed.

In addition to the statistical information, we deployed a UAS on the night of the 4th to survey the amount of fireworks in our general area. The UAS pilot sent the UAS up and made a 360 degree turn while video recording. Areas covered were Tacoma, Parkland/Spanaway, Lakewood, and University Place. There were significant numbers of fireworks in all directions. This includes, notably, Tacoma where they have had a ban in place for several years.

Respectfully,

Michael Zaro
Police Chief



To: Mayor and City Councilmembers
From: Kenneth White, Chief Information Officer
Tho Kraus, Assistant City Manager/Administrative Services
Through: John J. Caulfield, City Manager 
Date: Feb 10, 2020
Subject: Information Technology Update

BACKGROUND

The purpose of this memo is to provide the city council with a status update of 2019/2020 projects.

STATUS OF 2019/2020 PROJECTS

Projects Completed in 2019

503.0009 City-Wide Camera System - Budget \$55,000 Actual \$71,329

Estimated Completion Date: On-going

Over the past few years, the Information Technology Division has implemented 99 cameras located throughout the City. This deployment consists of numerous locations to include City Hall, Police, O&M, Ft. Steilacoom Park, ATMS and the skate park. Continued evaluation and review will occur to determine if there are additional needs throughout the city during 2020. These requests will be reviewed and addressed as necessary. Savings from other projects or division funding will cover additional costs for installation as necessary. Additional cameras are scheduled to be implemented at both American Lake park and Harry Todd. This will occur in conjunction with the park updates and modifications occurring on Veterans drive. Several cameras are currently being added to the website to allow public viewing although due to security reasons they are not yet accessible. Cost overruns were due to additional security cameras required at the Police Station, Ft. Steilacoom Park and City Hall and will be covered by savings in other areas.

Location	Cameras	Public (In-Progress)
Ft. Steilacoom Park & Pavilion	6	2
Ft. Steilacoom Park Office	16	0
Skate Park	2	1
City Hall	22	0
Police Station	44	0
O&M Shop	9	0

503.0011 Server/Hardware Upgrades \$30,000 Actual \$28,963**Estimated Project Completion Date: 4th Quarter 2019**

Three new robust high efficiency Dell servers were installed within the primary data center. These servers provide hosting for the City's virtual infrastructure resulting in the elimination of on-going maintenance and replacement costs of 10 physical servers. In addition, \$10,000 has been designated in 2020 for additional hardware capacity if needed due to potential growth.

503.0015 Computer Replacement \$138,750 (Annual) Budget \$138,750 Actual \$131,682**Estimated Project Completion Date: 4th 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 and peripherals.

503.0019 Vulnerability & Penetration Tests – Budget \$25,000 Actual \$33,254**Estimated Completion Date 4th Quarter 2021**

In 2019, city technology staff reached out to the National Guard's cybersecurity team in an effort to gain a partnership to perform third party penetration testing. Due to the current state of affairs and the excessive workload the cyber security team was unable assist. The city will continue to reach out to the National Guard to join in a potential partnership for routine external third party penetration testing. 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 was to ensure that reasonable technical controls were in place and effective. External penetration testing focused on gaining unauthorized access to external Lakewood systems 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 secondary internet circuit at the police station, an additional test will be performed to ensure the integrity of the new system(s) in place and to ensure both datacenters are secure. Overage was covered by funds saved within the Disaster Recovery & Business Continuity projects.

503.0027 Police In-Car Video System**Initial One-Time Cost = \$130,913 Actual \$129,015 Ongoing M&O TBD after 2022****Estimated Completion: TBD**

Working with Police, the Information Technology Division assisted with the installation of 28 additional in-car video systems along with 2 body-worn cameras. This project is a multi-year project to ensure all vehicles have Coban in-car video installed.

503.0029 SAN Implementation (Storage Area Network) for Police Station**Estimated Project Completion Date: 3rd Quarter 2019****Initial One-Time Cost = \$100,000 Actual \$113,506****Ongoing M&O = \$35,000 in 2022**

Implementation of the new Storage Area Network solution has been completed at the city's primary data center located within the Police station. Information technology team members migrated data and servers to the new storage solution which has since provided the required resources to turn-up the primary data center. This project touched all divisions across the city thus it took some time to ensure everything was migrated correctly. Team members continue to work with each department to ensure only data that has not met the retention schedule for destruction is stored on production servers. This ensures a clean environment as we continue moving forward, decreases the amount of data residing on the SAN and improves both security and backup & recovery processes. Overages covered by savings in other projects and budgets.

503.0031 Cyber-Security Awareness**Estimated Project Completion Date: On-going****Initial One-Time Cost = \$12,296****Ongoing M&O = \$4,100 Beginning 2021**

Initial cyber-security awareness campaigns begin in 2019 to include random phishing campaigns. This was to gain a baseline for future campaigns surrounding phishing and malware attacks. KnowBE4's Enterprise Awareness Training Program continues to provide 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. Additional campaigns and training are scheduled to be rolled out during each quarter of 2020 to ensure staff remain vigilant and are up to speed on latest trends within the industry.

2019 Carried Over To Be Completed In 2020**503.0025 Redundant Voice/Data Circuits – Budget \$10,000/Annually****Estimated Completion 3rd Quarter 2019**

The Information Technology Division continues to work with CenturyLink to install new fiber connections to the ATMS building which 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 Cities 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 3rd quarter of 2019.

503.0033 Cloud Enabled Backup Storage – Budget \$45,000 Actual \$37,611**Estimated Completion Date: 3rd 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.

2020 Projects In Progress**503.0004 Broadcast Streaming Council Meetings – Budget \$10,000 / Actual \$0****Estimated Completion Date: On-going**

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.

503.0005 Website Enhancements & Upgrades – Budget \$18,140 Actual \$5,394**Estimated Completion Date 4th 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.

503.0006 Disaster Recovery & Business Continuity Plan - Budget \$10,000**Estimated Completion Date: 4th Quarter 2020**

Creation of comprehensive documentation, policies & procedures in regards to disaster recovery processes within the Information Technology Division. Project was carried over from 2019 to allow for the configuration, setup and operation of the network operation centers and redundant data connections which are currently in progress.

503.0009 City-Wide Camera System - Budget \$20,000**Estimated Completion Date: On-going**

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. Over the past few years, the Information Technology Division has implemented 99 cameras located throughout the City. This deployment consists of numerous locations to include City Hall, Police, O&M, Ft. Steilacoom Park, ATMS and the skate park. 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 or division funding will cover additional costs for installation as necessary.

503.0015 Computer Replacement \$138,750 (Annual)**Estimated Project Completion Date: On-Going**

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 YTD**Estimated Completion Date: 4th Quarter 2021**

In January of 2019, the Information Technology Division received numerous responses to the document management RFP posted on the city's website. Staff have reviewed submissions to determine which proposals meet the needs of the city and were ready to schedule demos and presentations by the vendors. Due to the critical nature of the permitting system project, this was placed on hold until the 2nd quarter of 2020 to allow staff to focus on one major project at a time to ensure smooth implementation with little to no errors. Total allocated funds are \$300,000 over a two-year period.

503.0027 Police In-Car Video System**Estimated Completion: On-Going****Initial One-Time Cost = \$126,000 Actual \$121,332**

Working with Police, the Information Technology Division will be assisting with the implementation of (20) additional in-car video systems. These vehicles are currently in the queue to have equipment installed at our vendors location. 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 and was carried over from 2019. Completion of the project is dependent on replacement of police vehicles.

Camera Installs	2018	2019	2020	Total
In-Car	8	28	20	56
Body Worn	0	2	0	2

503.0028 New Permit System

One-Time Costs \$80,000 On-Going \$50,000 (Estimated)

Estimated Project Completion Date: TBD

In 2019, working in collaboration with the Community & Economic Development division, Administrative Services and the Executive Leadership Team, the city approved a move to partner with Pierce County to utilize the county's cloud hosted PALS solution to become the primary permitting solution for the city. This system is a proven, efficient & robust permitting system in use by the county for over 15 years.

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:

- 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.

