

1st Quarter 2018

City of Tacoma

Office of Management & Budget

CITY OF TACOMA INITIATIVE INTracker



[EXTERNAL REPORT]

The City of Tacoma Initiative Tracker is designed to give management a quick overview of progress made on budget enhancements included in the 2017–2018 budget.

Budget Initiative Tracker



COMMUNITY & ECONOMIC DEVELOPMENT (CED)

Office of Arts & Cultural Vitality

DESCRIPTION: **COMPLETION DATE:** 3rd Quarter 2018

The Office of Arts & Cultural Vitality will hire a Program Development Specialists for Public Art project position to manage City, Metro Parks, and Sound Transits public arts projects. The Office will contribute funding to the Arts & Culture Coalition of Pierce County to launch 5x5 (an early childhood access to arts program), teen tix, and advocacy for Cultural Access Washington.

STATUS:

Planning →	In Progress →	Deployment →	Finished
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BUDGETED EXPENSES	\$50,000	SPENT TO DATE:	\$25,000
BUDGETED FTE:	1	HIRED FTE:	1

The Arts & Culture Coalition has implemented pilot programs for Teentix and Culture Kids (formerly 5 x 5) and has been developing the framework for a local Cultural Access Program "Tacoma Creates". Program Development Specialist position was created, and an employee was hired on February 21, 2017.

Small Business Enterprise (SBE) Contract Disparity Study

DESCRIPTION: **COMPLETION DATE:** 2nd Quarter 2018

CED facilitated a substantial procurement, education, and small business assistance program designed to promote equitable participation by historically underutilized businesses in the provision of supplies, services, and public works to the City. A contracting disparity study will help staff determine whether discrimination in the marketplace is disproportionately affecting businesses owned by historically disenfranchised groups.

STATUS:

Planning →	In Progress →	Deployment →	Finished
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BUDGETED EXPENSES	\$350,000	SPENT TO DATE:	\$201,677
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Consultant, Griffin & Strong from Atlanta, GA was selected through a competitive process. The contract was awarded, pending approvals. Proposed start date August 1, 2017 lasting eleven months and ending July 2018.

Lincoln District Revitalization

DESCRIPTION:

COMPLETION DATE: 4th Quarter 2018

CED will upgrade 38th Street from Tacoma Avenue S. to Thompson Ave to be more pedestrian friendly with bulb outs, ADA amenities, concrete crosswalks, traffic calming measures, enhanced landscaping with flower pots, landscaping at bulb outs, and a center median at the beginning and end of the district with gateway signage.

STATUS:

Planning →	In Progress →	Deployment →	Finished
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BUDGETED EXPENSES	\$9,401,571	SPENT TO DATE:	\$3,464,815
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Construction is underway with G Street and the south side of 38th Street from Tacoma Avenue S. to South J Street mostly complete. The north side of 38th street is currently under construction. Lincoln Project Office is in regular use by contractors and inspectors and hosts a weekly contractor/inspector/project staff meeting. Contractors meet monthly with business association membership as well. LPO lease exercised its third year option and will be operational through October 2018.

Catalytic Economic Development

DESCRIPTION:

COMPLETION DATE: 4th Quarter 2018

The purpose of the Catalytic Project Program is to enable development that may not otherwise occur due to inadequate or antiquated public infrastructure needed in the City right-of-way (off-site improvements) that will result in adaptive reuse of underutilized buildings and new construction in key infill areas.

STATUS:

Planning →	In Progress →	Deployment →	Finished
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BUDGETED EXPENSES	\$650,000	SPENT TO DATE:	\$132,766
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Three projects have been approved and two have been constructed. Public Works completed ADA and traffic improvements for 21st Street associated with the 7 Seas Brewing project as well as constructing a sidewalk on Alder Street at South Tacoma Way to facilitate expansion of Gig Harbor Brewing. \$150K has been allocated for the S 11th & MLK Jr Way mixed use TOD project, to be expended in 2019.

