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## City of Camas City Hall Safety and Security Project Plan

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# City of Camas City Hall Safety and Security Project Plan

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*12/3/19*



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## **Executive Summary**

This proposal is designed for the City of Camas as a means to create a culture of preparedness, improve safety and security, as well as build resilience. The current state of City Hall allows for the threat to the loss of life and property. Through preparation, education, training, crime prevention through environmental design, and structural improvements, a state of safety, security, and continued critical functionality for the community can be met. These improvements allow for the City of Camas to stand by their mission statement, committing to “preserving its heritage, sustaining and enhancing a high quality of life for all its citizens and developing the community to meet the challenges of the future (City of Camas, n.d).”

## **Introduction**

Government buildings are often at risk for threats such as sabotage, unlawful entry, theft, or active shooter situations. As a result, basic guidelines need to be in place for a safer and more secure society. Recognized by the Department of Homeland Security,

“There are 16 critical infrastructure sectors whose assets, systems, and networks whether physical or virtual, are considered so vital to the United States that their incapacitation or destruction would have a debilitating effect of security, national economic security, national public health or safety, or any combination thereof (DHS, n.d).”

One of the 16 sectors, the sector that will be most relevant in this proposal, is the government facilities sector. As it seems, it includes a variety of buildings that are owned or leased by federal, state, local, or tribal governments. Many of these buildings are open to the public, have specific key assets within, contain sensitive information, and houses individuals who perform essential functions for a community, or society to thrive. For example, city hall is a pivotal building when it comes to the functionality of a community. City hall houses government officials, city financial relations, permitting, city and council meetings, city records, and public works/utility maintenance, as well as billing departments. As a result the safety and security of city hall is vitally important. Through out weeks of research, it has been observed that Camas, Washington, lying in the eastern hills of Clark County, is due for upgrades providing preparedness, resilience, and improved safety and security.

## **City of Camas**

For those who are not familiar with Camas, Washington, it originated over 100 years ago as a paper-mill town, and in 1928, the mill produced ship rudders to be used during World War II. Post war, after several ownership changed, the mill continued to function as a paper-mill. The City has a number of residences whose families' residency dates back to the establishment of the town with generations after generations of mill workers. With that said, Camas is also expanding, developing, and growing between family-orientated neighborhoods, parks and recreation, as well as, business opportunities and hi-tech manufacturing industries boosting the community's economy. If there were a disruption in the functionality of City Hall, there would be thousands at risk.

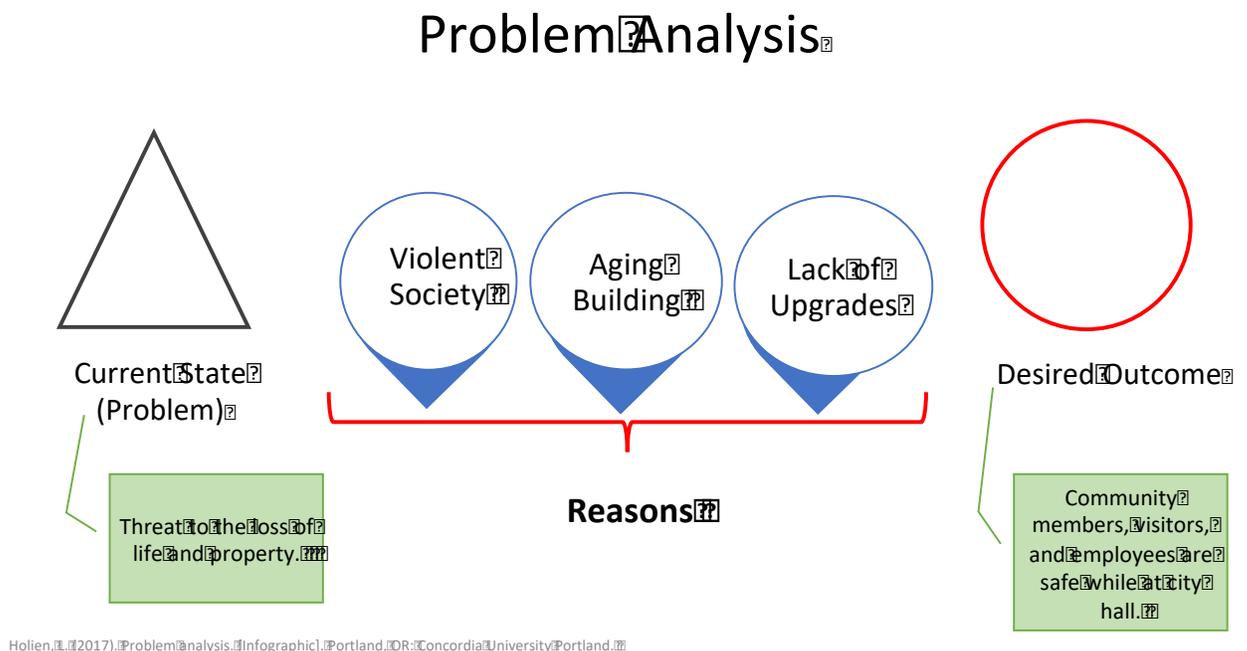
Camas is a town of about 22,000 residents just north of the Columbia River. There are about 60 acres of trails surrounding lakes, and rivers with beautiful views and scenery. The many parks, safe neighborhoods, and top school district make it a great place for families to call home. As mentioned before, there are about 22,000 residents, which is an increase between 2016 and 2017 by 3.24 percent. The average household income is \$101,000 and the median property

