Tacoma City Council Workshop Summary and Follow-Up

Part 1: April 16, 2019
Part 2: May 21, 2019

This document seeks to do the following:

1. *Present the results of the 2019 City Council Workshop*
   a. *Opportunities and Challenges*
      i. *Organized by theme*
   b. *Council Priority Policies*
      i. *Organized by Council Committee and phase of policy development*
   c. *Affordable Housing Policies*
      i. *Organized by Affordable Housing Action Strategy (AHAS) Tactical Teams*

Section 1: Opportunities/ Challenges and Recommendations

Opportunities/ Challenges	Potential Actions	Lead Department/ Staff
Theme: Policy Development Process		
Put rules/ guidelines around CCR AND How to bring forward work that we want staff to do (CCR)	1. Review tool and current intent of CCR 2. Identify how current CCR is/ isn't working 3. Modify CCR guidelines document and process, as needed 4. Incorporate document into Council orientation and other processes	CMO/ Anita Gallagher
Clearer rules and expectations (for policy development process)	1. Create/ share legislative process rules and expectations document 2. Include information about staff roles 3. Post document at "Tracking Board" 4. Identify potential issues with Anita and CM assistants, develop plan to resolve	CMO/ Anita Gallagher

Creating ways to circle back for public engagement/ re-engagement after changes
 	
AND
 	
Committee policy work (unclear why/how changes happened between committee and council)
	1. Identify process for providing rationale for changes to policy from CMO to Council
	2. Identify vehicles for such updates, including but not limited to:
	   o CM Assistants
	   o "Tracking Board"
	3. Public outreach process TBD
		CMO/ Anita Gallagher

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Theme: Enhancing Policy Performance		
Analysis and impacts of policies/ regulations	1. Implementation of Equity, Health, and Sustainability in All Policies 2. Interviews with CMs to identify aspects of analysis that would be most useful to them, incorporation of those comments into EHSiAP implementation. 3. Create clear expectations about policy analysis (such as in EDPR) and train staff and CM Assistants to use 4. Incorporate EHSiAP into processes 5. Identify other opportunities for providing better analysis of potential policies	CMO/ Jacques Colon
Appointment process	1. Appointment process changes recently made and adopted by Council 2. Identify whether any additional concerns remain from Council	City Clerk's Office
Interim regulations	1. Identify specific areas of concern in interim regulations 2. Identify potential remedies to specific concerns in interim reg process	PDS/ Steve Atkinson
Theme: Alignment and Coordination		
Mayor meeting 1-on-1s with Council members AND Separation from mayor	1. Schedule regular check-in meetings 2. Quarterly workshop (2-hour) to review major priorities, policies, and actions 3. Expand opportunities for CMs to join Mayor on external engagements	Mayor's Office/ CMO Melanie Harding and Anita Gallagher

Dashboard of what people are working on/ have asked for   AND
 	
Work is happening in silos (sometimes working on the same issue)
	1. Create a "Tracking Board" to help CMs track policies across silos
	2. Create process and guidelines document for CMs
	   a. Parameters
	   b. Legal considerations, etc.
		CMO/ Anita Gallagher

Tracking work- connecting City Manager tracking	1. "Tracking Board" will help track on Council side 2. Identify potential pathways for CMO tracking to align and link to Council tracking	CMO/ Anita Gallagher
Creating common definitions	1. Identify what needs to be defined 2. Create/ share common definitions document for Council and CMO	CMO/ Anita Gallagher

Theme: Staff Roles, Duties, and Engagement		

Staff roles clarity	1. Create/ share a staff roles document
	    a. Staff roles and responsibilities (triad)
	    b. Flow chart
	    c. Examples of things that have come up
		CMO/ Anita Gallagher