Due to the critical nature of this project, the previously schedule document management system was placed on hold to allow staff to focus on the PALS implementation with Pierce County. The PALS permitting project is partially funded by accumulated technology fees of \$59,403. Ongoing costs are estimated at \$50,000 annually and is partially offset by the current permitting system M&O costs of \$8,400 annually. City team members have provided county personnel with data requested although the county has yet to confirm if they have received everything needed or require any additional information. As of the present time, the estimated pilot date to begin testing the PALS solution is July 1st, 2020. Due to the complexity of the project and to ensure a smooth rollout this date is subject to change after initial review of submitted information to the county. Lakewood team members continue to work with county project managers and are awaiting next steps.

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

Estimated Completion Date: 1st Quarter, 2020

The Information Technology Division has contracted with INSI to install fiber optic connectivity at the O&M facility. 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. The fiber connection now provides a high speed 10 gigabit connection back to the data center and has eliminated the Comcast business circuit which was installed at O&M along with legacy networking hardware. In addition, 9 new cameras which were pre-installed are now able to go-live providing real time viewing and recording of the facility.

503.0035 Security Enhancements – Budget \$15,000

Estimated Completion Date 1st Quarter 2020

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. Technology staff have purchased software which will be used to perform real time replication of primary server(s) between both co-locations.

Other projects in process

Cyber Security & Network Hardening – Budget \$70,000 On-going \$45,000**Estimated Completion Date 3rd Quarter 2020**

Today, the City of Lakewood's infrastructure security posture is stronger than it has ever been due to the positive support received from our City Council along with the efforts of all staff and under the guidance of the city's Chief Information Officer. Over the past year with the blessing and support of executive leadership and the City Council, the Information Technology division has placed a high priority on all aspects of security to include CyberSecurity. Cybersecurity is the protection of internet-connected systems, including hardware, software and data from Cyberattacks. Security comprises cybersecurity and physical security – both are used within the enterprise to protect against unauthorized access to data centers and other computerized systems. Over the past year, there has been numerous reports of other cities throughout the United States who have been compromised by external vulnerabilities and cybersecurity breaches. In some cases, these attacks have cost government entities and municipalities upwards of \$15 million dollars in recovery costs not to mention the downtime of critical systems throughout the organization. The City of Lakewood continues to strive to ensure all systems within the city are protected to minimize the risk of a breach of data or cyber-attack. A strong cyber security system has multiple layers of protection spread across computers, networks, and programs. A complete cyber security system relies not only on cyber defense technology, but also on people making smart cyber defense choices. Information Technology Division has implemented numerous systems to not only provide staff with the educational knowledge to be the first line of defense, but also network based solutions to ensure perimeter protection of critical core systems. Organizations need an elastic approach that applies and expands security controls at will, dynamically, intelligently and with complete automation. External actors, cyberattacks and potential threats continue to be on the rise, requiring Information Technology staff to continuously evaluate existing security solutions and adjust accordingly to ensure complete protection and security of the city's infrastructure. The proliferation of Internet of Things (IoT) devices, has made it necessary for organizations to improve visibility into what devices are attached to the network. We must know every device and user accessing the network at all times. Solutions which provide network visibility to see everything connected to the network as well as the ability to control those devices and users, including dynamic, automated responses are needed.

Enhanced Security Training – Budget \$20,000**Estimated Completion Date – 4th Quarter 2020**

Securing, protecting, and defending the City's cybersecurity data and infrastructure requires a responsive, extensive, and highly trained workforce. Cybersecurity training is an essential element in the development of individuals and teams that are prepared to protect the City of Lakewood from cyber-attacks. Investment in this area should be made to ensure staff are well educated, knowledgeable and prepared to deal with these threats. Minimal investment in this area could save the city millions in the event of a cyber-attack.

Communications - Cradlepoint**Estimated Completion Date: 4th Quarter, 2020**

In order to provide a more reliable Wi-Fi experience for mobile staff and officers, Technology team members have installed fixed Cradlepoint routers within the vehicles eliminating the need for staff/officers to use mobile hotspots on their cell phones. These devices work seamlessly with both laptops and in-car video solutions installed in the vehicles. These have eliminated the constant disconnects many officers have experienced with their phones. The units are now poised to allow the configuration of wireless meshed networks utilizing both cellular data and strategic Wi-Fi access points installed throughout the city.

Communications – AT&T FirstNet**Estimated Completion Date: 1st Quarter, 2020**

Over the past several months both the Police Department and Information Technology have been reviewing existing agreements with the city's current wireless vendors, Verizon & T-Mobile, to determine feasibility of equipment during a disaster and overall monthly expenditures for service(s). After detailed review it was determined that moving to AT&T would provide enhanced services utilizing their First Responders FirstNet® solution and lower costs for existing phones. FirstNet is a nationwide wireless broadband network for first responders which was built and deployed through a public-private partnership between the federal government and AT&T. FirstNet offers public safety a communications network built and customized to our needs. Technology team members are currently working with the Police department to assist with the retrofit of new Cradlepoint routers which have the AT&T FirstNet

solution installed. In an effort to provide redundancy in the event of any outage, Police command staff vehicles have redundant services installed from multiple providers, in this case AT&T and Verizon.

Communications – Internet Access – Police Station

Over the past year the Information Technology Division has been working with multiple vendors to provide a secondary internet gateway located at the police station. Unfortunately several of the vendors were unable to complete the project due to project monies required above and beyond the initial agreement. This has in turn put the project behind almost a year. The city is now working with Verizon to install a new circuit to be accessed by the Station via the ATMS building. Permits are currently in process with Tacoma Power to complete this installation. This connection will provide connectivity to South Sound 911, all WA State Court systems, connectivity to city locations and access to the internet in the event of an outage. This will replaced the previous Comcast circuit that was installed at City hall and no longer needed as it did not provide any redundancy to the City due to its service location.

Disaster Recovery & Business Continuity (Off-Site Co-Location)

Estimated Completion Date: 4th Quarter, 2020 Budget TBD

In order to guarantee services during a major outage during a disaster within Lakewood, the Information Technology division will be rolling out a third data center which will be located at Flexential, Hillsboro Oregon. This data center will meet the requirements of being at least 100 miles away from Lakewood in the event services are unavailable locally. Flexential offers carrier hotel connectivity, Layer 2 access to 80 on-net carriers, proactive Layer 3 and Layer 4 DDoS protection with a 100% network and bandwidth uptime commitment. It is also one of the few data centers with a 100 GBPS network backbone, 100% SLA on power, network and bandwidth. Once completed, core systems will be replicating between all locations real time providing immediate services during a disaster along with an off-site backup locations to ensure readily available data during any disaster or recover need. This will put Lakewood above and beyond many of our neighboring cities, providing 3 data centers, production servers, recovery services and high speed connectivity throughout each location. As systems are fine-tuned and security measures put in place, these locations could also serve as potential backup co-locations for neighboring cities at a cost.

Wide Format Printer & Scanner Replacement

Estimated Completion Date Feb 30, 2020

Replacement of (2) Wide Format Printers and (1) scanner will be performed during the first week of February. These new machines will replace the older systems that have exceeded their life expectancy and are no longer functioning as expected. Savings in other areas in the 2019 budget will be used to purchase these items. This project was approved by council in January, 2020.

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	-	20,000.00	-	-	-	20,000.00
503.0002	M&O Fiber Installations	-	-	-	-	-	0.00
503.0009	Expand Video Cameras	20,000.00	-	-	-	-	20,000.00
503.0011	Server/Hardware Upgrades	6,000.00	-	6,000.00	-	6,000.00	18,000.00
503.0015	Computer Replacement	138,750.00	138,750.00	138,750.00	138,750.00	138,750.00	693,750.00
503.0019	Vulnerability & Pen Test	25,000.00					25,000.00
503.0028	New Permit System	80,000.00	50,000.00	50,000.00	50,000.00	50,000.00	280,000.00
503.0029	Storage Area Network (SAN)	-	-	35,000.00	-	-	35,000.00
	Total Project Costs	269,750.00	208,750.00	229,750.00	188,750.00	194,750.00	1,091,750.00

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.

Vulnerability & Penetration Tests – Budget \$35,000**Estimated Completion Date 4th Quarter 2021**

The Information Technology Division will continue to work with FR Secure to perform additional external penetration tests as required. Internal vulnerability scans and penetration tests will be done on a quarterly basis. These are also required to meet CJIS (Criminal Justice Information Systems) requirements.

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.