value is \$381,500 with about 75 percent ownership of homes. The median growth from 2016-2017 income is around 7 percent and the median growth of property value is approximately 12 percent (datausa.io, 2018). Camas is a growing and striving community. The objective is to ensure the continued expansion and success through the safety and security of community members and key resources, such as city hall.

### Defining the Problem

Plain and simple, the risk of attack or major emergency event poses a threat to the loss of life and property. This proposal is designed for the City of Camas City Hall Building (City Hall). Community members, employees, and visitors should have a sense of safety and security ensuring that critical functions within the public sector will not be disrupted. City Hall is an original 1966 concrete building in the heart of downtown. Based on conversations with established City Hall employees, there have been many modifications to the occupants of the building and how the space is being utilized. However, structurally not many changes have been made, nor has there been much effort for security upgrades. Below is a problem analysis (Figure 1) that lays out the current state, desired state, and the reasons why there is a discrepancy.

Figure 1: Problem Analysis



## **Violence in America**

According to a study done by the BBC, in 2017, 73 percent of gun-related homicides internationally take place in the United States. In the last 40 years gun related deaths have reached its highest level, increasing 16 percent just in the last three years with the average of 100 dead per day (Giffords Law Center, 2018). Although shootings are a major concern in American cities, that is not the only concern.

There are countless methods of harm distraught individuals or groups can exploit to endanger the ones they blame for their misfortunes. For example, attacks by individuals injuring or killing citizens through the utilization of their motor vehicles as weapons. According to the Carroll County Times, a disgruntled resident rammed their car into Taneytown City Hall, “nothing less than a terrorist attack on the city... caused substantial damage to the building, and put an employee inside City Hall at the time in danger” (Richman, 2019). Unfortunately there can be the disillusion of threats such as this one not occurring in small communities due to the tightknit environment and lack of crime in comparison to largely populated metro demographics. However, this example took place in a community of less than 7,000 people, there is no reason a town that is over three times that amount isn't at risk themselves.

