



City of Tacoma City Council Minutes

747 Market Street, First Floor, Tacoma WA 98402

University of Puget Sound - Tahoma Room

February 15, 2019

9:00 AM

Special Meeting - Strategic Planning Work Session

CALL TO ORDER

Mayor Woodards called the work session to order at 9:14 a.m.

Present: 9 - Beale, Blocker, Hunter, Ibsen, McCarthy, Mello, Thoms, Ushka and Mayor Woodards

WELCOME/AGENDA REVIEW

John Hickey, Executive Director of Community Engagement and Associate Vice President for Business Services, University of Puget Sound (UPS), made opening remarks. Mayor Woodards thanked UPS for hosting the City Council Strategic Planning Work Session and provided background and goals for the work session.

Tanisha Jumper, Director, Media and Communications Office (MCO), outlined the ground rules for the day, stated topics that cannot be completed can be placed in the parking lot to be reviewed later, and facilitated an icebreaker activity for the Mayor and Council Members. Jacques Colon, Management Analyst III, MCO, provided additional instructions for the activity.

BRIEFING ITEMS

1. [19-0146](#) Year in Review

Ms. Jumper made opening remarks and facilitated group discussions of the past year in general with topics including, but not limited to, processes, communication, and how meetings were structured; and to answer questions on what worked well (successes), what didn't work well (challenges), and opportunities for improvement in the future.

Each group reported back with their answers on successes:

- City Manager's visibility and participation.
- Hiring decisions.
- Greater transparency and strategy with budgeting.
- City Council having disagreements in a respectful manner.
- New location for Council Members' offices.
- Standing Committee processes.
- Equity index in regards to the concept of equity being embedded in everything conducted by City Staff and City Council.
- Public Comment and Citizens' Forum at public meetings.
- New Council Member orientation.
- A more inclusive environment in Council decision making.
- Timely and reliable work from the City Manager's Office.

Each team regrouped to discuss challenges in the past year and reported their answers:

- Working in silos.
- Unclear roles of support staff.
- Standing Committee policy work changing after leaving the Committee and before being presented at Study Session or the full City Council.
- Council Members feel a separation from the Mayor and City Manager because of location of offices on different floors.
- Appointment process.
- Interim regulations for the Tideflats.
- Support staff connecting Council Members' ideas to have more efficiency.
- Tracking of Council Members' work and the idea to create a collaborative space for them.
- How do Council Members bring items forward they would like staff to work on, such as the Council Consideration Request (CCR) process, requests for information, or research projects.

Discussion ensued regarding placing the CCR process in the parking lot for review this year and the sharing and coordination of information between staff regarding Council Members' ideas.

Together everyone provided a list of opportunities:

- Creating rules and guidelines around CCR's.
- Mayor one-on-one meetings with each Council Member.
- Clarity on staff roles.
- Have a dashboard to show what people are working on.

- Create a standardized process for public engagement and re-engagement after policy changes.
- Clearer rules and expectations, such as in the legislative process.
- Provision of analysis and information on potential impacts of policies that are going to be set.
- Committee liaisons.
- Tapping into community capacity in addition to staff capacity.

The work session recessed at 10:28 a.m. and reconvened at 10:44 a.m.

2. [19-0147](#) 2018 Priorities Review

Ms. Jumper made opening remarks and presented an activity of jeopardy, to review priorities and last year's Council retreat where the Mayor and Council Members learned about their DiSC assessments and their placement from the assessment. The Council Members and Mayor were placed into three teams based on their placement from the DiSC assessment, each group created a team name, and rules for the game were reviewed. Jeopardy categories included were notable numbers, priority projects, budget bites, safety first!, and #humble brags. The activity concluded and all participants were provided packets for reference with the jeopardy questions and answers along with additional successes that were not included in the activity.