Tapping into community capacity in addition to staff capacity	1. Identify "priority partners" we work with in the community 2. Inventory who works with them and on what projects 3. Identify pathways for more long-term or sustainable partnership asks to allow future capacity and work to happen 4. Develop MOUs or other formal processes 5. Identify other capacity opportunities such as AmeriCorps, interns, etc.	CMO/ MCO (Jacques Colon, Lisa Woods)
Committee liaisons (Both standing council committees and resident CBCs) AND Relationship between committees and council	1. Educating CBC members about relationship between CBCs, Committees, and full council. 2. Incorporate committee liaison updates into City Manager Weekly Report and any other communications channels.	CMO/ Anita Gallagher
How staff is/ isn't able to share council work	1. Create a clear understanding amongst staff and Council that assigned work is expected to be shared and communicated unless a CM explicitly asks that the work not be shared outside that work unit. 2. Staff are expected to look for synergies with other departments, etc 3. Identify process and potential vehicles (such as Directors Forum) for sharing information	CMO/ Anita Gallagher

Public engagement process (PDS)	1. Identification of specific bottlenecks or pain points in public engagement process
	2. Plan for PDS-specific opportunities for increased engagement
	    a. Quantity of opportunities
	    b. Quality and depth of opportunities
		PDS/ Steve Atkinson

	3. Expansion of broader civic engagement strategy through new Office of Communications and Engagement	
What would it take to create capacity for particular work?	1. Use of "Tracking Board" to have clear council priorities that will inform staff prioritization 2. Capture/identify high priority projects or policies that require staff capacity 3. Clearly identify project scopes and timelines to understand when we will have capacity 4. CMO responsible for translating priorities into staff capacity trade-offs	CMO/ Anita Gallagher, Lisa Woods

Section 2: Council Priority Policies (by Committee)

*Phase of Policy Development

1. Lit review/ Best practices
2. Staff Briefing
3. Policy Development

#	Policy	2025 Goal/ Council Priority	Council Lead	Lead Dept	Proposed Committee
		GPFC			
1	Coordination of youth engagement	/ Civic Engagement	(VW, CU)	CMO (MCO)	**GPFC**
2	Lincoln Park – Let's Do It	/ Healthy Equity	(CU)	CMO (GRO)-MetroParks	**GPFC / CVS**
3	Affordable Housing -Mayor's Affordability Roundtable	/ Affordable Housing/ Regional Cooperation	(VW, KB)		**GPFC**
4	Tenants Commission	/ / Civic Engagement	(CB)	CMO (OEHR)	**GPFC-> study session on commission creation**

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5	Regional coordination around green jobs	Regional Cooperation/ Economic Development	(RT)	CED, CMO (GRO)	**GPFC**
6	Permitting South Sound Alliance -Regional effort to consolidate permitting - Better understand Environmental Scan	Regional Cooperation/ Economic Development	(VW, RT)	PDS, CMO (GRO)	**GPFC**

	CVS				
7	Implement Safe Routes to School and add bike safety- but strategic connections	/ Public Safety/ Walkability	(RT, CM)	PW	CVS
8	Broken window rapid graffiti removal cameras for deterrence, we care -Investment confidence -Agreement of how we want our streets to look like- curb appeal	Public Safety	(LH, KB, RT, CU)	NCS, TPD	CVS
9	Street level crime Diversion courts Opioid connection to services from TFD and TPD • Enforcement • process for misdemeanors • Meet with justice system • Present to COW • Options for pre-arrest diversion	Public Safety	(CM, RT, LH, KB, CU)	TPD, TFD, Municipal Court	CVS
10	Property crimes task force	Public Safety	(LH, RT)	TPD	*CVS *10 and 12 related
11	Project PEACE staffing and progress	/	(VW, KB)	TPD, CMO (OEHR)	**CVS**

