



WEEKLY REPORT TO THE CITY COUNCIL

February 6, 2020

Members of the City Council
City of Tacoma, Washington

Dear Mayor and Council Members:

ACTION REQUESTED

1. This is a reminder that **you are required to submit** to the Public Disclosure Commission, **no later than Wednesday, April 15th, your “Personal Financial Affairs Statement.”** In addition, **please provide a copy of your report to the City Clerk’s Office for our records.** The Public Disclosure Commission’s link for filing is: <https://www.pdc.wa.gov/learn/file-online>.

ITEMS OF INTEREST

2. Planning and Development Services (PDS) will be **implementing a new project sign requirement for new development projects starting on February 14th.** This new project sign requirement is in alignment with the City and PDS’s strategic vision to increase our civic engagement, and is part of a greater enhancement project focused on increasing our public noticing and engagement on new development projects. This new sign rule will be required for all new developments of a certain size who submit an application after the 14th. These signs will be posted during the project review phase and will stay up until project completion. PDS is continuing to work on our Pre-construction Engagement and Protection Standards Project and will have additional enhancements coming shortly. **Go to www.tacomapermits.org and click on land use notices for more information.**
3. **Planning and Development Services Director Peter Huffman and Planning Manager Brian Boudet provide the attached newsletter:** “We All Make One Tacoma – Long Range Planning News and Updates.” The newsletter summarizes some of the significant planning projects and historic preservation programs accomplished during 2019 and highlights many on-going and new initiatives for 2020, aimed at mobilizing the community to collaboratively fulfill Tacoma’s destiny. The newsletter is intended to provide Council Members a timely piece of background information and reference as they proceed with the Strategic Planning Work Session on February 7th.
4. **The Equity in Contracting (EIC) initiative is showing early wins!** The Safe Routes to School- Pedestrian Safety Video contract (#PW19-0420F) in the amount of \$35,000 was awarded to **Blue Shift Media**, a Native American owned production company. Blue Shift Media was initially hesitant about bidding on City

of Tacoma contracts. With the new policies created under the Equity in Contracting initiative and performing meaningful outreach, along with the MBDA Business Center providing technical assistance to their extensive list of minority and women-owned contractors, this initiative is already proving successful. The commitment from the City's Procurement department on this new equity initiative and their coordination with EIC and MBDA staff all helped this firm secure this contract.

5. The **February 12, 2020 Public Utility Board Agenda** is attached for your information. Please note the following items, which will be on the February 18, 2020 Council Agenda for your consideration.

U-11139 – Authorize execution of a letter of agreement as negotiated with the International Brotherhood of Electrical Workers, Local 483, Water Division Unit, regarding accretion of the classification of Water Supply Supervisor into the bargaining unit.

U-11140 – Authorize execution of the adoption of a collective bargaining agreement as negotiated with the International Brotherhood of Electrical Workers, Local 483, Click! Unit.

U-11141 – Authorize execution of a letter of agreement as negotiated with the International Brotherhood of Electrical Workers, Local 483, Click! Unit, regarding classifications impacted by the transition plan for the Click! Business Transition Agreement.

STUDY SESSION/WORK SESSION

6. The **City Council Study Session** of Tuesday, February 11, 2020, will be held in Room 16 of the Tacoma Municipal Building North, at Noon. Discussion items will include: (1) **City Manager's Performance Review Process**; (2) **Other Items of Interest - Council Consideration Request: Vision Zero**; (3) **Committee Reports**; and, (4) **Agenda Review and City Manager's Weekly Report**.

At Tuesday's Study Session, the Human Resources staff will share the proposed process with the City Council in which they will use for the City Manager's annual review. Please see the attached draft performance review document.

Under Other Items of Interest, Council Member Beale will share the attached Council Consideration Request (CCR) for **Vision Zero**. The request is for a Resolution to commit to Vision Zero in the City of Tacoma and to direct the City Manager to take actions required to join the Vision Zero Network.

7. The updated **Tentative City Council Forecast** and **Consolidated Standing Committee Calendars** are attached for your information.

COUNCIL REQUEST/ INQUIRIES

8. **On November 12th, 2019, City Council adopted a Firearms and Ammunition Tax through Substitute Ordinance #28624.** In addition to imposing taxes on business making retail sales of firearms and ammunition, it also directed the City Manager to make recommendations by February 8th, 2020 for **1) potential partnerships and programming to reduce youth and young adult gun violence, 2) a gun buyback program, and 3) local, state, and federal legislative priorities.** In order to meet the February 8th deadline, attached to this weekly report is a prepared presentation to be shared and discussed with the Community Vitality and Safety Committee on February 13th. This presentation includes detail and background on the City Manager's recommendations. Additional supporting information for the recommendations is also attached along with the presentation.

MARK YOUR CALENDARS

9. You have been invited to the following events:
- **Black Business Empowerment panel discussion and small business resource fair on Wednesday, February 12th, 12:30 to 3:00 p.m.,** at the Tacoma Public Library Main Branch Olympic Room, located at 1102 Tacoma Avenue South.
 - **Tacoma-Pierce County Opioid Summit 2020 on Friday, February 21st, 9:00 a.m. – 3:00 p.m.,** at Pacific Lutheran University's Chris Knutzen Hall - Anderson University Center, located at 12180 Park Avenue South.
 - In recognition of Black History Month, the **Tacoma Urban Performing Arts Center** will perform an excerpt from their original ballet, Harriet: The Black Swan and Rocka My Soul in the Bosom of Abraham and the **Lighthouse (10:00-10:30 am)** and Beacon Activity Center **(11:00-11:30 am)** on **February 25, 2020.**
 - **The World Trade Center Tacoma** will be celebrating excellence in international trade at the **26th Annual Globe Awards, Thursday, February 27th 5:00-7:00 pm.,** Port of Tacoma Administration Building, One Sitcum Plaza Tacoma, WA 98421
 - **2020 Urban Studies Forum: Attainable Housing and the Future of Prosperity and Inclusion in Pierce County, Wednesday March 4, 2020 8:15-1:30 pm.,** at the UW Tacoma William Phillip Hall.

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- **Citizens for a Healthy Bay's *Cheers to a Healthy Bay* on Friday, March 27th, 5:30 to 10:30 pm.**, at the Foss Waterway Seaport Museum, located at 705 Dock Street.
- **T-Town: Play, Explore, Learn City Services Expo on Saturday, March 28, 10:00 a.m. to 3:00 p.m.**, at the Tacoma Dome, 2727 East D Street.

Sincerely,



Elizabeth A. Pauli
City Manager

EAP:ram
Attachments



HIGHLIGHTS:

- AFFORDABLE HOUSING ACTION STRATEGY
- TIDEFLATS SUBAREA PLAN
- URBAN DESIGN STUDIO
- HISTORIC PRESERVATION MONTH
- GREEN BUILDING PROGRAM
- PACIFIC AVE CORRIDOR PLAN

Dear Community,

It has been wonderful to see the expanding interest in making sure growth and development is done right. Through enhanced engagement and participation we are having great conversations and making progress on how we as a community can actively address and balance many important issues, such as growth, revitalization, affordability, equity, preservation and quality urban design.

Looking ahead to the ambitious and important work planned in 2020, I am excited to continue the focus on community priorities and the commitments of the City Council. This year, Long Range Planning is undertaking several projects related to affordable housing, subarea planning, design review, historic preservation and more.

In my experience the best answers and most effective outcomes will only come with broad collaboration and partnerships. So please check out what we've got going on, let us know what your thoughts are, and continue to stay active and engaged.

To a better Tacoma!

Brian Boudet, AICP



BRIAN BOUDET, AICP
PLANNING MANAGER



¿Necesitas información en español?
 한국어로 정보가 필요하십니까?
 Cần thông tin bằng tiếng Việt?
 Нужна информация на русском?
 ត្រូវការព័ត៌មានជាភាសាខ្មែរ រឺ?
planning@cityoftacoma.org
 TacomaFIRST | 311 @ (253) 591-5000





The Historic Preservation Office Making History

The impact of historic preservation is being celebrated in Tacoma. The City received the State Historic Preservations Officer's Award for Outstanding Achievement in Historic Preservations Education and the Valerie Sivinski Award for Outstanding Historic rehabilitation for the Pantages Theater.

In 2019, private funders invested more than \$47 million in historic adaptive reuse projects in Tacoma. Investment in historic buildings breathed life into the Elks McMenamins, Courthouse Square and the Brewery Blocks, all of which utilized the Special Tax Valuation Incentive making historic preservation a major economic development strategy in Tacoma.

The historic preservation office led a successful tour of Tacoma's historic downtown during the State APA conference and was able to highlight the newly completed Prairie Line Trail interpretive art and signage. On the more technical side, the Landmarks Preservation Commission adopted design guidelines for the Old City Hall Historic District. Last fall, the City Council adopted new land use regulations that require review of development projects for impacts to historically significant resources and cultural sites, including review of demolition permits.

Beyond the recognition the City is receiving from other organizations, residents are getting more engaged too. Last year, hundreds of Tacoma community

members joined the Historic Preservation Office at events and thousands engaged with us online. For more information, visit cityoftacoma.org/HPEvents.

HISTORIC PRESERVATION CONFERENCE

This July the City is hosting the National Alliance of Preservation Commission's Forum 2020 conference. This will be the first time the conference has been held on the West Coast, and we are excited to welcome around 700 nationwide attendees to Tacoma July 22-26.

MAY IS HISTORIC PRESERVATION MONTH

This May, celebrate Tacoma's historic cultural landscapes and learning about our historic parks and gardens. The Historic Preservation Office, in partnership with several community organizations, has a full calendar events planned to recognize the important role of historic preservation has on the city's community, character and economy. Find a full list of events at cityoftacoma.org/HPEvents.