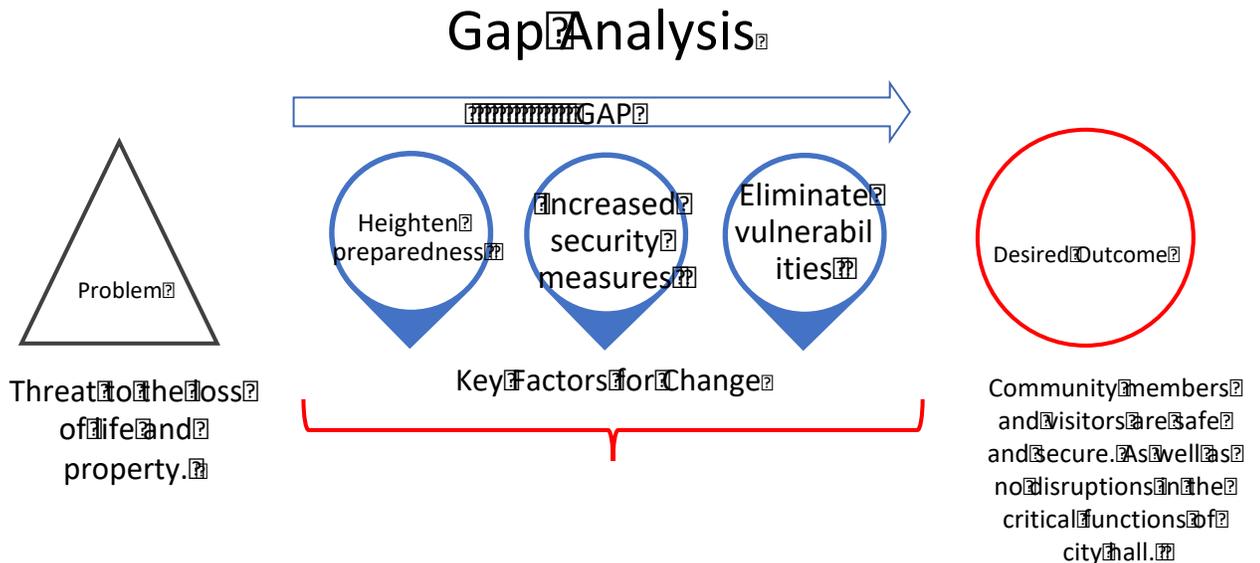
Another component of violence that must be accounted for is that of anarchists. Only 20 miles away is Rose City Antifa. A far-right group that is based out of Portland, Oregon. On June 30, Aug. 4, 2018 and Aug. 17, 2019, white nationalists, neo-Nazis, militias, and far rightists came from all over the country to demonstrate their political violence in the streets of downtown Portland (rosecityantifa, 2019). There are several groups and organizations that are based out of Oregon and Washington that pose the threat of violence against the government and political views such as, the Titans of Liberty, and Proud boys, As well as Patriot Prayer, which is based in Vancouver, Washington (The Spokesman- Review, 2018). An attack on City Hall has valid potential. Refer to figure 2, the gap analysis below to see how to solve these threats of violence against the government and community.

## **Ageing Building and Lack of Upgrades**

Apart from human threats, the building is an old building, as mentioned above, built in 1966 and has not had structural updates. It presents a danger to the loss of life and property if a major disaster struck. One example is the current apprehension of Cascadia, a major earthquake predicted to devastate the Pacific Northwest. In order to be prepared for such an large event, as well as smaller disasters, structural evaluations and retrofitting need deliberation. In addition, due to the lack of structural and security upgrades there are valuable departments and people left vulnerable with easy access. With additional security measures, upgrades of protocol, and training exercises the safety of employees

can be significantly increased. In figure 2, multiple measures that must be taken to resolve the current state can be seen.

Figure 2: Gap Analysis



Hollen, L. (2017). Gap analysis. [Infographic]. Portland, OR: Concordia University Portland.

### **Desired Outcome**

To evolve from the current state, and preserve “a healthful environment while promoting economic growth (City of Camas, n.d.)” as stated in Camas’s mission statement, the construction of a culture of preparedness, safety and security, and resilience must be established. The desired outcome is to enhance the safety and security of the community, city employees, and visitors while maintaining critical functions without disruptions. Which goes hand and hand with Camas’s mission statement to improve the quality of life and develop the community to meet future risks with resilience (City of Camas, n.d.).