TO: Mayor and City Council

FROM: Tiffany Speir, Long Range & Strategic Planning Manager
Dave Bugher, Assistant City Manager for Development Services

THROUGH: John Caulfield, City Manager 

DATE: February 10, 2020

SUBJECT: Introduction to Lakewood Station District Subarea Plan and its Proposed Boundary Options

BACKGROUND

Lakewood has recognized the need for, and memorialized initial design for, a subarea plan in the Lakeview Neighborhood/Lakewood Station District since adopting its first Comprehensive Plan in 2000; in fact, the Plan's Land Use Policy 25.5 and Urban Design Policy 9.5 both direct the preparation of a sub-area plan for the Lakewood Station District, and a preliminary design vision for the subarea was created. In 2012, Sounder Train service was extended to the Lakewood Station, located along Pacific Highway South near I-5.

Over time, the City has continued to prioritize the Lakewood Station District as an important area for economic development, housing diversification, and transportation demand management. Lakewood's Comprehensive Plan has a number of goals, objectives and policies related to the Lakewood Station District (included at the end of this report), and the City's 2018-2020 Strategic Plan prioritizes affordable and mixed income housing, maximizing public transit, and public involvement in land use planning. The City is currently working with developers and agents to promote Lakewood Landing along I-5.

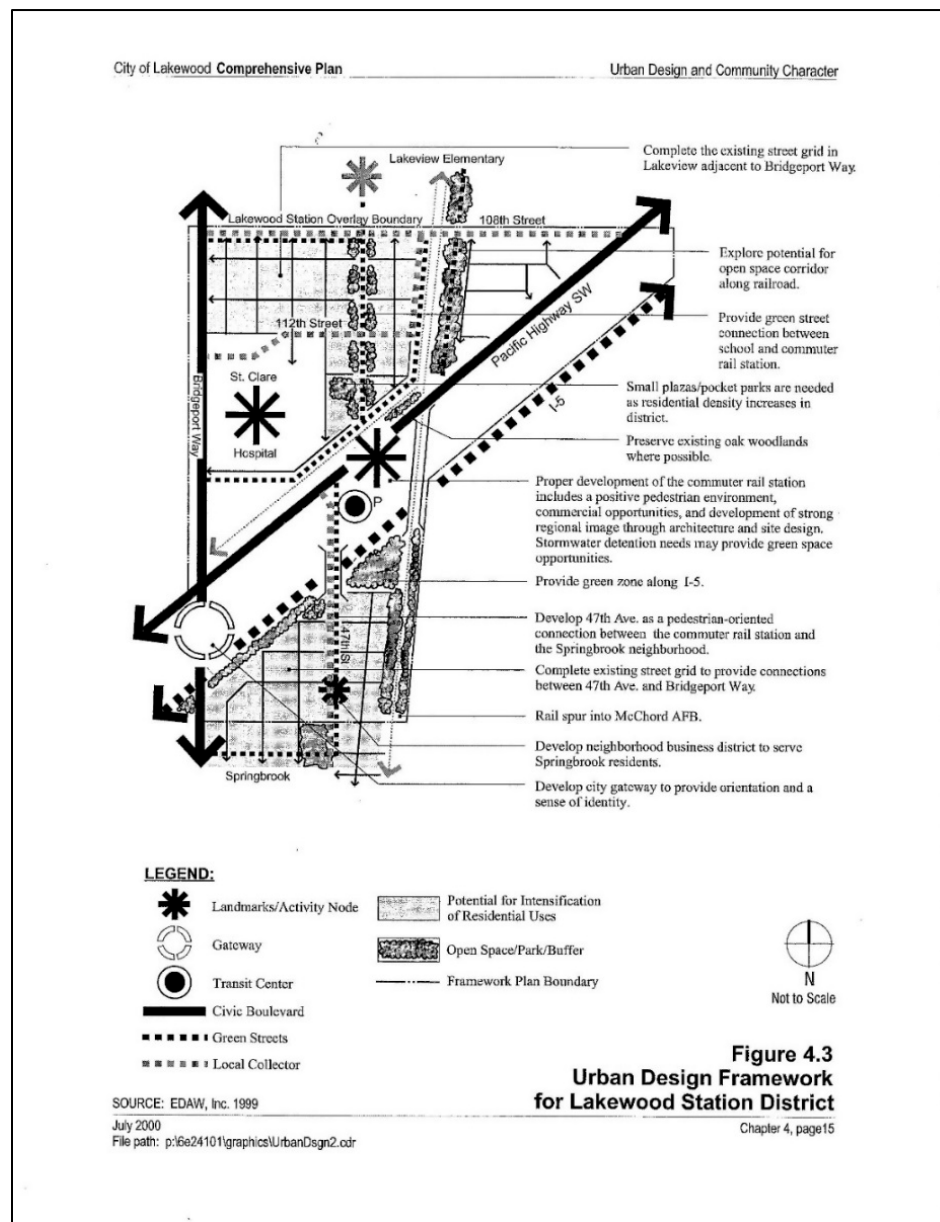
In November 2019, the State Department of Commerce awarded Lakewood a grant to prepare a Lakewood Station District Subarea (LSDS) Plan, a SEPA-based planned action, and a hybrid form-based code to implement the LSDS Plan.

The City Council is scheduled to authorize a contract for subarea plan consultant services on February 18. CEDD will provide regular status reports to the Council throughout this year. It is anticipated that the Commission will hold a public hearing in November 2020, and that final Council action will occur in April 2021. There will be a retreat for LSDS stakeholders in February to conduct an initial discussion about the LSDS vision and priorities.

RECOMMENDATION: Three boundary options are presented in this memorandum for Council review. It is recommended that the subarea boundaries shown in Option 2 (New Proposed LSDS Boundaries, which encompass 317.97 acres) be approved for the development of the Lakewood Station subarea plan, planned action and hybrid form-based code project. Within these boundaries, medium and high density housing units should be zoned and planned for to take advantage of the absence of environmental constraints and local access to major transportation facilities and corridors in the area.

LSDS BOUNDARIES AND POLICIES

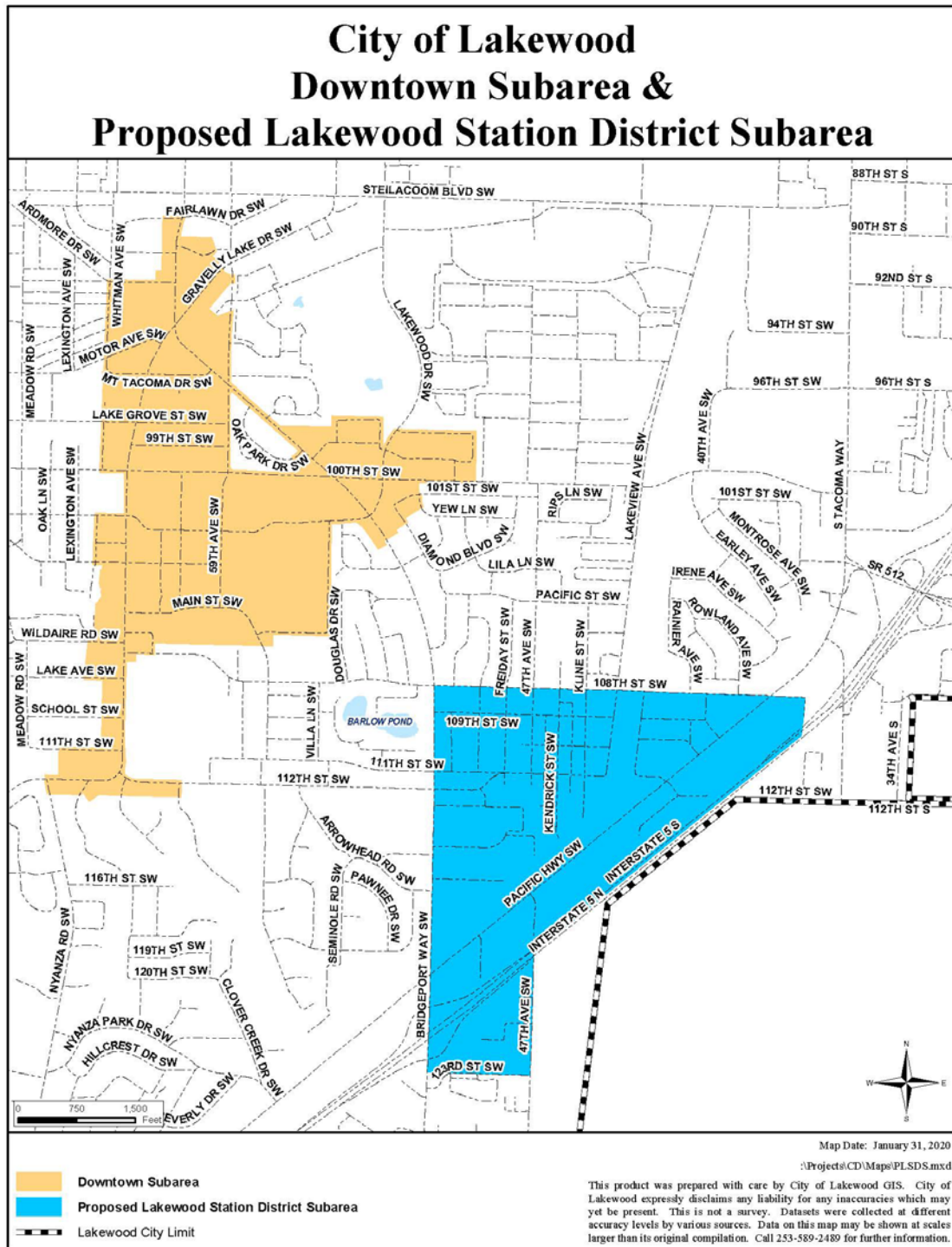
The 2000 proposed Lakewood Station District Subarea (LSDS) boundaries (included and identified within the current Comprehensive Plan at Section 4.5.2) are shown below:



Option 1 for Lakewood Station District Subarea Boundaries

Included below is a map of Option 1, the currently proposed LSDS boundaries (which encompass 300.59 acres) as included in the Comprehensive Plan, in relation to the Downtown Subarea (which encompasses over 315 acres.)

Option 1: Proposed LSDS Area



Lakewood Landing and Local Revitalization Funding

The Lakewood Landing project site is roughly 30 acres and currently occupied by a WSDOT maintenance facility. With its Pacific Highway location, prime Interstate 5 frontage, heavy daily traffic loads and close proximity to the Lakewood Sounder Station, the site is better suited for transit-oriented retail and mixed-use development. The City is working with WSDOT to relocate the facility and open up economic development growth opportunity; in October 2018, WSDOT signed an agreement to market its property and to perform the necessary work in order to sell the land and surrounding properties in aggregate to a developer. Property owners have engaged in briefings on the project and been offered the opportunity to participate.

Lakewood is advocating for renewal of the state Local Revitalization Financing (LRF) program in the current Legislative session (via HB 2804) with the intent to access such funds for the Lakewood Landing project. The Department of Revenue is no longer accepting applications for the 2009 LRF program as the state contribution limit has been reached per RCW 39.104.100. The LRF program authorizes cities and counties to create “revitalization areas” and allows certain increases in local sales and use tax revenues and local property tax revenues generated from within the revitalization area, additional funds from other local public sources, and a state contribution to be used for payment of bonds issued for financing local public improvements within the revitalization area. The state contribution is provided through a new local sales and use tax that is credited against the state sales and use tax (sometimes referred to as the “LRF tax”). This tax does not increase the combined sales and use tax rates paid by consumers.

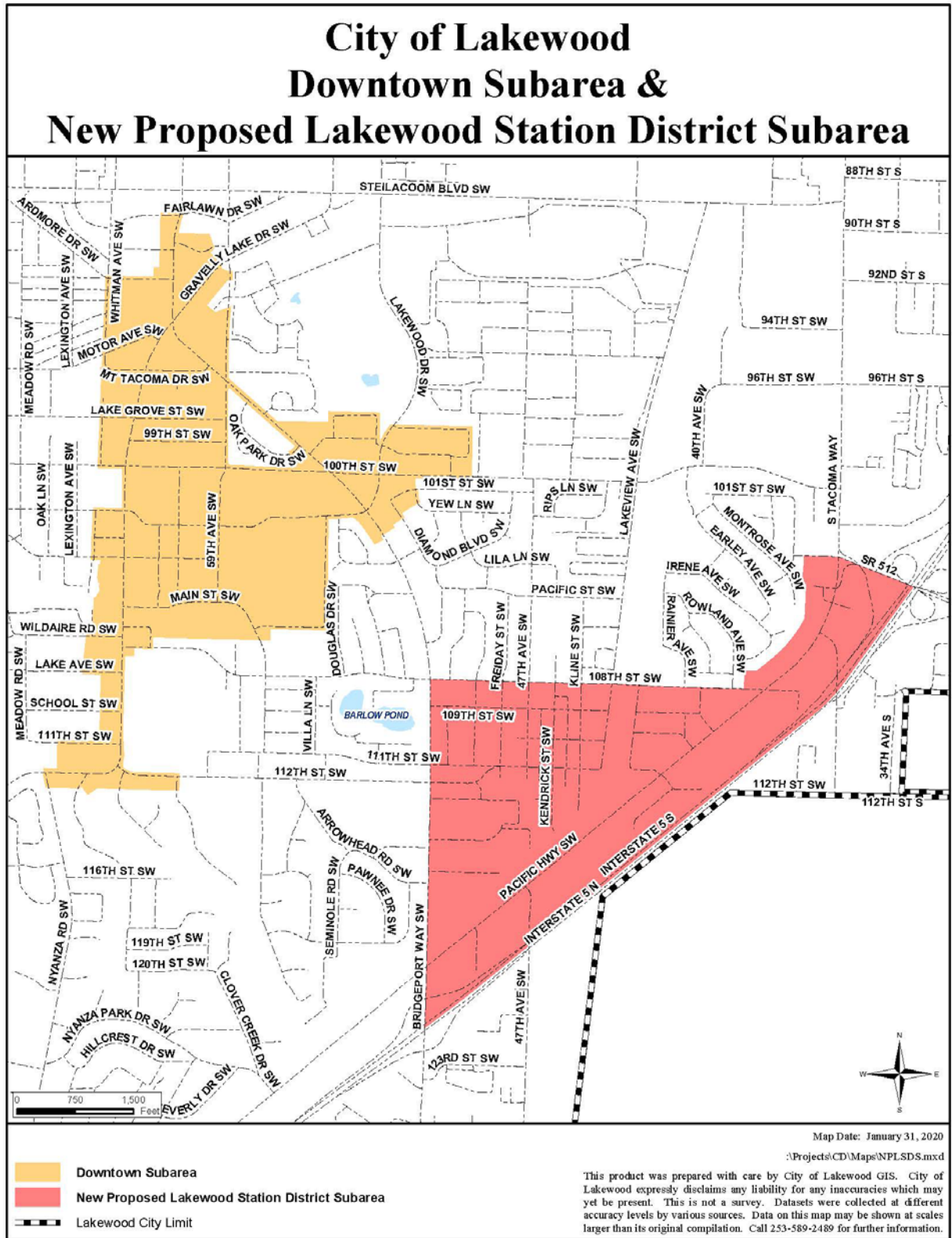
Option 2 for Lakewood Station District Subarea Boundaries

If the 2000 boundaries shown in Option 1 above were amended to remove Springbrook neighborhood parcels south of I-5 and add parcels extending NE up to the SR 512 interchange, the LSDS would include several existing lower income neighborhoods ready for redevelopment at higher densities along a high capacity transit corridor and within ½ mile of the Lakewood Station as well as the proposed Lakewood Landing development site. The new proposed LSDS boundaries would encompass 317.97 acres.