DESIGNING THE BUILT ENVIRONMENT

Last year, the Planning Services Division launched an effort to transform Tacoma's narrowly focused urban design review process into an Urban Design Studio. The purpose of the studio is to work with the community, development partners, and other departments and agencies to enhance the design quality of places citywide.

The program would elevate the quality of public and private spaces and create a more vibrant, livable, walkable, and sustainable city. The program, once launched in 2020, will facilitate a design review process that translates visions and policies into projects.

For more info visit cityoftacoma.org/urbandesign.



Urban Design Builds in 2020

MLK IMPROVEMENTS



BUILDING EQUITY THROUGH LINKS TO OPPORTUNITY

Links to Opportunity is an effort to improve social and economic opportunity through multimodal mobility and economic development in communities along Sound Transit's Hilltop Tacoma Link Extension route. As one of the most important projects advancing the City's strategic priorities, Links to Opportunity include some significant components, such as transit-oriented and pedestrian friendly streetscape improvement, public WiFi installation, connecting Hilltop residents with workforce development and economic empowerment opportunities, and establishment and successful operation of the Hilltop Engagement Committee.

For more info visit cityoftacoma.org/Links.



Project Spotlight



GET INVOLVED

March 4th Open House

- 4-5pm in Council Chambers at the Tacoma Municipal Building
- Learn more about the Residential Infill Pilot Program

March 4th Planning Commission Public Hearing

- 5pm in Council Chambers at the Tacoma Municipal Building
- Provide input at the meeting or in writing prior to meeting

GET INVOLVED

February 19th Planning Commission Public Hearing

- Learn more about At Home in Tacoma
- Provide input at the meeting or in writing prior to meeting

THE MISSING MIDDLE IN OUR HOUSING

The Residential Infill Pilot Program, launched in 2015, is one approach for making housing more affordable and addressing the need for different types of dwelling structures so that people can live, grow, age and retire in Tacoma. Since the program began the City implemented Accessory Dwelling Unit (ADU) and Detached Accessory Dwelling Unit (DADU) codes to provide the opportunity for homeowners to contribute housing units throughout Tacoma. In 2020, the effort is continuing to adapt to the changing housing needs and encourage two-family, multifamily, cottage housing and density-based housing throughout the zoning categories. Planning and Development Services (PDS) continues to be at the forefront of moving the conversation about affordable housing forward.

AT HOME IN TACOMA

The South Sound region is rapidly growing, and limited housing supply has created rising prices making it difficult for people to afford to live in Tacoma. To address these challenges, Tacoma's Affordable Housing Action Strategy calls for actions to increase housing supply, particularly housing that is affordable to lower-income households.

The At Home In Tacoma project focuses on how diverse housing types and inclusionary zoning options could best serve our whole community into the future. Through 2020, Tacoma's Planning Commission is asking the community to join in a discussion about housing needs, zoning, and neighborhood change. Using community ideas and feedback, the Commission will make recommendations to the City Council for future Comprehensive Plan, Zoning, and Land Use Regulatory Code amendments. For more info visit cityoftacoma.org/planningforhousing.

Recent Projects

OPENING THE DOOR TO ADU'S

There is a lot of interest in ADU's - second dwellings attached to or in the rear yard of a single-family house. Encouraging ADU's is one way to increase the supply of affordable housing and provide more choices about where to live. In March 2019, the City Council adopted new ADU rules expanding where Detached (rear yard) ADUs are allowed, adding flexibility, and streamlining the permit process. Since the new rules went into effect in May 2019, there have been nearly 100 ADU building permit applications (more than the previous five years combined).



Planning and Development Services (PDS) is also supporting people interested in ADU's with new design guidance and information about the construction process. PDS will be hosting an ADU "Clinic" at the March 14th Sustainability Expo and the March 28th T-Town event.

For more info visit www.tacomapermits.org/accessory-dwelling-units.

FULLFILLING TACOMA'S DESTINY

The Manitou neighborhood is part of the County and City's growth management plan. The Planning Services Division has been working on the potential annexation of the Manitou Area to the City through an interlocal agreement with Pierce County. In 2019, staff worked with the Planning Commission to establish the land use designations and zoning districts for the area, which have been approved by the City Council and will become effective when the annexation occurs (expected in 2020).

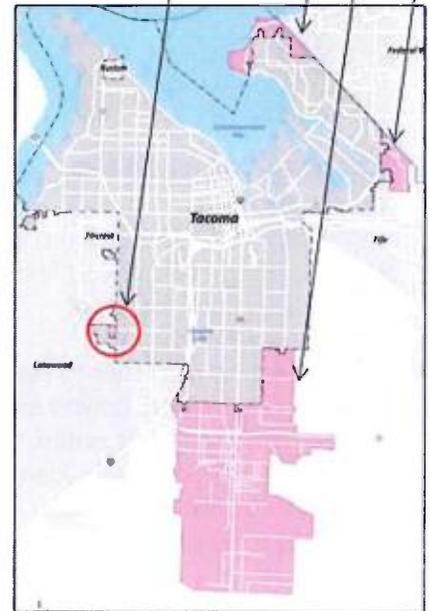
For more info visit cityoftacoma.org/Manitou.

AIR SAFETY IN SOUTH TACOMA

In July of 2019 the City Council approved the creation of a 200 acre Airport Compatibility Overlay District (ACOD) to coincide with the existing Joint Base Lewis McChord Accident Potential Zone (APZ). The APZ program is in place around all United States military installations in order to help prevent land uses and activities that place large concentrations of people and/or hazardous materials within the takeoff and landing area around military airfields. The City's adoption of the ACOD improves public safety and promotes regional economic development as maintaining this area is vital to the mission and viability of one of the South Sound's most important economic engines.

Urban Growth Areas (or Potential Annexation Areas) as designated in One Tacoma Comprehensive Plan.

- Fife Heights
- Parkland/Spanaway
- Browns Point/Dash Point
- Manitou





Upcoming Projects

CUSHMAN AND ADAMS STREETS SUBSTATIONS PROJECT GAINS STEAM

We are partnering with the community to help the City Council and Tacoma Public Utility Board identify options for the future use of the Cushman and Adams substations. Located near N. 21st Street and N. Adams Street, the substations were built in the mid-1920s to bring electricity from Cushman Dam to Tacoma, serving as active parts of the electric system. In June 2017, the City Council placed both substations on the Tacoma Register of Historic Places and initiated community engagement efforts to inform decisions regarding the future use of the substations. For more info visit cityoftacoma.org/Cushman.



“GREEN BUILDING” IN TACOMA

In August 2019, the City hired a green building specialist to focus on increasing development using “green building” techniques and materials to help meet the City’s sustainability and environmental goals as outlined in the Sustainable Tacoma Plan, One Tacoma Comprehensive Plan and Tacoma 2025.

Contact
bjarot@cityoftacoma.org | 253-208-4351

Upcoming Events:

- Feb. 19th: tour of Brewery Blocks project
- March 7th: Green Building Basics
- March 9th: tour of Eastside Community Center
- March 14th: Sustainability Expo

PACIFIC AVENUE TRANSIT ORIENTED DEVELOPMENT CORRIDOR PLAN

In order to meet the regions goals for resource protection, climate change, smart growth, and sustainability, the City of Tacoma, as Pierce County’s metropolitan city, must support approximately 8 percent of the regions total population and employment growth over the next 20 years. The City’s Comprehensive Plan – One Tacoma – calls for focusing population and employment growth in areas supported by high capacity/high frequency transit. The Pacific Avenue Bus Rapid Transit (BRT) proposal is poised to spur revitalization of a critical corridor within Tacoma that includes two designated mixed-use centers and a neighborhood business district.

In conjunction with the BRT process, the City and Pierce Transit are partnering to put together a unique transit-oriented development plan for the corridor. This effort will evaluate land use, urban design, streetscape, accessibility, connectivity, environmental, and infrastructure needs along



this corridor and explore how the community can best capitalize on the significant transportation investment and enhancement the proposed BRT system represents. This project will be kicking off this summer, so keep a look out for more information and community meetings or contact us to get on the project’s mailing list.

To learn more visit Piercetransit.org/brt.



Leaping into 2020

2020 AMENDMENT PACKAGE

We are working with the Planning Commission on the 2020 Annual Amendment to the One Tacoma Comprehensive Plan and Land Use regulatory Code.

This year's amendments include:

- View Sensitive Overlay District – An application submitted by the West Slope Neighborhood Coalition, the proposal would decrease allowed building height from 25 feet to 20 feet in limited portions of the View Sensitive Overlay District, with the intention to preserve existing character of the areas.
- Heidelberg Sports Complex – An application from Metro Parks Tacoma, the proposal would change the land use designation for the current 16 acre Heidelberg-Davis softball/baseball complex (located at S. 19th Street and S. Tyler St.) from Parks and Open Space to Major Institutional Campus. The proposal is intend to better accommodate the possible development of the site as a regional professional soccer stadium, with a mixture of institutional, commercial and residential uses around the site.
- Minor Amendments – Involving minor amendments to the Transportation Master Plan and other elements of One Tacoma Pan and the Zoning Code.
- The 2020 Amendment Process is a year-long process that includes community engagement, a SEPA review and final consideration by the Tacoma City Council.

For more information, visit cityoftacoma.org/2020Amendment.

TIDEFLATS OUTREACH AND ENGAGEMENT

To support the long term planning and development of the Tideflats, the City, along with our partner governments, is initiating a subarea plan that will allow for a more coordinated approach to development, environmental review, and strategic capital investments.

The first milestone for the planning effort will be the development of a Community Engagement Plan to guide the planning process and ensure equitable and inclusive engagement.