Budget Initiative Tracker



ENVIRONMENTAL SERVICES

COMMINGLED GLASS RECYCLING

DESCRIPTION:**COMPLETION DATE:**

4th Quarter 2018

Environmental Services will change their collection of glass from manual to automated by placing glass in comingled bins. This will create operational efficiencies and increase driver safety.

STATUS:

Planning →	In Progress →	Deployment →	Finished
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BUDGETED EXPENSES: \$107,120 SPENT TO DATE: \$0

A pilot study has been completed and an analysis of environmental impacts is currently being conducted. The City is evaluating the potential effects on the recycling industry as China is planning to adopt very stringent quality control standards on imported recyclables.

EQUITABLE ACCESS TO HEALTHY FOOD

DESCRIPTION:**COMPLETION DATE:**

4th Quarter 2018

The Office of Environmental Policy and Sustainability will focus on removing barriers to getting healthy foods into underserved communities, including garden and fruit tree gleaning, urban agriculture, and innovative farmers market projects.

STATUS:

Planning →	In Progress →	Deployment →	Finished
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BUDGETED EXPENSES: \$50,000 SPENT TO DATE: \$12,890

Two contracts with community groups are being finalized for a total of \$20,000. The remaining funds will be spent this summer and autumn on outcomes of current research and community engagement.

URBAN FOREST MANAGEMENT PLAN

DESCRIPTION:**COMPLETION DATE:**

3rd Quarter 2018

Development of an Urban Forest Management Plan will create a more functional and efficient urban forest program. It will address policy and regulation inconsistencies and develop strategies to more effectively manage and improve Tacoma's urban forest.

STATUS:

Planning →	In Progress →	Deployment →	Finished
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BUDGETED EXPENSES: \$200,000 SPENT TO DATE: \$0

In the 1st quarter of 2018, the RFP for the Urban Forest Management Plan (UFMP) was reviewed by Purchasing and the Sustainable Tacoma Commission prior to opening it up for competitive solicitation. This UFMP will be advertised in the 2nd quarter of 2018.

Budget Initiative Tracker



HUMAN RESOURCES

Hiring Disparity Study

DESCRIPTION:**COMPLETION DATE:**

4th Quarter 2018

Human Resources will collaborate with the Community & Economic Development Department and the Office of Equity & Human Rights to conduct a disparity study to analyze current, historical, and contract hiring practices. The study will determine whether an employer or agency engages in exclusionary practices in regards to hiring and soliciting or awarding contract opportunities to minority, women-owned, and disadvantaged businesses.

STATUS:

Planning →	In Progress →	Deployment →	Finished
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BUDGETED EXPENSES:

\$150,000

SPENT TO DATE:

\$6,000

Status Update:

Contractor has been secured for the Request For Proposal process.

Budget Initiative Tracker



INFORMATION TECHNOLOGY (IT)

Procure to Pay: Phase II & III

DESCRIPTION: **COMPLETION DATE:** 2nd Quarter 2018

IT and Purchasing will complete the City's supply chain automation project in SAP Ariba. One-time project funding to complete Phase II functionality includes vendor catalogs, requisitions, purchase orders, receivers, invoices, spot-buys, contract compliance, warehousing, and purchasing card integration. Limited one-time funding to extend the system for Small Business Enterprise compliance and non-purchasing will occur in Phase III.

STATUS:

Planning →	In Progress →	Deployment →	Finished
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BUDGETED EXPENSES: \$2,238,122 SPENT TO DATE: \$1,839,086

Procure to Pay module was deployed May 22nd with contracts and catalogs for batch one vendors. Migrations of contracts for batch two vendors deployed on July 17th. Ariba system contract and sourcing adoption training for all departments continues.

SAP HANA Platform Moderization Project

DESCRIPTION: **COMPLETION DATE:** 1st Quarter 2018

IT will upgrade the SAP application suite to the HANA "in memory" database platform. The upgrade will improve service delivery to public-facing departments servicing ratepayers and members of the public with business accounts in SAP by extending the functionality of the system.