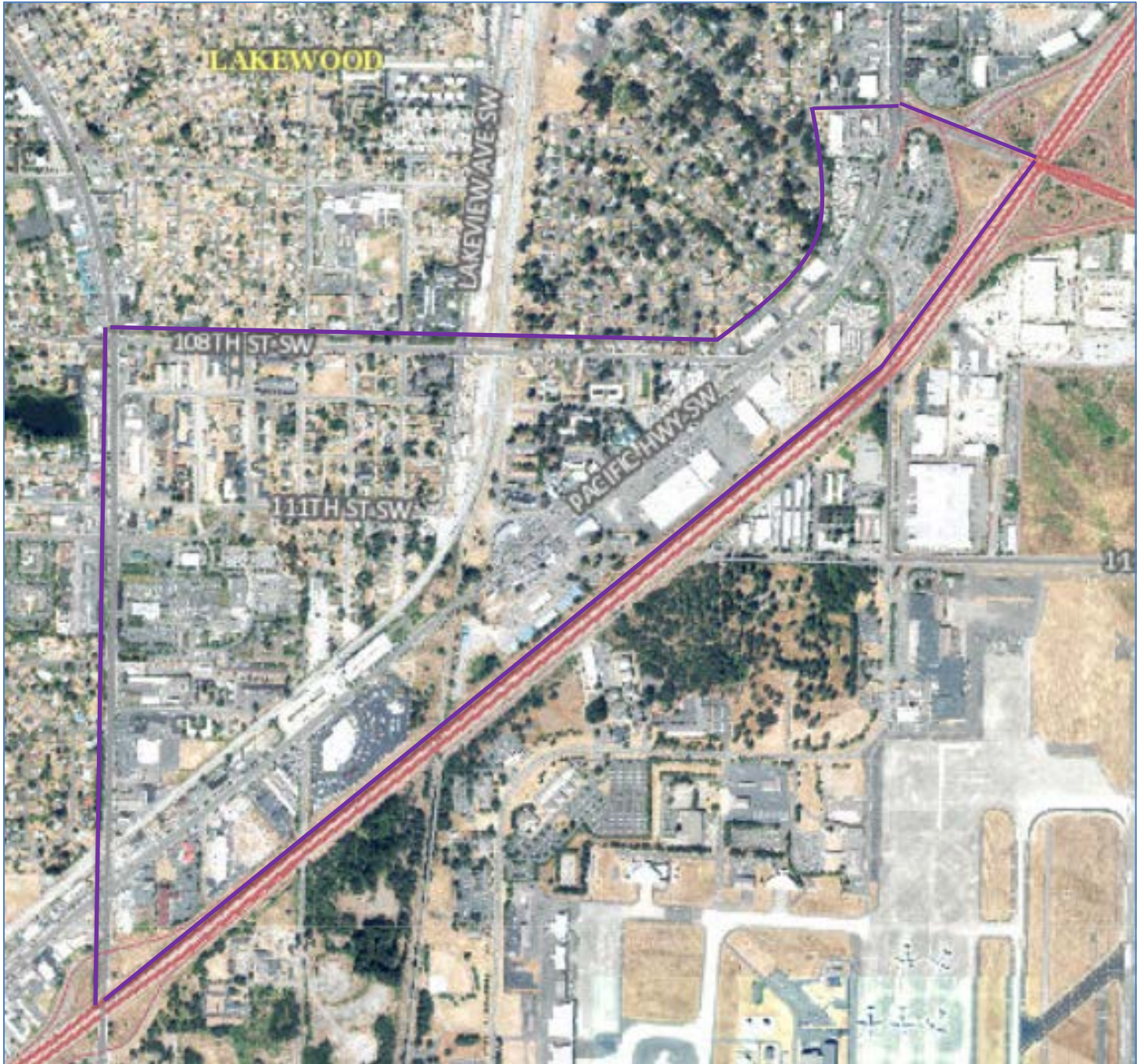
The Springbrook area’s floodplain is currently being reviewed by FEMA and its zoning is pending those results per Council direction. The newly proposed parcels up to SR 512 are included due to their proximity to the Lakewood Landing project since some were previously included within Lakewood Landing area, and they (and other parcels) could be added to the project in the future. In addition, having the I-5/SR 512 Park & Ride within the subarea would strengthen the focus on transit connections for local residents as well as to and from the Downtown.

Included below is a map showing Option 2, new proposed LSDS boundaries, in red.

Option 2: New Proposed LSDS Area

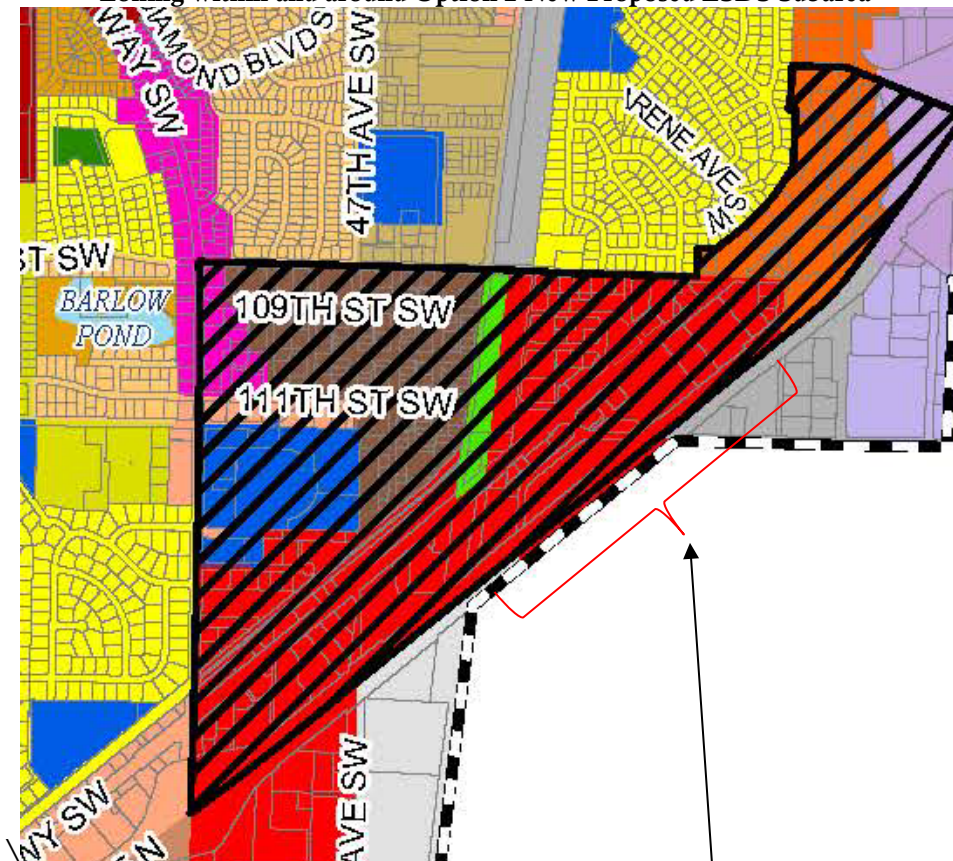


An aerial shot of current development in the New Proposed LSDS area is included below:



The current zones within the new proposed LSDS boundaries include Transit Oriented-Commercial (TOC), Commercial Two (C2), Neighborhood Commercial Two (NC2), Commercial One (1), Multi-Family Three (MF3), Public/Institutional (PI), and Open Space & Recreational Two (OSR2.) Immediately to the north and west are established residential and mixed residential areas of varying planned and actual densities.

Zoning within and around Option 2 New Proposed LDS Subarea



INCREASING LAKEWOOD'S RESIDENTIAL BUILDING CAPACITY UNDER GMA

Per Pierce County Ordinance 2017-24s, Lakewood's 2030 Population Target is 72,000. As of 2018, the US Census estimated Lakewood's population at 60,538, showing a 5.2% increase between April 1, 2010 and July 1, 2018. Lakewood therefore is planning for an additional 11,462 residents by 2030; this is a 16% increase over a 12 year period, a

significantly higher growth rate than that seen between 2010 and 2018.

The City identified the 2018 Downtown Subarea as a key location for higher residential densities and population growth, and the Downtown subarea is targeted for locating 2,257 residential units over a 20+ year period (i.e., by 2038.) This equates to locating 20% of the City's overall 2030 population target in the Downtown.

A Lakewood Station District Subarea plan incorporating residential densification could: provide additional housing affordable to the City's current and future residents; help prevent current residents' displacement as well as provide additional mixed income housing units for future targeted growth; maximize access to public transit; and serve as an excellent complementary planning area to the Downtown.