Visit www.cityoftacoma.org/tideflatsplan to learn more about upcoming opportunities to get involved.



RECOGNIZING THE HISTORY OF EQUITY

The past is an important reminder of the history of race relations and how they have impacted the development and culture of Tacoma. In 2020, the Historic Preservation Office is looking at how it can start to address inequities through historic preservation efforts. Staff is looking for ways to serve residents more equitably and work with underrepresented communities - to that end, the Landmarks Preservation Commission formed a subcommittee on equity and diversity.





MEET THE PLANNING COMMISSION

Tacoma Planning Commission (January 2020). Front row (left to right): Anna Petersen (Chair), Ryan Givens, Chris Karnes, and David Horne; middle row: Alyssa Torrez, Carolyn Edmonds, and Brett Santhuff; back row: Jeff McInnis (Vice-Chair) and Andrew Strobel

Appointed by the City Council, the Planning Commission advises the Council on a broad range of planning issues to ensure that all plans, goals, policies and development regulations are promoting orderly and coordinated growth and development within the city. The Commission consists of nine members, representing the five Council districts and the expertise areas of development, environmental, transportation, and urban design. The Commission meets every first and third Wednesdays of the month. For more information visit cityoftacoma.org/CBC.





**City of Tacoma
Public Utility Board Meeting
February 12, 2020; 6:30 p.m.
Tacoma Public Utilities – Ground Floor Auditorium
3628 S 35th Street, Tacoma WA 98409**

Call to Order

Roll Call

A. Approve Minutes of Previous Meetings

B. Comments by the Public

C. Recognitions and Awards

D. Regular Agenda

D-1 Resolution U-11138– Award contracts and approve purchases:

1. Increase contract to Morris & Willner Partners, Inc., for IT project management temporary staffing services to assist with the implementation and replacement of technology solutions for projects and organizational initiatives (\$5,211,992, plus applicable taxes. Cumulative total \$10,111,418, plus applicable taxes) [Tony Landrith, Assistant Section Manager].
2. Increase contract to KRE Consulting, LLC for IT management temporary staffing services to assist with the implementation and replacement of technology solutions projects (\$2,440,444, plus applicable taxes. Cumulative total \$5,324,724, plus applicable taxes) [Tony Landrith, Assistant Section Manager].
3. Award contract to Toba Consulting, LLC, for Energy Imbalance Market program management (\$975,000, plus applicable taxes) [Clay Norris, Power Manager].

**D-2 Resolution U-11139 – Authorize execution of a letter of agreement as negotiated with the International Brotherhood of Electrical Workers, Local 483, Water Division Unit, regarding accretion of the classification of Water Supply Supervisor into the bargaining unit. [Dylan Carlson, Sr. Labor Relations Manager].
(to Council February 18, 2020)**

**D-3 Resolution U-11140 – Authorize execution of the adoption of a collective bargaining agreement as negotiated with the International Brotherhood of Electrical Workers, Local 483, Click! Unit. [Dylan Carlson, Sr. Labor Relations Manager].
(to Council February 18, 2020)**

**D-4 Resolution U-11141 – Authorize execution of a letter of agreement as negotiated with the International Brotherhood of Electrical Workers, Local 483, Click! Unit, regarding classifications impacted by the transition plan for the Click! Business Transition Agreement. [Dylan Carlson, Sr. Labor Relations Manager].
(to Council February 18, 2020)**

Tacoma Power

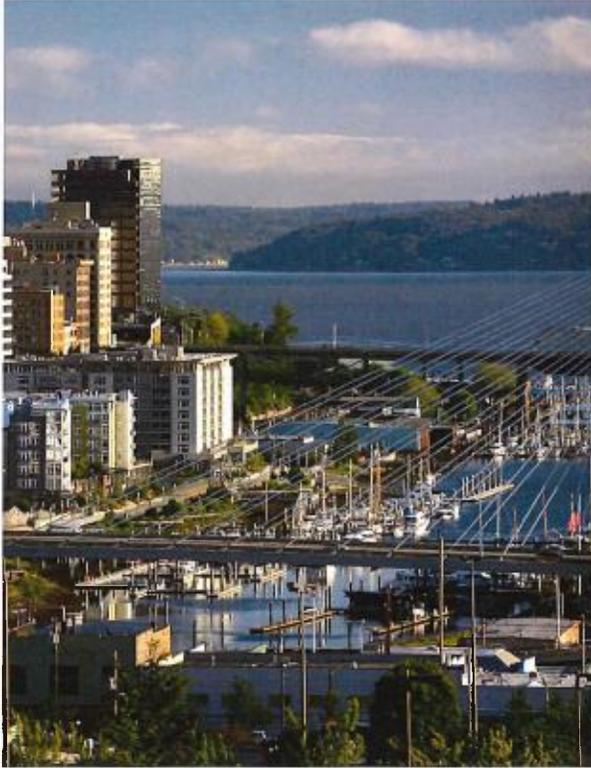
D-5 Resolution U-11142 – Authorize a supplemental environmental project for Tacoma Power and Emerald Services, Inc., to provide funding for the creation of an electric vehicle charging station fund. [Cam LeHouillier, Assistant Power Section Manager].

K. Reports of the Director

- Summary of study session presentations for February 12, 2020.



The City of Tacoma does not discriminate on the basis of disability in any of its programs, activities, or services. To request this information in an alternative format or to request a reasonable accommodation, please contact the TPU Director's Office at 253-502-8201. TTY or speech to speech users please dial 711 to connect to Washington Relay services.



CITY MANAGER PERFORMANCE REVIEW

MAY 2020

OVERVIEW

The City Council evaluates the City Manager's performance on a yearly basis. To help guide the City Manager's work during the performance year, the Council provides feedback on performance to date, along with direction for future performance.

Mayor Woodards and Council

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Our Mission

The City of Tacoma provides high-quality, innovative, and cost-effective municipal services that enhance the lives of its citizens and the quality of Tacoma's neighborhoods and business districts.

Our Vision

Tacoma is a livable and progressive international city, regarded for the richness of its diverse population and its natural setting.

The Principles That Guide Us

- | | |
|------------|---|
| Integrity | We conduct our personal, work group, and organizational actions in an ethical and honest manner, and we serve as responsible stewards of the public resources entrusted to us. |
| Service | We treat everyone with courtesy and empathy. We provide customer-focused municipal services that produce high value and results. |
| Excellence | We achieve the highest performance possible. We use collaborative and inclusive approaches to organizational and community issues. We are accountable for individually and collectively meeting high standards. |
| Equity | We understand and reflect the community we serve. We ensure every community member has services and opportunities that will enable them to satisfy their essential needs and advance their well-being. |

Tacoma 2025 Goals



Education

Tacoma leads the region in education for youth and adults by producing more graduates from high school and college, linking residents to employment in the region, and investing in lifelong learning opportunities.



Equity & Accessibility

All residents are treated equitably and have access to services, facilities and financial stability.



Livability

Tacoma residents have opportunities and amenities such as connected neighborhoods, accessible and efficient transportation options, and vibrant arts and culture while maintaining affordability



Economy & Workforce

Tacoma Residents can find livable wage jobs in key industry areas. Tacoma will be place of choice for employers, professionals, and new graduates..



Civic Engagement

Tacoma residents are engaged participants in making Tacoma a well-run city. Elected and volunteer leadership of the city reflects the diversity of the city and residents fully participate in community decision making.

2018-2019 Council Priorities

- Homelessness
- Affordable Housing
- Public Safety
- Economic Development
- Digital Equity
- Walkability
- Transit Access
- Health Equity
- Regional Cooperation
- Civic Engagement
- Organization Performance and Administration

Performance Management Process

Performance Year: June through May



Human Resources staff facilitate the process.

Ratings Definitions

5 – Exceptional Performance: Demonstrates particularly excellent sustained performance of such high quality that it results in meeting organizational goals that would not otherwise have been achieved. Exerts a significant positive influence toward organizational growth. Demonstrates the performance characteristics outlined in the "Exceeds Expectations" and "Effective" categories.

4 – Exceeds Expectations: Demonstrates unusually good performance that exceeds expectations in critical areas. Exhibits sustained support of organizational goals. Improves the quality and/or cost effectiveness of management practices, operating procedures, task assignments and/or program activities. Effectively handles difficult and unpredicted and/or unprecedented problems.

3 – Achieves Expectations: Demonstrates good, sound performance that meets organizational goals. Completes critical activities in an effective manner. Applies technical skills and organizational knowledge to successfully carry out assigned duties. Plans and performs work according to organizational priorities and schedules. Communicates clearly and effectively.

2 – Requires Development: Performance is deficient in one or more key areas and will require additional training or assistance to fully achieve expectations.

1 – Unsatisfactory: Shows a lack of awareness of or regard for policy implications or assignments. Circumvents established procedures, resulting in unnecessary expenditure of time or resources. Reluctance to accept responsibility. Performance failed to meet expectations in essential areas of responsibility and/or critical goals were not met. Work is behind schedule and/or of poor quality.

Reference – Past Performance

This section covers the performance ratings and summary comments from the June 2018 to May 2019 performance review.

Section 1. Assisting Council with Policy Making Role

Overall score: 3.53

The City Manager does a great job at providing information in a timely manner. She plans ahead and anticipates problems. She is practical and creative, and is good at coming up with solutions.

The City Manager does a tremendous job assessing the requests of the Council and integrating them with department priorities and capacity. With the hiring of the new Assistants to the City Manager, I believe the City Manager will be able to strengthen her Office's ability to coordinate and respond to policy requests.

