



City of Tacoma

City Council Study Session Minutes

747 Market Street, Tacoma, WA 98402, Council Chambers

Dial: 253-215-8782 Meeting ID: 894 9617 1192

Webinar Link: www.zoom.us/j/89496171192 Passcode: 896569

November 01, 2022

12:00 PM

Call to Order

Mayor Woodards called the study session to order at 12:00 p.m.

Roll Call

Present: 6 - Bushnell, Diaz, Hines, Ushka, Walker and Mayor Woodards

Absent: 3 - Blocker, Daniels and Rumbaugh

Council Member Daniels arrived at 12:02 p.m.

Council Member Blocker arrived at 12:07 p.m.

Briefing Items

1. [22-1201](#) Crime Prevention Plan Update

At approximately 12:02 p.m., Avery Moore, Chief, Tacoma Police Department (TPD), provided opening remarks about the TPD Violent Crime Reduction Plan.

Council Member Daniels arrived here, at 12:02 p.m.

Chief Moore continued by introducing Dr. Mike Smith, Professor, University of Texas at San Antonio. Smith presented the TPD Violent Crime Reduction Plan update, including background, the hot spots policing strategy, and treatment methodology.

Council Member Blocker arrived here, at 12:07 p.m.

Smith continued reviewing the treatment methodology, noting a violent street crime analysis; treatment design, noting the first period of July 6 to October 5, 2022, and how treatment locations were identified, analyzed, dispatched, and monitored; the plan for analysis, noting alignment between expected and actual treatment, year-to-year violent crime and crime activity comparisons, and data around catchment areas that are 1,000 feet around treatment areas; results, noting fidelity and dispatch data for the first period,

and violent crime incidents by monthly average, number of incidents, percent change per month, and sector; conclusions, noting decreased violent crime in the treatment locations, lower crime overall, and fidelity to the treatment plan; and next steps.

Paul Junger, Deputy Chief, TPD, presented information on the TPD property crime strategy, including long- and short-term strategies; the importance of evidenced-based data; goals, noting catching offenders in the act, and encouraging people to visit, shop, and thrive in downtown Tacoma; and the plan to develop a violent crime cadre to identify and stop repeat offenders.

City Manager Elizabeth Pauli continued by outlining work being done by other departments, including Neighborhood and Community Services, noting code compliance, homelessness, encampments, and other services; Community and Economic Development (CED), noting support to Neighborhood Councils and Neighborhood Business District Associations, and helping local businesses; the new alternative response program for those experiencing a mental health crisis; and how this work increases perceptions of safety.

Discussion ensued throughout regarding increased crime rates in the summer months; geographic areas being monitored, noting treatment locations and catchment buffer areas; responding to increased crime rates; dispatch and deployment data; expectations for the second monitoring period; hot spots, noting rotating where they are located, equal distribution across the City, how new locations are identified, and whether the tactic impacts responses to other types of crime; work to identify disparities and root causes of crime; data gathering, noting opportunities for the City and other groups to use data to address issues, and how data is presented to the community; officer dispatch strategies; and other types of crime. Discussion continued regarding comparisons to other cities; impacts to communities, income levels, or business areas; under-reporting in areas that do not trust the police; increases in certain types of crime compared to overall decreases; weekly TPD reports; community perspectives; resources; the role of Council Members; focusing on people; budget; over-policing; gun violence data and definitions; overall demographics; trends; and next steps. Discussion concluded regarding concerns about displacing crime to other areas of the City; shorter time frames for future monitoring periods; progress and work to be done; a request to the community to be patient, report all crimes, and stay involved; making Tacoma the safest city in the country; and the schedule for future updates.

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The study session recessed at 1:23 p.m.

The study session reconvened at 1:41 p.m.

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2. [22-1202](#) Internal Services Proposed Budget

At approximately 1:41 p.m., Mayor Woodards provided opening remarks on the proposed budget for internal services departments. City Manager Pauli provided additional comments on the internal services departments, noting Human Resources, Office of Equity and Human Rights (OEHR), Information Technology (IT), the Office of Health and Safety (Tacoma Safety), the Media and Communications Office (MCO), and the City Attorney's Office (CAO); the types of services these departments provide; the purpose of today's high-level overview; the Citywide budget process; reductions identified by the departments; and increasing demands for service, technology, and advancement of City Council priorities.

Shelby Fritz, Director, Human Resources (HR), presented the proposed budget for internal services, including an agenda; the importance of internal services; and an overview of HR. Together, Lisa Woods, Director, OEHR; Andy Cherullo, Director, Finance; Daniel Key, Director, IT; Laurie Hardie, Director, Tacoma Safety; Jeff Lueders, Interim Director, MCO; and City Attorney Bill Fosbre, CAO, presented an overview of their respective departments; and a review of internal services that are located within other departments, noting Public Works, CED, and the Hearing Examiner's Office. Cherullo continued by providing a financial overview, including an example of how indirect costs are paid by assessments to departments based on the type of services provided; and the Internal Services Fund, noting actual, adopted, and proposed budgets for each department, office, and function. Together, Key and Woods presented ongoing considerations; major accomplishments; and issues informing the 2023-2024 approach, noting themes of people, technology, and engagement; and alignment with City Council priorities related to organizational culture, operational effectiveness, and belief and trust. Together, Woods, Hardie, and Fritz continued by reviewing internal services goals and initiatives related to people, including anti-racist transformation, safety and health, and recruitment and retention. Key continued by outlining internal services goals and initiatives related to technology. Woods concluded by explaining internal services goals

and initiatives related to engagement, including relationship building and communications.

Discussion ensued regarding appreciation for staff; coordination between the internal services departments; work that happens behind the scenes; adjustments to align the budget with practices, noting assessments for Real Property Services; the importance of safety programs and training; recruitment and retention, noting civil service requirements, the number and qualifications of applicants, strong competition, and professions that are difficult to recruit for; replacement of the SAP financial system; review by the Government Performance and Finance Committee; accomplishments, noting anti-racist transformation efforts and COVID-19 pandemic response; succession planning; and digital equity efforts.

Other Items of Interest

3. [22-1203](#) Council Action Memorandum - Redistricting Proposal 2022

Mayor Woodards stated that Rosa McLeod, Government Relations Analyst, City Manager's Office, is available to respond to Council Members questions about the proposed ordinance related to City Council Election Districts, which is on tonight's meeting agenda for consideration.

Committee Reports

There were no committee reports given.

Agenda Review and City Manager's Weekly Report

4. [22-1204](#) Weekly Report to the Mayor and City Council, October 27, 2022

City Manager Pauli stated there are two ceremonials on tonight's meeting agenda, proclaiming October 31-November 4, 2022, as National Veterans Small Business Week, and proclaiming November 14-20, 2022, as National Apprenticeship Week; and that one change is expected to tonight's agenda, for a proposed Substitute Ordinance No. 28838, regarding annual business license fees. She concluded by stating that tonight's agenda includes public hearings on the proposed 2023-2024 Biennial Operating Budget, the proposed 2023-2024 Capital Budget and 2023-2028 Capital Facilities Program, and the proposed Ad Valorem and Emergency Medical Services tax levies for 2023; as well as Community Forum.

Adjournment

On proper motion, the study session was adjourned at 2:50 p.m.

Victoria R. Woodards, Mayor

Doris Sorum, City Clerk