Option 3 for Lakewood Station District Subarea Boundaries

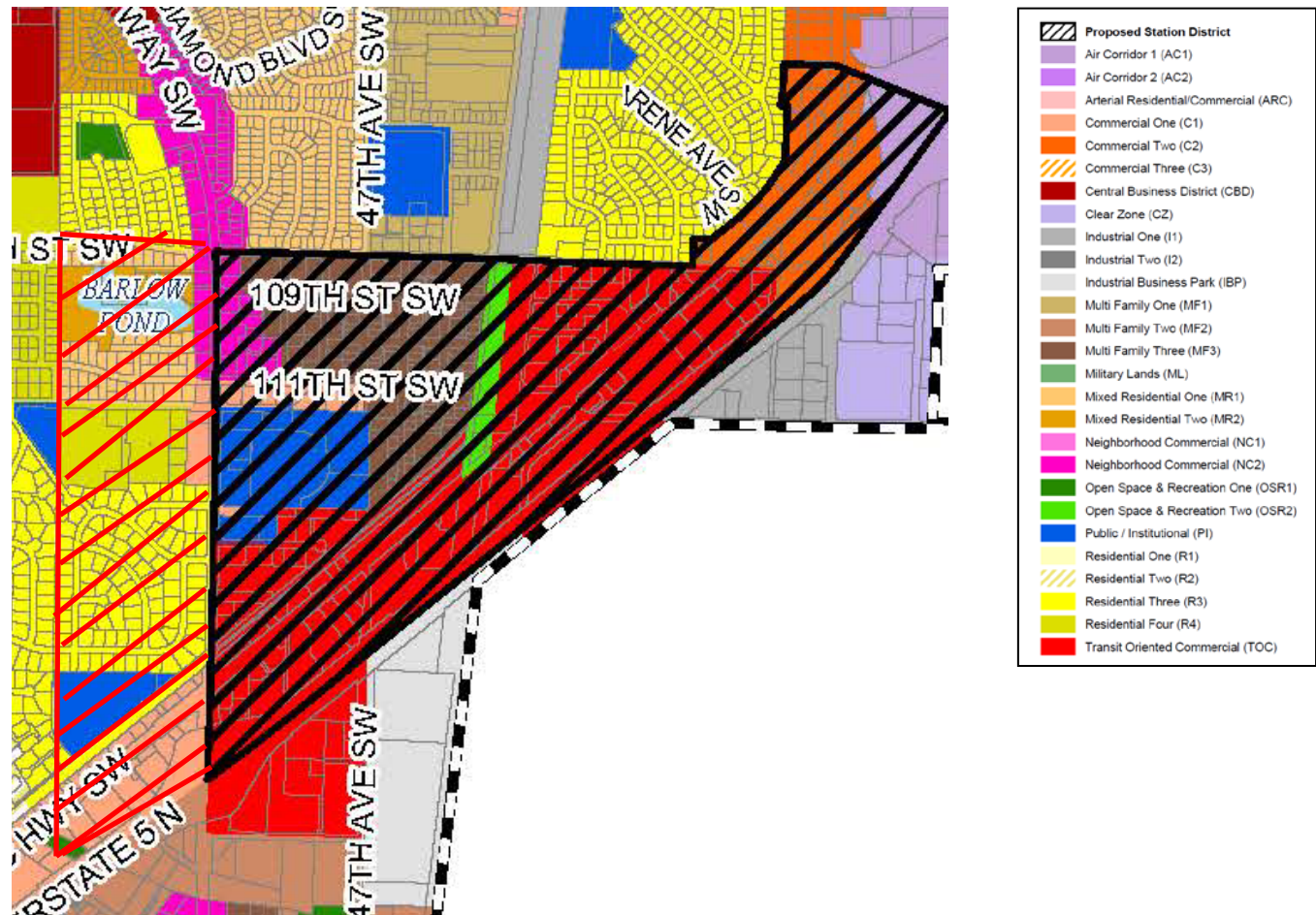
If the new proposed updated boundaries for the LSDS area as shown in maps above were expanded further to include more residential and mixed residential areas immediately to the west and north, the City could, over time, realize additional housing in the Residential 3 (R3), Residential 4 (R4), Mixed Residential 1 (MR1), Multi-Family 1 (MF1) and Multi-Family 3 (MF3.) As analyzed for Council last year, these zones are generally not built out to maximum capacity citywide:

Designation	Zone	Max Allowed DUs/Acre	Actual Density (DUs/Acre)	% of Max Density
Single Family	R3	4.8	3.31	69%
	R4	6.4	4.37	68%
Mixed Residential	MR1	8.7	4.76	55%
	MR2	14.6	8.05	55%
MultiFamily	MF1	22	11.27	51%
High Density Multi-Family	MF2	35	11.47	33%
	MF3	54	17.17	33%

Focusing redevelopment and densification efforts in an *expanded* new proposed LSDS subarea identified in red hatch below, even without rezoning properties, could result in significantly more “missing middle” housing in Lakewood. If areas were partially or fully rezoned to R4, MR2 and MF3 (all of which would be subject to public review and legislative action), more units could be achieved within the subarea.

A map for Option 3 is included below.

Option 3: Expanded New Proposed LSDS Boundaries



Higher residential densities are more practically feasible within the Option 2 and 3 boundaries; the areas do not have the same environmental and infrastructure constraints (i.e., lakes and associated wetlands, and existing road widths and routes) that exist in much of the western area of the City and limit denser residential redevelopment there.

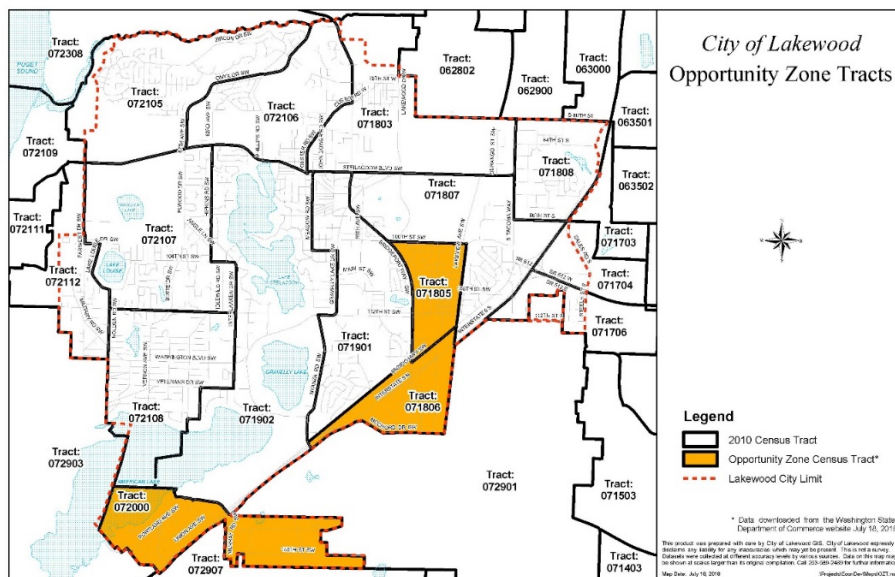
HOUSING AFFORDABILITY AND ECONOMIC OPPORTUNITY

Per July 2018 U.S. Census data, the City of Lakewood has a higher percentage of households in poverty than Pierce County overall – 19.3% versus 10.2%. Lakewood has 45% owner-occupied housing versus 61.2% owner-occupied in Pierce County. Lakewood residents have a median household income of \$47,636 versus Pierce County’s median household income of \$63,881.

Two existing economic tools coincide with, and would buoy the benefits of, developing a Lakewood Station District Subarea Plan (LSDS.) Lakewood has established areas where Multi-Family Tax Exemptions (MFTE) are available, including the Lakewood Station residential target area (RTA):



The LSDS boundaries also overlap with the federally established Lakeview/Kendrick Street Opportunity Zone (Tract 071805):



Qualified Opportunity Zones were created by the 2017 Tax Cuts and Jobs Act. These zones are designed to spur economic development and job creation in distressed communities throughout the country and U.S. possessions by providing tax benefits to investors who invest eligible capital into these communities. Taxpayers may defer tax on eligible capital gains by making an appropriate investment in a Qualified Opportunity Fund and meeting other requirements.