As one means of utilizing this expanded capacity and in accordance with direction from the Council's 2019 work session, the Council would like the City Manager to provide a list back to Councilmembers of what issues they shared with her and how they were dealt with as to better track progress.

Section 2. Organization Performance and Internal Administration

Overall score: 3.59

Elizabeth has an innate ability to see the big picture and to assist policy makers in achieving their desired outcomes through strategic implementation throughout the organization.

The City Manager is a wonderful manager and leader for the staff. She does a good job managing the budget and making sure the distribution of funds is in alignment with our policy goals. She has a strong understanding of the issues and their long-term implications.

This year, with the addition of two Assistant to the City Manager positions, this will strengthen her ability to coordinate actions throughout the organization.

Section 3. Council Directives (section 5 of this document)

Overall score: 3.13

Many of the Council directives are progressing as expected. The Council recognizes that the directives are long-term in nature, and we encourage the City Manager to continue to make progress on them. The strategy for affordable housing is comprehensive, thoughtful, and successful. Implementation of the strategy will be a key to success.

While public safety efforts are improving, additional effort needs to be exerted in this area.

Section 4. External Relations (section 3 of this document)

Overall score: 3.53

The City Manager does a great job representing the City with other agencies. She is smart, thorough, and well-respected. Swift updates to situations as they arise along with media talking points is appreciated.

The City Manager does a good job at letting the Council take the lead on policy level decisions while she focuses on City administration. For example, the coordination of the realignment of domestic violence services provided in Pierce County in partnership with the Pierce County Executive's office is an example of how she is working to better leverage our external relationships.

The Council would like to see more marketing of the City's 311 services and some expanded focus on communications (engagement with more segments of the community and more interactions with the media).

Section 5. Leadership Competencies (section 4 of this document)

Overall score: 3.93

This is an area where Elizabeth excels. Elizabeth has developed an expertise and passion for the work of a City Manager. She consistently makes herself accessible to the Council and the community at large. She is candid and forthright and has developed skills for adhering to the highest standards of professionalism and credibility. She adapts to changing environments and conditions. Under this kind of uncertainty, she is able to develop solid solutions in response to Council and community requests as well as emerging situations.

The City Manager has been instrumental in supporting the improved relationship with the Puyallup Tribe. The City Manager fosters a great positivity for our City government.

Section 6. Narrative Evaluation

What are the City Manager's strengths as demonstrated during the performance period?

- The City Manager is a great manager and an exceptional leader. She exemplifies professionalism, respect, honesty, and transparency. She knows the City and works extremely hard to create and implement solutions that work. She is quick to recognize when changes need to be made and work to implement them. She demonstrates ethical behavior, and is responsive and receptive to Council feedback.
- In this review cycle, City Manager Pauli enhanced coordination and outreach with TPU to successfully engage the public and pass a 2019-2020 biennial budget that directly aligns with Council priorities. She also enhanced collaboration with TPU on government relations.
- Elizabeth has the ability to interact with staff, Council, and community members in a straightforward and respectful manner even under intense pressure that is helpful to forwarding city objectives and relationships.
- Her leadership has led to staff meeting several goals. She deserves praise for completion of the processes in hiring two new Assistants to the City Manager and a new Fire Chief. It is evident that she is working to both proactively develop talent throughout the organization as well as to reward the skills and talent of existing employees.
- We appreciate the City Manager's response to providing clear goals in alignment with Tacoma 2025 for this year's evaluation.

Where do you see the most opportunity for improvement? What constructive feedback or assistance can you offer the City Manager?

- The Council encourages the City Manager to be creative in resolving issues in two areas: Public safety and homelessness. Implementation of the Affordable Housing Action Strategy should also be prioritized.

- The City Manager should utilize the expanded staff capacity in her office to continue to improve coordination of Council policy objectives.
- Continue to take seriously structures and communication tools to keep the community and the Council updated on the Council directives and the Tacoma 2025 progress.
- Continue to advance her own skills as she did this year through pursuing professional development opportunities and networks through the Bloomberg Harvard City Leadership Initiative and local government leader conferences.
- While she has taken steps to add needed staff capacity in the City Manager's Office, she should continue to evaluate the number of her direct reports.

Section 1: Assisting Council with Policy Making Role

Description/behaviors: Accurate and timely information, alternatives, and recommendations; support of strategic goals; concise written and verbal communications; timely follow-up; future focused, advance planning.

Council Comments

- Well-dones

- Opportunities

Council Rating

(Check one)

Exceptional
performance

Exceeds
expectations

Achieves
expectations

Requires
development

Unsatisfactory

Section 4: Leadership Competencies

Ratings Definitions

- Role Model** Serves as an example of the values, attributes and behaviors associated with the competency. May be sought out as a coach by others and may contribute valuable ideas on how the organization can improve on specific behaviors.
- Fully Competent** Consistently demonstrates the values, attributes and behaviors. Requires coaching infrequently and may occasionally coach others.
- Needs Improvement** Requires coaching on a frequent basis to correct behaviors. Would benefit from additional focus on specific behaviors.

Competency	Description	Rating
Manages conflict	Handling conflict situations effectively, with a minimum of noise.	
Strategic mindset	Seeing ahead to future possibilities and translating them into breakthrough strategies.	
Values differences	Recognizing the value that different perspectives and cultures bring to an organization.	
Manages complexity	Making sense of complex, high quantity, and sometimes contradictory information to effectively solve problems.	
Being resilient	Rebounding from setbacks and adversity when facing difficult situations.	
Communicates effectively	Developing and delivering multi-mode communications that convey a clear understanding of the unique needs of different audiences	
Collaborates	Building partnerships and working collaboratively with others to meet shared objectives.	
Action oriented	Taking on new opportunities and tough challenges with a sense of urgency, high energy, and enthusiasm.	
Drives results	Consistently achieving results, even under tough circumstances.	
Instills trust	Gaining the confidence and trust of others through honesty, integrity, and authenticity.	

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Council Rating (Leadership Competencies)

(Check one)

- Exceptional performance
 Exceeds expectations
 Achieves expectations
 Requires development
 Unsatisfactory

Section 5. Council Priorities: Strategies and Status

Description/behaviors: Implements and actively monitors Council priorities and progress; engaged; provides sound recommendations.

Tacoma 2025	Council Priority	Strategy	Status
	Homelessness	1.	
		2.	
		3.	
	Affordable Housing	1.	
		2.	
		3.	
	Public Safety	1.	
		2.	
		3.	
	Economic Development	1.	
		2.	
		3.	
	Digital Equity	1.	
		2.	
		3.	
	Walkability	1.	
		2.	
		3.	
	Transit Access	1.	
		2.	
		3.	
	Health Equity	1.	
		2.	
		3.	
	Regional Cooperation	1.	
		2.	
		3.	
	Civic Engagement	1.	
		2.	
		3.	
	Organization Performance and Administration	1.	
		2.	
		3.	

Council Comments

- Well-dones

- Opportunities

Council Progress Rating
(Check one)

Progress exceeds expectations

Progress is ahead of expectations

Progress is on track

Some progress has been made

Not enough progress is being made

Section 6: Overall Comments and Rating

Council Comments

- Well-dones

- Opportunities

Council Rating (Check one)

- Exceptional performance Exceeds expectations Achieves expectations Requires development Unsatisfactory



**CITY OF TACOMA, WASHINGTON
OFFICE OF THE CITY COUNCIL
COUNCIL CONSIDERATION REQUEST**

TO: Mayor & City Council
FROM: Council Member Chris Beale and Council Assistant Lynda Foster
COPIES TO: Elizabeth Pauli, City Manager; Tadd Wille, Deputy City Manager; Bill Fosbre, City Attorney
SUBJECT: Reaching Vision Zero and joining the Vision Zero Network
DATE: February 6, 2020

I ask for your support for a Resolution to commit to Vision Zero in the City of Tacoma and to direct the City Manager to take actions required to join the Vision Zero Network.

LEGISLATIVE INTENT:

History of traffic collisions in the City of Tacoma

Each year, more than 40,000 people — the population of a small city — are needlessly killed on American streets and thousands more are injured. In cities in Western Washington, the rate of fatal and serious injury crashes increased about 5.4% from the five-year period before 2014 to the five-year period from 2014 onward.

In Tacoma, the crisis of traffic safety is even more stark and the reality more grim. Between 2014 and 2018, there were approximately 17,000 reported collisions on Tacoma's streets, resulted in 7,700 possible injuries resulting in:

- An increase in fatal and serious crashes twice as high as the statewide average, with an **increase of 11.9%**.
- Over **400 fatalities and serious injuries** – meaning approximately once **every four and a half (4.5) days**, a family is changed forever because of a serious injury or fatality that occurred on Tacoma roads.
- 187 school-aged bicyclists or pedestrians (ages 0 – 19) involved in a collision.

These figures clearly demonstrate a crisis of safety on Tacoma's streets that must be immediately addressed by the city. This data does not reflect the number of close calls and near misses that almost always go unreported – but greatly impact traffic safety and walkability. Additionally, this data does not reflect crashes unreported due to distrust of police and lack of information around how to report.

Traffic collisions also have tremendous economic cost to those who are not immediately impacted, since they share responsibility for the increased costs of medical services, legal and court fees, emergency service response, insurance administration, congestion, property damage, and decreased workplace productivity. According to the U.S. Department of Transportation's National Highway Traffic Safety Administration, the national economic costs of these crashes totaled \$242 billion in 2010. When quality of life valuations are considered, the total value of societal harm from motor vehicle crashes throughout the country in 2010 was \$836 billion. At a state level, from 2015-2017, according to the 2019 Washington State Highway Safety Plan, 1,650 people were killed and 6,537 were seriously injured while using

Washington roads. The estimated economic and social costs of those three years of crashes are more than \$3.3 billion.