## **Objectives**

1. Build a culture of preparedness through preparation, education and training.
  - 1.1. In order to achieve this objective, employees will have mandatory training and drills to attend. In addition, emergency survival kits and revised protocols will be put in place.
2. Community, employee, and visitor security and safety.
  - 2.1. This objective will be achieved through the implementation of Crime Prevention through Environmental Design (CPTED) principles.
3. Build resilience through the structural integrity and elimination of vulnerabilities of City Hall.
  - 3.1. The evaluation of the buildings structural vulnerabilities and weaknesses against predicted natural disaster risks in the Pacific Northwest.

## **Solutions**

After establishing the objectives and desired outcome, the question remains how do we legitimately get there? Idealism and valid solutions don't always go hand in hand. Below are four solution options that all have their own pros and cons. The solutions are evaluated on cost, scope of planning, timeline, and effectiveness of achieving the desired outcome. Although one option may not cover every aspect of the three objectives, the cost and scope of planning might lineup with the available resources for the time being.

**Option 1: Status Quo – Do nothing.**

**Benefits:** no cost, no timeline, no planning.

**Drawbacks:** The problem still exists. There continues to be a threat to the loss of life and property. Also leaving room for the community to be compromised and critical functions within City Hall to be disrupted. Camas doesn't want to be the next Taneytown City Hall (example above in Violence in America, figure 3 shows Taneytown City Hall after being shut down as an "unsafe" building), or active shooter situation when there are steps to prevent such events.

Figure 3: Taneytown City Hall deemed unsafe and shuts down after disgruntled resident drives into the building.



### Option 2: Preparation, Education, and Training.

**Benefits:** Emergencies and disasters can strike anyone, anytime, and anywhere. “The best way to protect yourself, your workers, and your business is to expect the unexpected and develop a well-thought-out emergency action plan...ensure employee safety from fire and other emergencies (OSHA, 2001).” Proper preparation and train will save lives and prevent further property damage.

**Drawbacks:** For the cost of an outside expert, there is a limit on the scope of safety and security being met. In addition, this option has an extended timeline to ensure proper planning.

### Option 3: Crime prevention through environmental design (CPTED)

**Benefits:** There are several cost efficient principles that can be utilized to reduce the risk of danger to the community, visitors, and employees. By implementation of CPTED safety, security, and resilience is built. It can be established in phases causing a flexible timeline.

**Drawbacks:** Although covering many prevention, safety, and security measures, it does not fully tackle all of the project objectives. In addition, based on available resources, the timeline will be extended to implement all of the principles.

**Option 4: All-inclusive-** Preparation, education, training, CPTED, and consulting with a structural engineer to eliminate structural vulnerabilities.

**Benefits:** This is the only option that covers every objective: preparedness, security, safety, and resilience. As the most effective method, provides resistance human and natural threats.

**Drawbacks:** Although the most effective option, also the most costly, and extensive. In chart 1, the evaluation of each option using the four criteria mentioned above can be seen.

Chart 1: Evaluation of Options

Criteria:	Cost	Scope of planning	Timeline (Months)	*Effectiveness
Status Quo	0	0	0	0
Prep/Ed	2	2	4-6	1
CPTED	1	1	6 +	2
All inclusive	3	3	12 +	3

- \*Effectiveness of reaching the desired outcome
- Scale: 0-3: least/none- most/extensive

### **Recommendation**

Although the most costly and extensive option, the fourth option, all-inclusive, is the only option that closes all of the gaps between the current state and the desired outcome. It offers the greatest protection on all safety and security fronts, preventing threats both human and natural from devastating the community. Funding is put to use to protect the entire functionality of the community, not only the safety of those within the building. Resilience is created by ensuring vital key resources within the community will continue to function after an emergency situation has taken place.

## **Next Steps**

1. Established an allotted budget
2. Establish project team
3. Phase 1: Implement CPTED principles by the end of 2020
4. Phase 2: Update protocols and hold function training by the end of 2020
5. Phase 3: Eliminate structural vulnerabilities (with the assistance of an structural engineer) by the end of 2021
6. Evaluate outcome

As the city does not currently employ an Emergency Management Coordinator, a temporary position or internship should be established to lead the project team. An individual familiar with the current problems and educated in homeland security and emergency management principles will be essential to assist with the efforts of implementation.