LSDS' STREAMLINED SEPA ANALYSIS AND DEVELOPMENT REGULATIONS

The Lakewood District Subarea Plan (LSDS) Planned Action would eliminate SEPA review for projects within the LSDS boundaries. The estimated time and cost savings via a Planned Action include:

- Avoided delays
 - DNS – up to 90 days
 - EIS – up to 12 months
- Avoided costly process and technical studies for applicants, e.g. transportation modeling
 - Consultant cost for a DNS/Checklist varies depending on technical reports required. DNS/Checklist ~\$10,000 plus \$15,000-25,000 for standard transportation report, plus more for other topics.
 - Consultant cost for an EIS is typically at least \$100,000 unless it's a supplemental EIS relying on other information
- Streamlined review - follow ordinance and clear bookends
- Avoid appeals under SEPA – rely on Planned Action EIS

The LSDS Hybrid Form-Based Code would reduce the complexity of permit applications, focusing on building form and street layout versus land use types. A decision on a Form-Based Code Review Application would be based on the standard criteria in the Lakewood Municipal Code and the following:

1. Consistency with the vision and policies of the Lakewood Comprehensive Plan.
2. Consistency with the vision and objectives of the Lakewood Station District Subarea Plan (LSDS.)
3. Compliance with the standards of the LSDS.
4. Compliance with the LSDS Planned Action.

KEY CITY POLICIES AND DIRECTIVES SUPPORTING CREATING A LAKEWOOD STATION DISTRICT SUBAREA PLAN

Included below are Comprehensive Plan excerpts as well as 2018-2020 City Strategic Plan excerpts that highlight the priority Lakewood has long placed on developing a subarea plan for the Lakewood Station District.

LAKEWOOD COMPREHENSIVE PLAN EXCERPTS

1.3.1 Creation of Place

“There’s no there, there” is a common criticism of many American localities, and Lakewood has been no exception. The traditional icon of place is a recognizable downtown. While many of the basic ingredients for a downtown are already in place in Lakewood, they currently do not work together to create an active, multi-faceted core. This plan is focused on creating a viable, functioning, and attractive community center.

- Development of a special district around Lakewood Station.

The **Lakewood Station area** is intended to become a new high density employment and residential district catalyzed by station-area development opportunities. A dense concentration of urban development with a major concentration of multi-unit housing, health care services, and, shopping will be developed within walking distance of the Lakewood commuter rail station. A significant high density, multi-unit residential presence in the center

of this area will be encouraged. There will be special emphasis placed on design to enhance the pedestrian environment and create a diverse new urban neighborhood. New open space opportunities consistent with the desired urban character will be prioritized to attract development. A new pedestrian bridge connection the Lakewood Station to the neighborhood to the north was completed in 2013.

1.6.7 Regional Planning Policies

In addition to the GMA, this [Comprehensive P]lan is required to comply with VISION 2040, the multi-county policies, and Pierce County's County-Wide Planning Policies (CWPPs). This plan shares many of the VISION 2040 goals, especially expanding housing choice and increasing job opportunities for community residents. **Urban scale neighborhood redevelopment proposed for the Lakewood Station** district, Springbrook, Tillicum, and elsewhere exemplifies the type of urban growth envisioned by these regional policies. Numerous other features, including improved pedestrian and bicycle networks, compact urban design types, and balanced employment and housing, further demonstrate this consistency. The goals and policies comprising Lakewood's Comprehensive Plan also reflect the emphasis of each of the major CWPPs' issue areas. In particular, the Future Land-Use Map is based on the CWPPs' land-use principles. This is reiterated in the corresponding goals and policies associated with the map, which comprise the land-use chapter.

2.3 Land Use Designations

2.3.7 Corridor Commercial

The commercial corridors along I-5, South Tacoma Way, Pacific Highway SW, and Union Avenue SW are examples of Lakewood's dominant pattern of strip commercial development. The geographic relationship of the corridors to major road networks and the **Lakewood Station District** promotes employment, services, retail, and business/light industrial uses linked to access to major transportation networks. While the continuous linear alignment is a unifying element, each corridor presents varying challenges and opportunities.

2.3.16 Lakewood Station District

The Lakewood Station District will act as the multi-modal commuter hub of Lakewood and the southern terminus of Sound Transit's commuter rail service. The Lakewood Station District is a transit-oriented development cluster surrounding the Lakewood Station preferred site, which is targeted for major urban growth. This District will provide a mixture of intensive land uses and activities supportive of direct regional transportation access via the Lakewood commuter rail station and I-5. It functions as an overlay providing additional development standards to foster a high quality, pedestrian-oriented urban environment including incentives to encourage urban scale growth over the life of this plan. **The District will accommodate a dense mix of office, retail, and high-density residential uses supported by direct regional transportation access.**

2.4.1 Urban Center

Urban centers as relatively compact clusters of densely mixed business, commercial, and cultural activity. Urban centers are targeted for employment and residential growth with excellent transportation, including high capacity transit service and major public

amenities.

Lakewood has one Urban Center; see Figure 2.2. The boundaries of the Urban Center were drawn to include the most appropriate balance of high-density employment and housing in the City. The Urban Center includes the entire Downtown. High capacity transit is provided by the existing Pierce Transit Center in Lakewood Towne Center, with connections to the Sound Transit commuter rail at Lakewood Station and direct high occupancy vehicle (HOV) access to I-5 for bus service outside the center. Major public amenities will include improved pedestrian facilities such as design treatments, trails, and parks to be developed concurrent with implementation of the comprehensive plan. Policy language addressing designation of the urban center is located in Section 3.5 of this plan.

3.3.1 General Commercial Goals and Policies

GOAL LU-17: Concentrate commercial development within appropriate commercial areas and clarify the different types of commercial lands.

Policies:

LU-17.3: Promote the Lakewood Station district as the primary location for medical-related and other businesses serving a regional market, as well as neighborhood serving businesses in support of higher density housing. Take advantage of the area's visual and physical access to Interstate 5.

3.3.3 Commercial Corridors

GOAL LU-21: Emphasize the geographic relationship of the commercial corridors to major road networks and the Lakewood Station to promote employment, services, retail, and flex business/light industrial uses linked to the regional access to major transportation networks.

Policy:

LU-21.1: Provide for varying intensities and types of employment, services, retail, and business/light industrial uses along designated commercial corridors based on physical characteristics of the roadway network and adjoining land uses.

3.3.5 Lakewood Station District

GOAL LU-25: Promote the Lakewood Station area as the multi-modal commuter hub of Lakewood.

Policies:

LU-25.1 Coordinate with affected agencies to facilitate the development and operation of the Lakewood Station area as a multi-modal commuter hub.

LU-25.2: Foster the Lakewood Station area's role as a transit-oriented development district, recognizing that Lakewood is the residential end of the commute pattern.

LU-25.3: Seek ways to acquire additional public and semi-public open space including the creation of mechanisms for bonus densities in return for provision of open space and other

public amenities.

LU-25.4: Provide incentives for redevelopment of the Lakewood Station area to capitalize on growth and visibility associated with the commuter rail station.

LU-25.5: Prepare a sub-area plan for the Lakewood Station District.

GOAL LU-26: Promote an interactive mixture of activities around the Lakewood Station that focus on the station's regional access.

Policy:

LU-26.1: Coordinate and promote the development of the area around the Lakewood Station to create a distinctive urban node that provides for a rich mixture of uses including regional offices, major institutions, high-density urban residences, neighborhood businesses, and open space.

GOAL LU-27: Develop an urban design framework to guide physical development of the Lakewood Station district.

Policies:

LU-27.1: As part of the Lakewood Station sub-area plan, develop design guides and a detailed urban design framework plan for the Lakewood Station District, coordinating public and private development opportunities.

LU-27.2: Create additional public and semi-public open space opportunities to serve residents, employees, commuters and visitors in the Lakewood Station district.

LU-27.3: Improve pedestrian and vehicular connections across the railroad tracks, Pacific Highway SW, and I-5.

4.4 Citywide Urban Design Framework Plan

With incorporation, Lakewood inherited an established system of transportation and open space networks. With improvement, they can help fulfill the citizens' desire for a better regional image, more attractive gateways into the city, better pedestrian and bicycle accommodations, and better access to natural and recreation areas. A citywide urban design framework plan illustrating these design components is shown in Figure 4.1, Urban Design Framework Plan.

Landmarks: Landmarks are reference points in or outside the city. They help orient people and create the city's identity. Lakewood landmarks identified in this plan include:

- Colonial Center
- Flett House
- Boatman-Ainsworth House
- Settlers Cemetery
- Fort Steilacoom
- Thornewood Manor House
- Lakewood Mall
- Lakewold Gardens
- Lake Steilacoom Bridge
- City Hall*
- Lakewood Station*

* potential future landmarks

Although they have no official protected status at this time, landmarks serve as important catalysts for neighborhood building. The plan also shows the opportunity to create several new landmarks with the recent development of a new City Hall and **Lakewood Station**.