For too long, society has appeared to consider traffic deaths and severe injuries to be inevitable side effects of modern life. While often referred to as “accidents,” the reality is that, as a community, we have a clear and present need and responsibility to help prevent these tragedies by taking a proactive, preventative approach that prioritizes traffic safety as a public health issue. The City is committed to this by ensuring policies have a positive health effect on the community and the people they affect through the “Health and Equity in All Policies” policy passed by City Council on December 12, 2017.

The Vision Zero Network

Vision Zero is a strategy to eliminate all traffic fatalities and severe injuries, while increasing safe, healthy, equitable mobility for all. The first step in this effort is asserting that everyone has the right to move safely in their community, and everyone shares the responsibility to make safe systems for travel.

While everyone is affected by collisions, collisions do not affect everyone equally. Nationally, pedestrians who use a wheelchair face a 36% higher chance of death than pedestrians who do not. In Pierce County, 3.4% of people killed in traffic crashes were American Indian or Alaskan Native, but these communities make up just 1.2% of the population. According to the Center for Disease Control in traffic fatality data tracked from 2001 to 2010, American Indians and Alaskan Natives, regardless of gender, had the highest annualized age-adjusted traffic-related pedestrian death rates of all race/ethnicities. A 2015 scientific study found that twice as many drivers failed to yield to Black pedestrians than White pedestrians at a marked crosswalk. Vulnerable users of the City’s transportation infrastructure include, but are not limited to: children, older adults, individuals experiencing homelessness, individuals who rely on streets, bike lanes, and sidewalks for income, individuals with a disability, and individuals who have historically been profiled by law enforcement. Making roadways safer for vulnerable users is an important part of making the roadways safer for everyone. To move toward more just mobility, we must end discrimination based on race, class, legal status, ability, gender identity, sexual orientation, or age in how our travel is regulated and accommodated, including ending racial profiling.

The Vision Zero Network (Network) will recognize as “Vision Zero communities,” those who are taking demonstrable and significant actions to advance the principles of Vision Zero to ensure safe mobility for all people. While certain strategies and timing will differ from place to place, these principles are core to successful Vision Zero efforts:

1. Traffic deaths and severe injuries are acknowledged to be preventable.
2. Human life and health are prioritized within all aspects of transportation systems.
3. Acknowledgement that human error is inevitable, and transportation systems should be forgiving.
4. Safety work should focus on systems-level changes above influencing individual behavior.
5. Speed is recognized and prioritized as the fundamental factor in crash severity.

The Network is helping communities across the nation mobilize to address the crisis of traffic deaths in this country, and millions more injuries. They are bringing key stakeholders together to declare that “Enough is Enough,” recognizing these tragedies as preventable with the right strategies and commitment. The City of Tacoma shares the Network’s goal of safe mobility for all. The Network’s guidelines are evolving to acknowledge histories of violence and exclusion related to enforcement.

Infrastructure investments can reduce traffic speeds, diminish conflicts between road users, and result in an overall reduction in traffic collisions. While the City cannot fully control all of the factors which contribute to collisions, such as distraction, impairment, and aggressive driving, and indeed cannot eliminate risk, we can help change some factors which contribute to roadway safety and we can help take a leadership role to encourage the changes which will result in progress to the goal of zero fatalities and serious injuries.

City Initiatives that inform this resolution

The Transportation Master Plan, an element of the One Tacoma Comprehensive Plan, was adopted in November 2015 and provides a long-term vision for transportation infrastructure in the City of Tacoma. It is the City's primary tool for forecasting transportation demand and identifying services and improvements. The vision states that the City is strategic in how it plans its transportation system with an emphasis on carrying the people and goods that foster Tacoma's culture, character, and competitiveness. It offers multimodal travel options that provide safe access for all users and neighborhoods, encourage healthy living, and protect the environment. In the 2019-2020 Biennial Budget, the City Council funded an effort to update and amend the Transportation Master Plan for consistency with City initiatives, emerging trends, and transportation development. In conjunction with the Transportation Master Plan amendment effort, the City Council also allocated funds to develop a Vision Zero Action Plan.

Reaching Vision Zero will require engagement with the Tacoma Police Department and appropriate staffing to achieve results in traffic enforcement. The City of Tacoma is administering a comprehensive police staffing study that will identify and recommend appropriate staffing and deployment levels for every discrete operational and support function in the department. The anticipated timeline is for work to begin during the first quarter of 2020 with a final report delivered to the City Manager and Tacoma Police Department on or before April 30, 2020.

Policy Objectives

Through this resolution the Tacoma City Council will publicly commit to pursuing the goal of *eliminating* traffic fatalities and severe injuries in the City of Tacoma by 2035.

To achieve this, the Council will direct the City Manager to:

1. Determine roles and responsibilities for the creation, implementation, and evaluation of the Vision Zero Action Plan. This will include identifying:
 - Lead staff to coordinate the creation, implementation, and evaluation of progress on the Vision Zero Action Plan, who will also lead in outreach to and engagement of key stakeholders.
 - A Citizen Commission to lead the development of the Vision Zero Action Plan and review an annual evaluation of its progress.
 - An internal, inter-disciplinary city staff work group to engage with when monitoring and adapting city processes to achieve Vision Zero. Key participating departments include, but are not limited to, Public Works, the Tacoma Police Department, Planning and Development Services, and the Office of Sustainability.
2. Take bold action and work with the Transportation Committee and the Bike and Pedestrian Technical Advisory Group to complete a summary report on the "State of Speed and Safety in Tacoma." The report will include, but is not limited to, consideration of policy recommendations:
 - Reducing the City of Tacoma speed limits, including evaluation of a default speed limit of 25 miles per hour for arterials and 20 miles per hour for residential streets.
 - How to update our design manual, including street cross sections, development requirements, and project prioritization criteria using best engineering practices and recommendations meant to reduce speeds and calm traffic, and
 - How to update our design manual to establish more dedicated facilities for walking and biking, especially separated sidewalks, and establish protected bike facilities as the default facility type on city of Tacoma major roadways.
3. Identify options for long-term, sustainable sources of funding to support priorities established in the Action Plan, and present these options to Council for consideration during the development of the 2021-2022 biennium budget.

4. Determine staffing needs for accomplishing the actions outlined in the Vision Zero Action Plan. Staffing needs should be centered on the need for accountability for implementation, monitoring progress, and reporting out to the citizen commission and City Council. This is expected to include consideration of the establishment of a Vision Zero coordinator and consideration for establishing an internal Office within the Public Works Department dedicated to mobility and safety issues. The cost of fully funding this program should be shared with Council for consideration in future budget cycles.
5. Provide annual reports to the Mayor and City Council of the City's progress towards the goal of Vision Zero, to include a report of all serious injury and fatality-involved collisions. The report should include analysis for vulnerable populations, including school-aged children and older drivers
6. Center equity and social justice in all elements of the Vision Zero Action Plan's creation and implementation, including how the community is engaged in the plan's development, the prioritization of key strategies, and ongoing evaluation.
7. Coordinate with the Mayor's office to apply for the City of Tacoma to join and become an on-going member of the Vision Zero Action Network.

DESIRED RESOLUTION DATE: February 18, 2020

COMMUNITY ENGAGEMENT

Council Members Beale and Walker sought feedback from numerous stakeholders when developing this policy. Council Members presented to the Commission on Disabilities, Transportation Committee, and the Bike & Pedestrian Advisory Group for discussion. Additionally, Council Member Beale shared the resolution with the Tacoma-Pierce County Health Department, the Puyallup Tribe of Indians' government relations staff, Pierce Transit, and the South End Neighborhood Council.

2025 STRATEGIC PRIORITIES:

Equity and Accessibility:

This resolution directly approaches achieving the goals of Vision Zero using equity and social justice as guiding principles. As stated previously, in Pierce County, 3.4% of people killed in traffic crashes were American Indian or Alaskan Native, but these communities make up just 1.2% of the population. Nationally, pedestrians who use a wheelchair face a 36% higher chance of death than pedestrians who do not. Everyone is not impacted at the same rate or at the same risk of injury or death when using the City's transportation infrastructure. This resolution will center those most impacted by traffic violence as we work to eliminate traffic fatalities and serious injuries for all

Economy/Workforce: *Equity Index Score:* Moderate Opportunity

Increase the number of infrastructure projects and improvements that support existing and new business developments.

Increase positive public perception related to the Tacoma economy.

Livability: *Equity Index Score:* Moderate Opportunity

Increase the number of Complete Compact Communities/ 20-Minute Neighborhoods throughout the city.

Improve health outcomes and reduce disparities, in alignment with the community health needs assessment and CHIP, for all Tacoma residents

If you have a question related to the Council Contingency Fund Request, please contact Lynda Foster at 253.591.5166 or Lynda.Foster@CityofTacoma.org.