Ms. Jumper conducted an additional activity to receive Council input on the top policy priorities identified at last year's Strategic Planning Work Session, including affordable housing, civic engagement, digital equity, economic development, health equity, homelessness, public safety, regional cooperation, transit access, and walkability; noting subcategories of areas of interest, progress, policy lead, policy priority, work flow, and information needed. The Mayor and Council Members independently provided input under the subcategories of each policy priority and shared the top one to three suggestions they either provided or saw and wanted their colleagues to know.

The work session recessed at 12:35 p.m. and reconvened at 1:13 p.m.

Ms. Jumper facilitated an activity named "mind meld", where all participants present split into two groups and were provided instructions to work on the activity.

3. [19-0148](#) Affordable Housing Implementation and Policy Priorities

Ms. Jumper introduced the Affordable Housing Action Strategy (AHAS). Mr. Colon introduced Daniel Murillo, Housing Division Manager, Community and Economic Development (CED), and together they outlined the table of contents and further described each item, including an overview

of the AHAS, noting four strategic objectives and 27 supporting actions, with specific focus areas; the 2018 AHAS project timeline; an overview of the process; results of the process; strategic objectives, noting tactics; next steps for administrative actions; and the transition for priority legislative actions. Jeff Robinson, Director, CED, reviewed a summary of strategic objectives and actions by implementation lead, noting immediate and short-term legislative actions.

Discussion ensued throughout regarding strategic objective tactics, adding the receivership ordinance to the legislative actions, the idea for Tacoma Public Utilities to develop a fee waiver program for affordable housing construction in regards to new services, and the AHAS.

Ms. Jumper separated the Mayor and Council Members into groups to discuss which policies they would like to move forward, what information they need in order to move them forward, who would be interested in leading parts of the AHAS, and which areas of the AHAS they would want to be briefed to the full City Council. The groups reported on their answers for discussion.

Discussion ensued throughout regarding the idea to bring AHAS updates to a Committee of the Whole or Study Session on a regular basis.

The work session recessed at 2:43 p.m. and reconvened at 2:51 p.m.

4. [19-0149](#) Capital Funding

Mr. Colon introduced the topic of capital funding and introduced Katie Johnston, Budget Officer, Finance.

Mayor Woodards informed everyone of the Youth Engagement Task Force meeting that will be held on Saturday, February 16, 2019, at the Asia Pacific Cultural Center, and invited all to attend it if they have not been to a meeting before.

Ms. Johnston provided a briefing on capital funding, including the purpose; capital investment decision areas, including core needs around maintenance of existing facilities, new and expanded priority service areas, visioning and unfunded projects, and the requirement for each area to have distinct investment strategies; and capital funding availability, noting debt capacity, debt service, and revenue options to support the debt payments. She concluded by reviewing an example of an investment strategy for the core needs around maintenance of existing facilities, including a strategy and policy options.

Discussion ensued throughout regarding capital funding availability.

Ms. Johnston conducted a capital project investment and prioritization activity to discuss the prioritization of capital projects around the City, and split the Mayor and Council Members into the same teams they were in for the previous activity. She stated each team would also identify common or shared views of what high-ranking projects are, and to decide for each of the high-ranking projects whether they wanted to utilize existing resources to pay for the project or if they would consider taking it to voters to seek out new funding. Each group reported back with their answers and Ms. Johnston reviewed how they factored into the debt capacity maximums. Ms. Johnston concluded the activity and discussion with a review of the Mayor and Council Members' thoughts on the activity and policy areas they would still want to explore or feel they need more information.

WRAP UP/REFLECTION

Ms. Jumper conducted a discussion on how the group would like information from the work session to be brought back, so staff can prepare a presentation.

City Manager Elizabeth Pauli and Mayor Woodards thanked staff for their preparation and presentation of the Strategic Planning Work Session, and for all who participated.

ADJOURNMENT

On proper motion, the work session was adjourned at 4:08 p.m.

Victoria R. Woodards, Mayor

Doris Sorum, City Clerk