STATUS:

Planning →	In Progress →	Deployment →	Finished
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BUDGETED EXPENSES: \$1,732,089 SPENT TO DATE: \$1,565,007

Hardware has been purchased and installed. Migration and testing is complete. The system went live on October 1st, 2017. Labor was budgeted at the department level and not included in the original project budget above. \$ 770,074 was been spent on internal labor in 2017.

Records Management (TIMS)

DESCRIPTION: **COMPLETION DATE:** 4th Quarter 2018

IT will develop and pilot the TIMS record management system for the City Attorney's Office and other General Government and TPU departments.

STATUS:

Planning →	In Progress →	Deployment →	Finished
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BUDGETED EXPENSES: \$1,535,640 SPENT TO DATE: \$725,465

The City's implementation vendor is on site. Pilot work has begun.

Digital Equity

DESCRIPTION:

COMPLETION DATE: 4th Quarter 2018

IT will establish a digital equity program including an awareness campaign and a competitive grant funding process for the City to award to community partners to improve access to the Internet, technology, and digital literacy skills for community members.

STATUS:

Planning →	In Progress →	Deployment →	Finished
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BUDGETED EXPENSES: \$100,000 SPENT TO DATE: \$7,200

Staff completed the Community Technology Survey and briefed City Council. IT has provided public access computers and Wi-Fi services at senior centers and the emergency response homeless shelter. Additional focus group evaluations with Tacoma Community House is underway. A digital equity intern from UW Tacoma started on 10/17/17.

Budget Initiative Tracker



LIBRARY

Information Technology Enhancement

DESCRIPTION: **COMPLETION DATE:** 4th Quarter 2018

Funding for the recent upgrade of bandwidth for which we received an increase of \$158,000 for Click services and for various IT security upgrade costs that have increased.

STATUS:

Planning →	In Progress →	Deployment →	Finished
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BUDGETED EXPENSES: \$82,000 SPENT TO DATE: \$54,000

The Library has spent \$54,000 through the 1st quarter of 2018 for bandwidth and IT related costs.

Budget Initiative Tracker



MUNICIPAL COURT

Court Technology Consultant

DESCRIPTION: **COMPLETION DATE:** 4th Quarter 2018

Support efforts in moving toward becoming an automated Court by hiring a Court Technology Consultant who has the expertise to make system recommendations based on the needs of the court, as well as assist in the stages from planning to implementation.

STATUS:

Planning →	In Progress →	Deployment →	Finished
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BUDGETED EXPENSES: \$20,000 SPENT TO DATE: \$0

The Municipal Court is currently in progress to hire a Court Technology consultant.

Budget Initiative Tracker



NEIGHBORHOOD & COMMUNITY SERVICES

Summer Jobs 253

DESCRIPTION: **COMPLETION DATE:** 4th Quarter 2018

Summer Jobs 253 (SJ253) is a youth employment program that offers 96-hours of paid work experience and/or the opportunity to earn high school credits towards graduation, college credits, and IT industry recognized certifications. The program partners with the local business community for meaningful work placements. Students are provided workplace etiquette training, financial literacy training, and connections to financial institutions. Transportation and supportive services are also offered.

STATUS:

Planning →	In Progress →	Deployment →	
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BUDGETED EXPENSES: \$400,000 SPENT TO DATE: \$244,936

Through Q1 in 2018, SJ253 recruitment saw over 500 students applying for 150 positions positions. Program staff have secured over 100 employment placements, and are continuing to recruit for the remainder. The 2017 contract with the provider has expired and once a new contract has been executed and summer kicks off, spending will resume. The

"Hot Spot" Site Hardening & Reclamation

DESCRIPTION: **COMPLETION DATE:** 4th Quarter 2018

This initiative encompasses sustainable hardening and reclamation of ongoing community hot spots, which experience high amount of homeless encampment, substance use, and graffiti activity. Positive narratives will be created once these sites become well-used outdoor recreational areas and a source of community pride.