SUBMITTED FOR COUNCIL CONSIDERATION BY:


_____ Council Member Beale

SUPPORTING COUNCIL MEMBERS SIGNATURES

1. Kristina Walker POS# 8
2. Victoria R. Woodards POS# Mayor

Fiscal Impacts: Vision Zero CCR

Item	Fiscal Impact	Directive	Budgeted	Notes
<ul style="list-style-type: none"> Determine roles and responsibilities for the creation, implementation, and evaluation of the Vision Zero Action Plan. Identify options for long-term, sustainable sources of funding to support priorities established in the Action Plan, and present these options to Council for consideration during the development of the 2021-2022 biennium budget. Conduct a staffing needs assessment for accomplishing the actions outlined in the Vision Zero Action Plan. Incorporate equity and social justice into all mobility analysis and review outlined in this resolution. 	\$200,000 One-time	1, 3, 4, 6	Budgeted	These items are intended to be funded as part of the Vision Zero Safety Plan in the 2019-2020 Biennial Budget adopted November 20, 2018 \$125k Streets Initiative and \$75k General Fund.
<ul style="list-style-type: none"> Complete a summary report on the “State of Speed and Safety in Tacoma.” 	\$50,000 One-time	2	Budgeted	The baseline assessment will be funded within existing resources through the Streets Initiative Active Transportation Program; however implementing speed changes, including deploying traffic calming devices, measuring performance, and future reporting are not included.
<ul style="list-style-type: none"> Provide annual reports to the Mayor and City Council of the City’s progress towards the goal of Vision Zero 	\$20,000 Ongoing	5	FY19-20 budgeted; ongoing Not budgeted	The report template and performance measures will be developed as part of the Vision Zero Actin Plan. The ongoing annual data tracking and reporting remains unfunded.
<ul style="list-style-type: none"> Coordinate with the Mayor’s office to apply for the City of Tacoma to join and become an on-going member of the Vision Zero Action Network. 	\$5,000 One-time	7	Budgeted	This item will be funded within existing staff resources, specifically the Senior Planner position funded in the 2019-2020 Biennial Budget adopted November 20, 2018

Other Considerations

A commitment to Vision Zero includes an expectation of funding significant resource needs identified in the plan, particularly in areas of transportation infrastructure, education, and enforcement.

**City of Tacoma 2020
City Council Forecast Schedule**

Date	Meeting	Subject	Department	Background
February 11, 2020	City Council Study Session (TMBN 16, Noon)	City Manager's Performance Review Process	HR	HR staff will share the proposed process the City Council will use for the City Manager's annual performance review.
		Other items of interest-Council Consideration Request	CM Beale	Vision Zero
	City Council Meeting (TMB Council Chambers, 5:00 PM)			
February 18, 2020	Joint Library Board of Trustees & City Council Study Session (TMBN 16, Noon)	Overview and Update on Tacoma Public Library's services	Library	Tacoma Public Library will share an overview of the services they provide and an update on services provided in 2019.
	City Council Study Session (TMBN 16, Noon)	Budget Development Overview	OMB	Staff will provide an overview of the planning process for the 2021-2022 biennium
	City Council Meeting (TMB Council Chambers, 5:00 PM)			
February 25, 2020	City Council Study Session (TMBN 16, Noon)	Pierce Transit Bus Rapid Transit Update	Pierce Transit	Pierce Transit outreach and milestone update for Bus Rapid Transit (BRT) Project
	City Council Meeting (TMB Council Chambers, 5:00 PM)			

**City of Tacoma 2020
City Council Forecast Schedule**

Date	Meeting	Subject	Department	Background
March 3, 2020	Joint Utility Board Study Session (TMBN 16, Noon)	Advanced Meter Project	Tacoma Power & Tacoma Water	
		TPU Director Performance Review Process	HR	
		Classification and Compensation Study	HR	
		Joint Executive Session - Pending Litigation	CAO	
	City Council Meeting (TMB Council Chambers, 5:00 PM)			
March 10, 2020	Cancelled			
March 17, 2020	City Council Study Session (TMBN 16, Noon)			
	Committee of the Whole (TMBN 16, 3:00 PM)	City Council's Standing Committee Assignments	Mayor	As a follow up to the February 7th Strategic Planning Work Session, the Council will discuss the strategic priorities policy development and the bodies or work for the various Council Standing Committees.
	City Council Meeting (TMB Council Chambers, 5:00 PM)			

Community Vitality and Safety		
Committee Members: Blocker (Chair), Beale, Hines, Ushka, Alternate-Hunter Executive Liaison: Linda Stewart; Staff Support - Bucoda Warren	2nd and 4th Thursdays 4:30 p.m. Room 248	CBC Assignments: • Citizen Police Advisory Committee • Human Services Commission • Human Rights Commission • Housing Authority • Commission on Disabilities • Library Board • Tacoma Community Redevelopment Authority
February 13, 2020	Interviews for Tacoma Community Redevelopment Authority and Human Rights Commission	Doris Sorum, City Clerk
	Firearms & Ammunition Tax	Tadd Wille, Deputy City Manager, City manager's Office; Claire Goodwin, Council Assitant, City Manager's Office; Linda Stewart, Director, Neighborhood and Community Services, Danielle Larson, Tax & License Manager, Finance Department
	NCS Strategic Plan 2020-25 Update (Informational Briefing)	Allyson Griffith, Assistant Director, Neighborhood and Community Services; Vicky McLaurin, Social Wellness Manager, NCS; Kieth Williams, Code Compliance Supervisor, NCS; Jason McKenzie, Resource Manager, NCS
Future		
February 27, 2020	Interviews for the Commission on Immigrant and Refugee Affairs, and the Citizen Police Advisory Committee	Doris Sorum, City Clerk
	2019 CIRA Annual Report (Informational)	Korbett Mosesly, Management Analyst, Office of Equity and Human Rights
	Citizen Police Advisory Committee Annual Report (Informational)	Latasha Ware, Management Fellow, City Manager's Office
March 12, 2020	Project Peace (Informational)	Ed Wade, Assitant Chief, Tacoma Police Department; and Korbett Mosesly, Management Analyst, OEHR
	Metropolitan Development Council Convening Update (Informational Briefing)	Linda Stewart, Director, Neighborhood and Community Services
	Neighborhood Councils Quarterly Update	Allyson Griffith, Assistant Director, Neighborhood and Community Services; Tyler Whitemarsh, Chair, Community Council of Tacoma

Economic Development Committee

Committee Members: Blocker, McCarthy, Thoms, Ushka, Alternate-Beale Executive Liaison: Tadd Wille; Staff Support - Lynda Foster		2nd, 4th, and 5th Tuesdays 10:00 a.m. Room 248	CBC Assignments: •Tacoma Arts Commission •Greater Tacoma Regional Convention Center Public Facilities District •Foss Waterway •City Events and Recognition Committee •Tacoma Creates Advisory Board
February 11, 2020	Election of Chair	EDC members	
	Tacoma Arts Commission Interviews	City Clerk	2 interviews
	Economic Development Committee 2019 Year-End Report	Tadd Wille, Executive Liaison to the Economic Development Committee	Review of the Economic Development Committee's 2019 work
	Integrating Local Revitalization Financing & Transportation System Improvements	Elly Walkowiak, Assistant Community & Economic Development Director, Dana Brown, Assistant Public Works Division Manager, Public Works, and Eric Huseby, Parking Services Manager, Public Works	Informational briefing regarding opportunities to leverage Local Revitalization Financing and partnerships to enable economic development by addressing parking and transportation-related issues.
	Tacoma Creates Advisory Board Appointment Process	Amy McBride, Arts Administrator, Office of Arts & Cultural Vitality	Presentation on the criteria and process for interview recommendations
Future			
February 25, 2020	Quarterly collaboration Check In (Tentative)	Jeff Robinson, Director, Community & Economic Development Department, and Peter Huffman, Director, Planning, Development Services Department	Staff will present updates; Council Members have requested more information on opportunity zones and collaboration with the County
	Downtown Parking Occupancy Study and the Tacoma Dome District Parking and Access Study	Dana Brown, Assistant Public Works Division Manager, Public Works, and Eric Huseby, Parking Services Manager, Public Works	Informational presentation on parking occupancy studies for both the downtown district and the Tacoma Dome district.
	Waste Stream Mapping update and next steps	Lewis Griffith, Division Manager, Solid Waste, and Gloria Fletcher, Community & Economic Development	Summary of Waste Stream Mapping project to identify opportunities to connect businesses that can utilize waste materials as resources and presentation of recommended next steps.
March 10, 2020	<i>Cancelled</i>		

Government Performance and Finance Committee

Committee Members: Hines, Hunter (chair), Thoms (vice chair), and Walker Alternate - Blocker Executive Liaison: Andy Cherullo; Staff Support - Latasha Ware		1st and 3rd Tuesday 10 a.m. Room 248	CBC Assignments: •Public Utility Board •Board of Ethics •Audit Advisory Board •Civil Service Board
February 18, 2020	TBD		
Future			
March 3, 2020	TBD		
March 17, 2020	College Internship Processes	Cathy Journey, Sr. HR Manager	Staff to provide an update on (waiting for Cathy to send descriptor)
	Continuous Improvement Overview	Ben Thurgood, Human Resources Assistant Director	Staff will provide a briefing on the City's Continuous Improvement work including an overview of the process, projects in progress and completed, the Continuous Improvement Advocate Program and other topics.

Infrastructure, Planning and Sustainability Committee

Committee Members: McCarthy (Chair), Beale (Vice Chair), Hunter, & Walker; Alternate-Ushka Executive Liaison: Kurtis Kingsolver; Staff Support - Claire Goodwin		1st and 3rd Wednesdays 4:30pm Room 248	CBC Assignments: •Sustainable Tacoma Commission •Planning Commission •Landmarks Preservation Commission •Board of Building Appeals •Transportation Commission
February 19, 2020	Sustainable Tacoma Commission Interviews	Doris Sorum, City Clerk	Candidates will be interviewed to fill vacant positions on the Sustainable Tacoma Commission
	Pierce Transit Update	Alex Mather, Government Affairs Manager, Pierce Transit	Pierce Transit outreach and milestone update for Bus Rapid Transit project (Part 1 of 4)
Future			
March 4, 2020	Transportation Improvement Plan (tentative)	Jennifer Kammerzell, Principal Engineer, Public Works; Katie Johnston & Nick Anderson, Office of Management and Budget	Annual update on the Transportation Improvement Plan per the requirements of the Growth Management Act.
	Limiting New Storage Unit Developments	Brian Boudet, Planning and Development Services Division Manager	At the request of CM Blocker and in response to community concerns about new self-storage facilities potentially using land that could be suitable for higher priorities, such as affordable housing, staff will present current zoning provisions related to these uses and concepts for how those could be modified to limit their expansion and better address their impacts.
March 18, 2020	Industrial Symbiosis (tentative)	Gloria Fletcher, Business Development Manager, Community and Economic Development	In 2019, the City hired a consultant to survey businesses about energy usage and waste streams. This is a report back on the status of the findings and what recommendations the City is proposing.