Activity Nodes: Activity nodes are key destinations that attract human activity such as employment, shopping, civic functions, and public open spaces such as parks. These areas are usually memorable places in the minds of residents. No attempt was made to identify activity nodes in the framework plan, as they are widespread and varied in nature. However, among the most prominent are the three identified as urban design focus areas (the Central Business District, **Lakewood Station**, and Tillicum) which are shown on Figure 4.1, and discussed in depth in Section 4.5. Activity nodes should be distributed to provide residents with access to personal services and groceries within reasonable walking/biking distance in their own neighborhoods

4.5.2 Lakewood Station District

Development of the Sound Transit commuter rail station (“Lakewood Sounder Station”) on Pacific Highway Southwest represents a major investment of public funds in Lakewood. It also presents the potential for major land use change as the private market responds to the opportunities presented by increased transportation options. The Comprehensive Plan defines the **Lakewood Station district** as a transit-oriented neighborhood with higher density residential uses, medically oriented businesses, and other commercial uses responding to increased transportation access in the area.

The commuter rail station combines a substantial park-and-ride lot and transit transfer center with the rail station to create a multi-modal transportation hub. Parking for a large number of vehicles, as well as improved transit and pedestrian access, will assist in the transformation and redevelopment potential for the commercial corridor along Pacific Highway Southwest. A newly constructed pedestrian bridge and pedestrian amenities on Kendrick Street to the north of the Sounder Station, together with high-density multi-family residential zoning set the stage for redevelopment of the area with transit-oriented residential development. New sidewalks and streetscape elements such as lighting and landscaping will improve the visual quality and public safety of the area around the station.

Other changes envisioned within the Lakewood Station district include:

- the strengthening and completion of the street grid north of St. Clare Hospital and east of Bridgeport Way;
- development of an open space corridor adjacent to the railroad tracks as part of a greater citywide system; and
- expansion of the street grid in Springbrook to allow for connections between 47th Street and Bridgeport Way.
- Provide for enhanced bicycle routes and facilities as part of this multi-modal transportation hub.

The urban design framework plan graphic depicting some of the potential land-use and urban

design changes in the **Lakewood Station** area is shown in Figure 4.3. Some of the specific urban design actions shown which may occur as the Lakewood Station district develops over the next 20 years are as follows:

Landmarks/Activity Nodes: The Bridgeport Way intersection with I-5, arguably the most important and visible access point into the city, would be redeveloped and landscaped into a graceful entrance on both sides of **Pacific Highway Southwest**. The commuter rail station and related architecture, including the garage structure, could present a memorable regional image, while simultaneously functioning to mediate the transition in scale between the station and the neighborhood to the north.

Civic Boulevards: Bridgeport Way, **Pacific Highway Southwest**, and 112th Street would receive various safety and image-oriented streetscape improvements, including the use of landscaped medians in the current turning lanes, improved crosswalks, undergrounding of utilities, and general aesthetic improvements. The intersection of Bridgeport Way with Pacific Highway Southwest in particular is suited for potential improvements related to creating a positive gateway image for Lakewood.

Green Streets: Several important pedestrian connections would be made along existing streets to increase pedestrian interest and safety, including curb ramps, street trees, crosswalks, lighting, and other improvements. A pedestrian connection along Kendrick Street, which acts as a spine connecting the commuter rail station to Lakeview School, would facilitate use of the playground as a neighborhood park. Another important connection between the station area and Springbrook could be made through improvements along 47th Avenue, including the bridge, which could become a significant second access point to Springbrook.

Open Space: A number of significant public open space opportunities could be realized in the course of **station area development**. Stormwater retention facilities developed in conjunction with the station would provide open space, as would the proposed linear park developed adjacent the Burlington Northern ROW. One or more small pocket parks could be developed in conjunction with future development. Freeway buffers along the I-5, primarily on the east side, would create additional green space.

4.6 Goals and Policies

GOAL UD-9: Create a livable, transit-oriented community within the **Lakewood Station district** through application of urban design principles.

Policies:

UD-9.1: Provide for pedestrian and bicycle connectivity within the Lakewood Station district to the commuter rail station.

UD-9.2: Identify the opportunities for additional public/semi-public green space in the Lakewood Station district. (see Policy LU-25.3 regarding bonus densities).

UD-9.3: Improve identified civic boulevards, gateways, and green streets within the Lakewood Station district to provide a unifying and distinctive character.

UD-9.4: Establish the intersection of Pacific Highway Southwest and Bridgeport Way as a major gateway into the city and develop a landscaping treatment to enhance the city's image at this gateway.

UD-9.5 : Develop a sub-area plan to serve as the framework plan for developing the Lakewood Station district. Incorporate site and architectural design measures to coordinate consistency of private and public development.

5.3 Lakewood's Position in the Region

5.3.1 Lakewood's Regional Role

Lakewood is situated along strong transportation networks. It is bordered by one of the largest military installations in the United States, just minutes away from Puget Sound and the [Port of Tacoma](#), and 35 miles from [SeaTac International Airport](#). The City is a major transportation hub for the lower Puget Sound Region with the **Lakewood Station** and Sounder commuter rail system directly connecting Lakewood to Seattle and Tacoma.

5.6 Economic Goals and Policies

The City of Lakewood will not wait for market forces alone to create the future, but will act to shape and accelerate the evolving market trends in the direction of its vision. The City will pursue the following goals and policies to implement economic development.

Focused Redevelopment Emphasis

GOAL ED-5: Promote the revitalization/redevelopment of the following areas within Lakewood.

- 1) the Central Business District;
- 2) the South Tacoma Way & Pacific Highway Corridors;
- 3) Springbrook;
- 4) Tillicum/Woodbrook;
- 5) Lakeview (**Lakewood Station District**); and
- 6) Lake City.

GOAL T-13: Develop and maintain collaborative working relationships with outside agencies to improve the transportation system.

Policies

T-13.9: Explore local shuttle service between high density areas within the urban center such as the **Lakewood Station district**, Lakewood Towne Center, the Sound Transit commuter rail station, the Colonial Center, and other high-density developments with high transit ridership potential.

Land-Use Implementation Strategies

11.3.1: Develop redevelopment and subarea plans for the **Lakewood Station District**, Springbrook, the CBD, the Pacific Highway SW corridor, and selected residential arterials.

2018-2020 CITY STRATEGIC PLAN

The City Council's adopted 2018-2020 Strategic Plan reflects the continuing priority Lakewood has put on housing, transit, and public involvement in land use planning:

ECONOMIC DEVELOPMENT

GOAL: The City of Lakewood promotes and supports a dynamic and robust local economy.

Objectives:

1.3 Enhance and diversify housing stock and improve multi-generational community assets.

- **Improve programs and policies to increase homeownership and diversify housing stock.**
- Minimize nonconforming uses.
- Actively advance condominium regulation reform to expand homeownership opportunities.
- Continue to support youth and senior programming and expand community events.
- Support and preserve historical buildings and other local places of significance.

1.5 Promote and facilitate sustainable economic development.

- Focus resources on business creation, retention, and expansion.
- Promote an entrepreneurial environment, encourage a balance of manufacturing, commercial, and retail businesses.
- **Continue to leverage existing assets such as** location, access, lakes, parks, civic engagement opportunities, **transit options,** and cultural amenities.
- Develop and implement an imaging campaign that confidently promotes recent accomplishments and community assets.
- Promote and deploy prudent business incentives to enhance economic development strategies.

TRANSPARENCY

GOAL: The City of Lakewood communicates its goals, successes, and challenges to the community.

Objectives:

5.4 Strengthen connection with stakeholders, partners, and communities.

- Craft and maintain accessible City online services, website, and social media platforms.
- **Focus on inclusive engagement: Conduct concentrated outreach for hard-to-reach and vulnerable populations.**
- **Support and collaboratively engage with neighborhood groups and associations.**

- Continue partnership with JBLM and Camp Murray to support access to information about workforce development, healthcare, and services on and off base.
- Strengthen City's relationship with local school districts and colleges.