STATUS:

Planning →	In Progress →	Deployment →	Finished
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BUDGETED EXPENSES: \$825,000 SPENT TO DATE: \$89,458

Cleanup and reclamation work has occurred on eight sites to date as a result of this initiative (approximately \$66,000 spent to date). The Arts program hired two Artists in Residence associated with site reclamation, landscaping, and community conversations related to this work; contracting with those individuals began in December 2017 and will run through 2018. MHSUD funds related to this enhancement are used to pay for a Dedicated Mental Health Professional (DMHP) with the Homeless Outreach Team. The DMHP was hired in May and began work in June 2017.

Shelter & Wrap-Around Services Stability

DESCRIPTION:

COMPLETION DATE: 4th Quarter 2018

To increase shelter capacity, the City is partnering with local churches to use their facilities to provide shelter to homeless families. City Staff prioritize those with highest needs to ensure that they are provided with necessary care and wrap around services. Each church will commit to 180 days to stabilize 10 families (capacity is approximately 40 at each Site). This pays for church rental, bedding, cots, utilities, custodial costs, meals at the Rescue Mission, and services to help stabilize the family.

STATUS:

Planning →	In Progress →	Deployment →	Finished
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BUDGETED EXPENSES:	\$682,512	SPENT TO DATE:	\$137,510
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NCS and other City of Tacoma staff met with local Faith Based Organizations (FBOs) to discuss their capacity to provide shelter services and how they can partner with the City. Survey data on shelter capacity is still being collected from other FBOs in the area. Contracts for Temporary Overflow Sheltering have been executed. Bethlehem Baptist Church will host the Sheltering Arms Overnight Family Shelter (formerly TOFS) program and Salvation Army will be the operator beginning 3/2018. To date, ten families have been housed through this initiative.

Homeless Outreach Team

DESCRIPTION:

COMPLETION DATE: 4th Quarter 2018

The Homeless Outreach Team will visit encampment sites and assist individuals and families experiencing homelessness to find shelter and begin the process to establish household stability.

STATUS:

Planning →	In Progress →	Deployment →	Finished
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BUDGETED EXPENSES:	\$275,000	SPENT TO DATE:	\$84,012
BUDGETED POSITIONS:	2	HIRED :	1

The two temporary staff members were hired in May of 2017 and they continue to partner with TPD to support the City's homeless initiative. Biennium to date the Homeless Outreach Team has responded to 635 homeless encampments reported in Tacoma. The two temporary positions were approved to be made permanent in December 2017.

Budget Initiative Tracker



PLANNING & DEVELOPMENT SERVICES (PDS)

Urban Design Studio

DESCRIPTION:**COMPLETION DATE:** 4th Quarter 2019

PDS will establish an Urban Design Studio which will allow the City to conduct neighborhood specific plans and guidelines to better communicate and facilitate appropriate quality design in neighborhoods. In addition, the funding will improve neighborhood outreach and the design review of proposed development projects.

STATUS:

Planning →	In Progress →	Deployment →	Finished
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BUDGETED EXPENSES:	\$192,000	SPENT TO DATE:	\$60,000
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BUDGETED FTE:	2	HIRED FTE:	2
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Status Update:

This program was budgeted to start in 2018; both positions have been filled and work has began for the program.

Budget Initiative Tracker



POLICE DEPARTMENT (TPD)

Nineteen New Police Positions

DESCRIPTION: **COMPLETION DATE:** 4th Quarter 2018

In response to community demand, TPD will hire fifteen new commissioned and four non-commissioned public safety positions to help ensure Tacoma is a safe and secure environment to live, work, and play. Major initiatives within these new commissioned positions include: a Violence Reduction Team comprised of one Sergeant and six Officers; two Property Crimes Detectives; and two additional Police Patrol Officers as Primary Call Responders.

STATUS:

Planning →	In Progress →	Deployment →	Finished
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BUDGETED POSITIONS: 19 HIRED POSITIONS: 4

During 1st quarter 2018, the Tacoma Police Department filled 4 commissioned officer positions. In addition, 4 commissioned officers and 1 non-commissioned Forensics Manager retired during the same time period. Of these, the Tacoma Police Department has filled 4 of the positions identified in budget.