Firearms and Ammunition Tax

Ordinance #28624

City of Tacoma
Community Vitality and Safety Committee
February 13, 2020

••• Purpose/Agenda

- Agenda:
 - Ordinance overview / Timeline of events
 - City Manager Recommendations
 - Potential partnerships and programming to reduce youth and young adult gun violence
 - Gun buyback program
 - Local, state, and federal legislative priorities
 - Next Steps
 - Questions / Feedback on Recommendations

Ordinance #28624



- Adopted on November 12th, 2019
- Imposes tax on businesses making retail sales of firearms and ammunition
 - \$25 per firearm sold
 - \$0.02 per round of ammunition for .22 caliber or less
 - \$0.05 per round of ammunition for all others
 - Estimated \$30,000 in annual revenue
- Directs City Manager to make recommendations and to review impacts of tax, its revenues, and to convene workgroup

Timeline



Event	Description
November 12, 2019	Ordinance Adoption
November 25, 2019	Ordinance Effective Date
February 8, 2020	Initial Recommendations to City Council
May 25, 2020	Conduct Review and Report to City Council
July 1, 2020	Tax Implemented
November 2020	First Quarterly Receipt of Revenue
November 25, 2020 - Onward	Conduct Annual Review



By February 8, 2020

- City Manager to make recommendations to City Council regarding:
 1. Potential partnerships and programming to reduce youth and young adult gun violence
 2. Gun buyback program
 3. Local, state, and federal legislative priorities
- Information presented at CVS today was provided to full City Council in City Manager's February 6th Weekly Report

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Partnerships and Programming

2020 Youth & Young Adult Violence Reduction (Recommended Approach)

- Engage
 - Expand services and grassroots efforts to improve the social intervention network
 - Engage key subject matter experts
 - Identify Convener and mobilize Community Advisory Committee
 - Select Fiscal Agent to administer funding for grassroots efforts
- Assess
 - Provider service delivery efficacy
 - Community skills and spheres of influence
 - Scope and scale of issues we are working to address
 - Challenge old thinking and norms around this work and revise approaches to improve outcomes
 - Develop outcomes aligned with performance indicators

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Partnerships and Programming



- Develop 2021 – 2022 Action Plan
 - Unified approach (City, community, providers)
 - Highest and best use of Gun and Ammo Tax Revenue
 - Aligned with Equity and Empowerment Framework and Tacoma 2025

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Gun Buyback Program



The Pros

- Fewer unwanted firearms in community
- Community is mobilized to examine gun control and expands public awareness

The Cons

- Target audience not likely to participate
- Reducing the number of guns in community not guaranteed
- Operationally costly
- Logistically challenging

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Gun Buyback Program



Fiscal Impact: Assumes one-day event on a Saturday (10am-2pm)

Description of Item	Estimated Fiscal Impact
<u>Location:</u> Tacoma Dome Convention Center	\$2,500 rental fee, includes advertising on marquee
<u>Staffing:</u> Four officers and a Sergeant	\$4,000 of overtime
<u>Disposal:</u> Contract already exists	\$0
<u>Exchange for firearms:</u> \$50 gift cards (Assumes 200-400 firearms collected)	\$10,000-\$20,000 (no outside donations)
	\$5,000-\$10,000 (50% donations)
<u>Advertising:</u> Includes a press release, bus/train advertising, posters/flyers, a Public Service Announcement, and advertising on social media	\$11,000
TOTAL	\$22,500-\$37,500

Gun Buyback Program



Recommendation: Not to proceed with a gun buyback program a this time

- While gun buyback programs do expand public awareness on gun related issues, initial research suggests programs do not decrease community gun violence
- City acquiring support of professional researcher to study best practices and effective programs, which may further inform City Council on effectiveness of gun buyback programs



Legislative Priorities

- The City of Tacoma's adopted 2020 legislative agenda includes gun violence prevention as a priority
 - **State agenda:** Monitoring proposals to regulate firearms and reduce gun violence
 - **Federal agenda:** Joining the U.S. Conference of Mayors and National League of Cities urging the President to advance legislation to reduce gun violence and promote public safety

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State Legislation

- HB 2240/SB 6077 concerning high capacity magazines
 - Sponsored by Rep. Valdez (D-Seattle) and Sen. Kuderer (D-Bellevue)
 - Makes it unlawful to manufacture, possess, sell, distribute, transport, or otherwise transfer a large capacity magazine (more than 15 rounds)
 - Many exemptions, including: Government officers, armed forces, those who legally possess large capacity magazines at the effective date, etc.

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State Legislation

- HB 2241/SB 6076 concerning assault weapons and large capacity magazines
 - Sponsored by Rep. Peterson (D-Edmonds) and Sen. Kuderer (D-Bellevue)
 - Makes it unlawful to manufacture, possess, sell, distribute, transport, or otherwise transfer an assault weapon or large capacity magazine
 - Many exemptions, including: Government officers, armed forces, those who legally possess large capacity magazines at the effective date, etc.

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Status of Legislation

- Mayor Woodards and Council Member Ushka provided letter of support to House Committee on Civil Rights & Judiciary for House Bills 2240/41 in advance of the Committee's hearing on the bills on January 21, 2020
- Legislation on high capacity magazines (SHB 2240/SB 6077) passed out of their committees of origin and are moving
- Legislation on assault weapons *and* high capacity magazines (HB 2241/SB 6076) are still in committees of origin

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Next Steps



Event	Description
May 25, 2020*	Conduct Review and Report to City Council
July 1, 2020	Tax Implemented
November 2020	First Quarterly Receipt of Revenue
November 25, 2020 - Onward	Conduct Annual Review

*City Manager to Conduct Review and Report to City Council Regarding:

1. Fiscal analysis, business impacts, programs and initiatives funded, and number of fire-arm involved criminal offenses
2. Review best practices
3. Convened workgroup outcomes

Questions / Feedback



Firearms and Ammunition Tax

Ordinance #28624

City of Tacoma
Community Vitality and Safety Committee
February 13, 2020



TO: Council Members of the Community, Vitality, and Safety Committee

FROM: Elizabeth Pauli, City Manager

COPY: Mayor; Council Members; Tadd Wille, Deputy City Manager; Anita Gallagher, Assistant to the City Manager; Andy Cherullo, Finance Director; Shawn Gustason, Assistant Police Chief; Linda Stewart, Neighborhood & Community Services Director; Melanie Harding, Chief Policy Analyst; Lynda Foster, Council Assistant; Bucoda Warren, Management Analyst

SUBJECT: Recommendations on a Gun Buyback Program

DATE: February 13, 2020

SUMMARY:

City Council passed Substitute Amended Ordinance No. 28624 on November 12, 2020 which, among other requirements, asked that the City Manager, within 75 calendar days of passage of the Ordinance, bring recommendations to the Council that “make recommendations to use the funds raised from the [firearms and ammunitions] tax to assist in developing and implementing [a] gun buyback program...”

Attached you will find a detailed Issue Brief prepared by City staff on gun buyback programs, their effectiveness, the pros and cons of these events, the status of the issue in other municipalities and states, as well as cost estimates of a City-organized and administered a gun buyback program.

BACKGROUND:

City Council passed Substitute Amended Ordinance No. 28624 on November 12, 2019. The Ordinance amended Subtitle 6A of the Municipal Code, relating to Tax Code, by adding a new Chapter 6A.120, entitled “Firearms and Ammunition Tax”, to impose a tax on firearms and ammunition to consist of \$25.00 per firearm sold at retail, \$0.02 per round of ammunition .22 caliber or less, and \$0.05 per round of other ammunition sold at retail to raise revenue for funding programs that promote public safety, prevent gun violence, and help offset the impacts and costs of gun violence in the City.

At the January 14, 2020 City Council Study Session, Council agreed that the recommendation would come to the Community, Vitality, and Safety Committee.

RECOMMENDATION:

At this time, I am not recommending the City develop and implement a gun buyback program in Tacoma. While gun buyback programs may expand public awareness on gun related issues, initial research suggests (as seen in attached brief) that these programs are not effective in decreasing community gun violence.

Of note, the City is working to acquire the support of a professional researcher to study best practices and effective programs to reduce gun violence in Tacoma. The professional research could thus further inform this (the gun buyback program) recommendation.



**CITY OF TACOMA
OFFICE OF THE CITY COUNCIL
ISSUE BRIEF**

TO: Council Members of the Community, Vitality, and Safety Committee

FROM: Claire V. Goodwin, Council Assistant

COPIES TO: Mayor; Council Members; Elizabeth Pauli, City Manager; Tadd Wille, Deputy City Manager; Anita Gallagher, Assistant to the City Manager; Andy Cherullo, Finance Director; Shawn Gustason, Assistant Police Chief; Melanie Harding, Chief Policy Analyst; Lynda Foster, Council Assistant

SUBJECT: Gun Buyback Programs

DATE: February 13, 2020

BACKGROUND:

Gun violence is a problem that many communities struggle to address. One way communities have attempted to address gun violence is through a gun buyback program. A gun buyback program allows a person possessing a firearm to relinquish the firearm in exchange for a financial sum of money, often through a police department during a one-day event. The purpose of a gun buyback program is to financially incentivize individuals to turn in their firearms voluntarily, thereby reducing the prevalence of firearms in the community.