## **Conclusion**

As of right now, there are threats to the loss of life and property with the potential for detrimental disruptions in the cities critical functions. Without the insurance of safety and security, there is a risk of endangerment and loss of invaluable functions to the cities critical and key infrastructure. Although Camas is a small community with low crime rates, the violence in society is not excluded from Camas. The City Hall building is aging and there is a lack of upgrades to improve safety and security. As a result, this proposal suggests building a culture of preparedness, improving safety and security, as well as, building resilience. Through the achievement of these objectives community members, visitors, and city employs will be safe and secure. In addition, disruptions in the critical functions of City Hall putting the rest of the community at risk are eliminated. Camas has been known as an ideal place to live and raise a family, keep it that way by taking the much need precautions as the city continues to grow and expand.

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## Appendix A: Project Plan

### **City of Camas City Hall Safety and Security Project Plan**

*Diane Dyra*

12/3/19

**Project Goal:** The desired outcome of this project is to enhance the safety and security of the community, and city employees, going hand and hand with city mission statement to improve the quality of life and develop the community to meet future risks with resilience.

**Background:** The critical functions and jobs that take place within city hall are mandatory to “preserving a healthful environment while promoting economic growth (City of Camas, n.d.),” as stated in the mission statement. If there were to be threat the prevented those functions from taking place, community members are at risk for loss of life and loss of property. By improving safety and security, there is a reduction in risk and an improvement in community resilience.

**Project Objectives:** In order to build an environment of safety, security and functionality of the community within city hall, milestones include: increasing resilience, employee safety, community and visitor security, and structural integrity due to the threat of disaster.

1. Build a culture of preparedness through preparation, education and training.
  - 1.1. In order to achieve this objective, employees will have mandatory trainings and drills to attend. In addition, emergency survival kits and revised protocols will be put in place.
    - 1.1.1. Update protocol and evacuation plans – In house:  
Emergency Management Coordinator average hourly rate:  
\$22.82, Expert: average \$100 per hour
    - 1.1.2. Create training material and hold training classes – In house:  
Emergency Management Coordinator average hourly rate:  
\$22.82, Expert: average \$100 per hour
    - 1.1.3. Set up and hold a practice drill – cost depends on extensity of exercise.
    - 1.1.4. Create emergency survival kits – \$75 per kit X the number of employees on site.
  
2. Community, employee, and visitor security and safety.
  - 2.1. This objective will be achieved through the implementation of Crime Prevention through Environmental Design (CPTED) principles.
    - 2.1.1. Maintain well lite areas – Cost of maintenance
    - 2.1.2. Eliminate hiding sports around building – Cost of maintenance

- 2.1.3. Implement thorny hedges in front/under windows – Cost of maintenance
  - 2.1.4. Installation of bollards – \$1,600- \$8,000 for 8 bollards, \$700- \$1,000 for installation, total \$2,300- \$9,000.
  - 2.1.5. Create a maze entrance to a public lobby without straight-line access to cashiers or potential targets.
  - 2.1.6. Relocate reception desk in location where visitors are required to pass as entering the building, as well as receptionist or security guard having clear sightline to the entrance.
  - 2.1.7. Higher physical security guard - \$31,000 to \$52,000 for a basic guard. Up to \$92,000 for an advanced guard.
3. Build resilience through the structural integrity and elimination of vulnerabilities of City Hall.
- 3.1. The evaluation of the buildings structural vulnerabilities and weaknesses against predicted natural disaster risks in the Pacific Northwest.
    - 3.1.1. Hire an expert contractor/engineer. – Cost can range from \$100-\$600 per hour depending on experience, location and needs. Implement expert's suggestions for improvement through retrofitting.

### **Research and Resources:**

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**Evaluation and Metric:** To evaluate the success of the implementations, employees will be requested to fill out an evaluation of said improvements to evaluate their effectiveness. In addition, a set time frame will be in place to maintain staying on track of building each stage.