Police Body Camera Working Group Trial

DESCRIPTION: **COMPLETION DATE:** 4th Quarter 2018

A working group has been established to identifying best practices, model policies and procedures, training curriculums, legal considerations, test, and evaluating technological options. The Working Group will provide the Chief of Police with their recommendations at the conclusion of the State Body Worn Camera Task Force cycle of 18 months.

STATUS:

Planning →	In Progress →	Deployment →	Finished
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BUDGETED EXPENSES: \$50,000 SPENT TO DATE: \$9,626

Testing of 5 different camera platforms continues to be scheduled for 5-8 and 5-11. After testing is complete, the Department will decide on one specific camera system. This will be implemented after the State task force passes legislation on Public Disclosure laws. The working group continues to focus on best practices, IT issues, policy issues and procurement.

Budget Initiative Tracker



PUBLIC WORKS

Foss Waterway Capital Projects

DESCRIPTION: **COMPLETION DATE:** 4th Quarter 2018
Foss Waterway projects planned in 2017-2018 include repairing the Site 12 Seawall and removing the Municipal Dock timber elements. Both projects will temporarily address structurally unsafe areas until additional future improvements can be made.

STATUS:

Planning →	In Progress →	Deployment →	Finished
BUDGETED EXPENSES:	\$2,350,000	SPENT TO DATE:	\$144,082
FWDA projects are currently in the design phase. Construction is scheduled for Fall 2018 pending permit approval.			

Safe Routes to School (SRTS)

DESCRIPTION: **COMPLETION DATE:** 4th Quarter 2018
Safe Routes to School improvements will enhance walking and biking infrastructure throughout Tacoma with a focus on reducing the number of school-age children involved in pedestrian and bicycle collisions. The project will implement strategies outlined in the Safe Routes to School Implementation Plan.

STATUS:

Planning →	In Progress →	Deployment →	Finished
BUDGETED EXPENSES:	\$500,000	SPENT TO DATE:	\$33,171
In Fall 2017, the Safe Routes to School Implementation Plan was developed and included a priority list for school improvements. Stanley and Blix will be part of this project with design beginning Spring 2018.			

Speed Zone Beacons for Schools

DESCRIPTION: **COMPLETION DATE:** 1st Quarter 2018
This project will fund the purchase and installation of school zone flashing beacons at ten elementary schools, two middle schools, and two high schools.

STATUS:

Planning →	In Progress →	Deployment →	Finished
BUDGETED EXPENSES:	\$1,370,000	SPENT TO DATE:	\$960,179
Project is complete. All 38 locations have been installed, currently awaiting final invoicing.			

Streetlight Replacements

DESCRIPTION:

COMPLETION DATE: 4th Quarter 2018

The Public Works Department and Tacoma Public Utilities will work together to replace and upgrade more than 75% of the City's streetlight network to LED technology. Remaining fixtures will be replaced in future years. The cost of the conversion is funded through streetlight energy savings and ongoing maintenance savings.

STATUS:

Planning →

In Progress →

Deployment →

Finished

The contractor is currently in the process of replacing streetlights. At the end of March 2018, 6,550 fixtures have been replaced.

South Tacoma Business District

DESCRIPTION:

COMPLETION DATE: TBD

This initiative will focus on catalytic streetscape improvements in the South Tacoma Business District area. Project(s) should have an impact beyond normal, scheduled street repair and should be replicable in other neighborhood business districts.

STATUS:

Planning →

In Progress →

Deployment →

Finished

BUDGETED EXPENSES: \$1,700,000 **SPENT TO DATE:** \$20,636

Public Works and Community & Economic Development staff have been working with members from the South Tacoma Auto & Retail Stores and the South Tacoma Business District on a Local Improvement District that would apply the City's contribution toward a much larger multimillion dollar capital main street project with enhanced landscaping and maintenance, entryway treatments, and streetlight banners. In mid-2017, members from the South Tacoma Auto & Retail Stores asked to put the project on hold. However, the Public Works Department will continue pursuing grants and other funding opportunities to support improvements in this area.