The Pros

Fewer unwanted firearms in community.

- Unwanted firearms are potentially hazardous to public safety. Providing an opportunity to safely and easily relinquish a firearm may encourage a resident with an older or unused firearm to participate.

Community is mobilized to examine gun control and expands public awareness.

- Provides a way for communities to take action and start conversations about addressing gun violence, even if the program only reduces the number of firearms in the community by a small amount.

The Cons

Target audience not likely to participate.

- Those who commit acts of violence with firearms likely do not want to relinquish their firearm. The firearm may be connected with a crime and the owner may fear being prosecuted. Buyback programs tend to attract people who are least likely to commit crimes and to retrieve guns that are least likely to be used in crimes.¹

¹ <https://www.usatoday.com/story/news/nation/2013/01/12/gun-buybacks-popular-but-ineffective/1829165/>



CITY OF TACOMA OFFICE OF THE CITY COUNCIL ISSUE BRIEF

Reducing the number of guns in community not guaranteed.

- Participants may turn in a firearm for the financial sum of money, then use the funds to purchase a bigger or higher-quality firearm.
- The financial incentive may not be large enough for owners of firearms to be persuaded to turn in their firearms, but the incentive should not be so high that gun owners profit from the program by purchasing a gun at a low price and turning it in for a higher amount. Gun buyers may show up at the event and offer a higher price than the program, thus keeping the firearm in the community.

Operationally costly.

- Running the program will likely require additional resources for the administering authority, usually a police department. See “Organizing and Administering a Gun Buyback in Tacoma” at the end of this issue brief for more details.

Logistically challenging.

- Establishing the logistics and rules of the program takes staff time across departments. Details such as whether the program will be ongoing or a onetime event, which types of firearms are eligible, advertising the program, the price to be paid to participants, the protocol for disposing of the firearms, running the serial numbers through the criminal database, and where the program will take place, all need to be established in advance of beginning the program. If the program is administered as a one-day event, the day-of logistics will need to be coordinated.

Other considerations

Type of firearm accepted in program matters.

- Not all firearms are as likely to commit acts of violence as others. In Sacramento in 1993, one-quarter of the guns turned in were not in working order.² To incentivize all types of firearms, Camden, NJ paid residents on a sliding scale from \$50 for a gun that couldn't fire to \$250 for a high-powered weapon.³ In Tacoma, handguns are used most often in crimes where firearms were involved. A gun buyback program could target handguns by offering a larger financial incentive than other types of firearms turned in.

Alternatives for reducing gun violence.

- The other types of efforts that cities have used to reduce gun violence include targeted police patrols, intervention efforts with known criminals, focused deterrence, and youth intervention.⁴

STATUS OF THE ISSUE:

Tacoma.

- The City of Tacoma has never administered a gun buyback program.

Seattle.

- In 1992, the City of Seattle conducted a gun buyback program in response to several local neighborhood shootings. A study that compared firearm-related events per month before and after

² <https://www.newsweek.com/gun-buyback-america-australia-1452635>

³ <https://www.governing.com/topics/public-justice-safety/gov-cities-rethink-gun-buyback-programs.html>

⁴ <https://www.thetrace.org/2015/06/new-york-give-grant-buffalo/>



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the program found that crimes and deaths increased, and injuries decreased, but the changes were not statistically significant.⁵ This study is frequently cited as evidence that gun buyback programs do not reduce gun violence. In 2013, the City of Seattle conducted another gun buyback program that collected 712 firearms, including a missile launcher tube, in exchange for a total of \$68,000 in gift cards in less than four hours.⁶ The event attracted gun-buyers who were hoping to purchase antique and heirloom firearms. The City partnered with Nucor Steel to recycle the firearms, turning them into molten metal.

Other US Cities.

- Many cities have run buyback programs including Baltimore, Boston, Detroit, and Newark. The programs were popular beginning in the 1970s and frequently have a resurgence in the aftermath of mass shootings such as at Sandy Hook Elementary.
- In 2008, in Oakland, CA, \$250 was offered for firearms. This turned out to be too high as they found gun dealers were buying cheap guns from out of state and turning them in for a profit.⁷
- In 2012, officials in New Albany, Indiana offered \$300 for assault rifles and \$200 for shotguns, rifles, or handguns. They spent the \$50,000 budgeted amount in 90 minutes. 103 out of 249 guns turned in were handguns. Officials say they would focus on handguns more if they conduct another buyback since those are most frequently used firearm in violent crime.⁸
- In 2006, the Boston Police Department held their second buyback program, focusing on handguns. They offered a \$200 gift card for each handgun – but no cash or gift card for rifles or shotguns. 85% of the firearms turned in were handguns which closely matched the types of guns used in crime.⁹
- In 1974, Baltimore offered \$50 per firearm, collecting approximately 13,500 firearms over a two-month period.¹⁰ Adjusted for inflation, this would be equivalent to \$261 in 2019 dollars.
- In 2015, Tampa Police Department offered \$50 per firearm, collecting 521 firearms.¹¹

States.

- New York ran a statewide gun buyback in October 2019 resulting in 138 guns being turned in, including 58 handguns, 53 long guns, 25 non-working or antique guns, and two assault rifles.¹²
- Washington State ran a bump-stock buyback program in 2019 through the Washington State Patrol that was in-tandem with the federal ban on bump-stocks. The Patrol offered \$150 for each bump-stock that was turned-in and was funded up to \$150,000 for the incentives. The Patrol budgeted \$75,800 for implementation and execution of a statewide four-day buyback. This included eight hours of overtime for an Armorer and a Property and Evidence Custodian, paying an outside vendor to destroy the bump-stocks, and travel expenditures to transport the bump-stocks to the vendor's location.¹³

⁵ <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC1403522/>

⁶ <https://spdplotter.seattle.gov/2013/01/28/the-gun-buyback-by-the-numbers/>

⁷ <https://www.thetrace.org/2015/07/gun-buyback-study-effectiveness/>

⁸ <https://www.npr.org/2013/01/15/169439243/newtown-prompts-gun-buybacks-but-do-they-work>

⁹ <https://www.newsweek.com/gun-buyback-america-australia-1452635>

¹⁰ Ibid.

¹¹ <https://www.tampabay.com/news/publicsafety/participation-brisk-at-tampa-police-gun-buy-back-program/2235325/>

¹² <https://ag.ny.gov/press-release/2019/ag-james-138-guns-turned-utica-gun-buyback>

¹³ <https://fortress.wa.gov/FNSPublicSearch/GetPDF?packageID=56661>



CITY OF TACOMA OFFICE OF THE CITY COUNCIL ISSUE BRIEF

ORGANIZING & ADMINISTERING A GUN BUYBACK IN TACOMA:

A gun buyback program in the City of Tacoma could be organized and administered for approximately \$22,500-\$37,500.

In coordination with the Tacoma Police Department's Assistant Chief Shawn Gustason, the Media and Communications Office, and Tacoma Venues and Events, the following assumptions were established:

- **Length:** One-day event, approximately four hours on a Saturday: 10am-2pm
- **Location:** Tacoma Dome Convention Center, a city-owned property
 - **Estimated Fiscal Impact: \$2,500 rental fee, includes advertising on marquee**
- **Staffing:** Four officers plus a Sergeant for eight hours of overtime the day-of the event. The Sergeant would coordinate the event and would require an additional hour of staff time for planning purposes. During the event, officers would receive the firearms and screen the serial number immediately. If the firearm is found to have been used in a crime or is stolen, an officer would discuss the matter privately with the individual. After the event, officers would fire the viable firearms and would run the bullets through the Integrated Ballistics Identification System (IBIS). The firearms would be transferred to the Property Room to be tagged and disposed.
 - **Estimated Fiscal Impact: \$4,000**
 - \$2,487 (8 hours of overtime at \$77.72 for four officers)
 - \$889 (9 hours of overtime at \$98.83 for one Sergeant)
- **Disposal:** The Property Room at the Police Department has a contract for disposing of firearms and the firearms collected would not create any additional cost.
 - **Estimated Fiscal Impact: None**
- **Exchange for Firearms:** \$50 gift cards are recommended as cash poses a higher robbery threat. The City could explore partnerships with grocery stores or the Simon Property Group who owns the Tacoma Mall to match the City's contribution. Approximately 200-400 firearms would be assumed to be collected over four hours.
 - **Estimated Fiscal Impact (no outside donations): \$10,000-\$20,000**
 - **Estimated Fiscal Impact (50% donations): \$5,000-\$10,000**
- **Advertising:** The Media and Communications Office could spear-head an advertising campaign consisting of some or all of the following: a press release, bus advertising, posters to be hung in the Police Sectors, flyers at outreach events, a Public Service Announcement, and advertising on social media.
 - **Estimated Fiscal Impact: \$11,000**
 - Tacoma Link Light Rail interior advertising for one month: \$2,245
 - Sounder Train interior advertising for one month: \$78
 - Peirce Transit exterior and interior bus advertisements for 3 months: \$7,475
 - 500 flyers - 8.5" x 11": \$191
 - 200 flyers - 18" x 24": \$642
 - 3-month social media campaign: \$500



**CITY OF TACOMA
OFFICE OF THE CITY COUNCIL
ISSUE BRIEF**

RESOURCES FOR ADDITIONAL INFORMATION:

Scholarly Articles

The Effectiveness of Policies and Programs that Attempt to Reduce Firearm Violence: A Meta-Analysis¹⁴

¹⁴ <http://citeseerx.ist.psu.edu/viewdoc/download?doi=10.1.1.970.2586&rep=rep1&type=pdf>