**Total project budget is \$2.2 M. The additional \$500K is being held in reserve for 2019-2020.*

Budget Initiative Tracker



FIRE DEPARTMENT (TFD)

Fire Cadet Program

DESCRIPTION: **COMPLETION DATE:** 3rd Quarter 2018

TFD will continue participation in a Police & Fire Youth Academy with Tacoma Police Department, in cooperation with the Boys & Girls Club of South Puget Sound. The program seeks to influence local school-aged children to potentially consider a future career in public safety.

STATUS:

Planning →	In Progress →	Deployment →	Finished
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BUDGETED EXPENSES: \$150,012 SPENT TO DATE: \$1,240

Youth Academy ended in early November 2017; there were 24 high school and junior high school students that graduated. The graduates of this program will be offered the chance to join the formal TFD Cadet Program for the summer of 2018.

FD CARES Enhancements

DESCRIPTION: **COMPLETION DATE:** 4th Quarter 2018

TFD will be reorganizing FD CARES, hiring two staff and continue funding with consultants in a reduced role.

STATUS:

Planning →	In Progress →	Deployment →	Finished
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BUDGETED EXPENSES: \$598,695 SPENT TO DATE: \$341,341

BUDGETED FTE: 2 HIRED FTE: 2

During first quarter, FD CARES worked with 738 clients to decrease their reliance on emergency resources and connect them to appropriate community healthcare and lifestyle support.

Aid Vehicle Implementation

DESCRIPTION: **COMPLETION DATE:** 3rd Quarter 2018

TFD will staff an aid vehicle to improve the efficiency of EMS response and preserve emergency fire resources. The unit is expected to enter service the end of September 2017.

STATUS:

Planning →	In Progress →	Deployment →	Finished
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BUDGETED FTE: 4 HIRED FTE: 4

Aid Vehicle Implementation has been postponed until mid-2018 as the department shifts focus to resourcing in the Tideflats.

FTE Additions To Squad 13 & Squad 15

DESCRIPTION:**COMPLETION DATE:** 3rd Quarter 2017

Four new positions will be added to Squad 13 to make it a full-time unit. Four positions will also be added to Squad 15 to restore it to a three-person engine company by the end of September 2017.

STATUS:

Planning →	In Progress →	Deployment →	Finished
BUDGETED FTE:	8	HIRED FTE:	8
Engine 15 and Engine 13 (Peak Time) are now in service.			

Tideflats Emergency Response & SAFER Grant

DESCRIPTION:**COMPLETION DATE:** 1st Quarter 2018

Staff a full-time engine in the Tideflats as of October 2017 per Council Resolution 39783, and accept a Staffing for Adequate Fire and Emergency Response (SAFER) grant.

STATUS:

Planning →	In Progress →	Deployment →	Finished
BUDGETED FTE:	0	HIRED FTE:	12
Engine 5 in the Tideflats is now in service.			

Budget Initiative Tracker



TACOMA VENUES & EVENTS (TVE)

Tacoma Dome Capital Improvements

DESCRIPTION:**COMPLETION DATE:**

4th Quarter 2018

For the first time in decades the City will issue bonds to perform much needed updates to the Tacoma Dome. These updates include replacing the upper and lower bowl seating, updating dressing rooms & production space, improving the fire alarm & security systems, improving the loading docks, and HVAC renovations.

STATUS:

Planning →	In Progress →	Deployment →	Finished
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BUDGETED EXPENSES:

\$27,300,000

SPENT TO DATE:

\$4,041,035

The Tacoma Dome renovation project recently concluded the design phase. Construction documents and permitting sets are being created to allow general contractors to bid on the project in the first quarter of 2018. The Tacoma Dome will close in June 2018 to allow construction with substantial completion by October 2018.