		Public Safety			
12	Community policing staffing	/ Public Safety	(LH, RT)	TPD, CMO (OEHR)	*CVS
13	Increase domestic violence response • Coordination with County	Public Safety	(CU)	NCS, CMO (GRO)	CVS
14	Increase diverse neighborhood leadership -(Including use of Equity index and core organizers/ organizations)	/ Civic Engagement	(VW, CU)	NCS	(Staff report out of admin actions to CVS for 14, 15)
15	Systematize making engagement more equitable - Childcare, food, time of day, location, culture	/ Civic Engagement		CMO (MCO)	
16	Opportunity populations action plan and strategy -Funding for an action plan related to city structures and policies to improve engagement. -Engage: CIRA, TACID, HRC -Tenants Commission	/ Civic Engagement	(CB)	CMO (MCO)	CVS
17	Increase housing and human services	/ Homelessness		CED, NCS	CVS
18	Low birth weight and infant mortality -How can CoT help Health Department	Health Equity	(KB)	NCS, CMO (OEHR)	CVS
19	Increase food innovation in food deserts	/ / Economic Dev./ Health Equity	(CU, RM)	NCS, CED	CVS
20	WDOT partnership- a solution to the issue • Increase visibility	Public Safety	(CU)	PW	CVS

21	Engage Chamber in homelessness conversation	Homelessness	(KB, RT)	NCS, CMO	*CVS *21 and 22 related
22	Add some reference to expectations of how we want our streets to look like	Homelessness	(RT. LH, CM)	NCS, TPD (related to Safe&Clean)	*CVS
23	Working with non-profits to adopt wrap-around service approach -Engage faith based communities and others with homeless services	Homelessness	(KB, LH)	NCS	CVS
24	Building a true transition system that balances enforcement with accessible assistance and creates a regional net for homelessness services (collective impact model)	Homelessness	(CM)	NCS, TPS, CMO (GRO)	CVS

		EDC			
25	Infill development focus-complete business districts	Economic Development	(RM, KB, AI, RT, CM, CU)	PDS	EDC
26	Anchor Institutions -Need to know plan and status	Economic Development	(AI)	CMO (MCO)	EDC
27	Critical Infrastructure (Parking, utilities, etc) -Strategic alignment to other regional buckets of $ -Explore how and invest in more parking in TOD, Dome for better visitor experiences	Economic Development/ Walkability	(KB, CU, AI, CM, RM)	PW, TPU	EDC, then Study Session
28	Tacoma Creates development • Define measurable outcomes that will	Economic Development	(CU)	TVE	EDC, then study session

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	govern process for years to come				
29	Economic development (GSP, etc.)

-Business Advisory Council
-Increase regional collaboration for economic development | Regional Cooperation/ Economic development | (VW, RT, CU) | CED, CMO | **EDC** |
| 30 | Build out regional work force development system | Regional Cooperation | (VW, CM, LH) | CED | **EDC** |
| 31 | Digital Equity

-Wi-Fi access for all/ more free Wi-Fi zones
Using Click! Partnership
-Define digital equity (what would be a good end state for Tacoma to call itself digitally equitable?) | / Digital Equity | (CU, KB) | Libraries, IT | **EDC** |
| 32 | MWBE- Implementation of Disparities study findings | / Economic Development | (VW, LH, CM, KB) | | **EDC, then study session** |
| 33 | Workforce support for less than HSD to increase employment | Economic Development | (VW, CU, LH) | CED | **EDC** |
| 34 | TOD Advisory Group Regional transportation... promote if not protect quality of life in neighborhoods IMPACTS

-Better activation and focus on waterfront. Ruston way- Foss, Schuster Pkwy

-Better articulation of how neighborhoods feel about city, perhaps survey attached to prop tax bill. | Economic Development | (VW, RT, CU) | CED | **EDC** |

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	Some taxpayers do not engage through normal means, i.e. NC, campaigns, etc. Support our largest investors monetarily.				
35	Green jobs development - task force - definition, ID clusters, how to attract - Next evolution of sub-area planning- open for biz	Economic Development	(KB, RM, RT)	CED, ES	**EDC**
36	Downtown revitalization	Economic Development	(CM, RT)	CED	**EDC**
37	Increase food innovation in food deserts	/ / Economic Development	(CU)	CED	**EDC**

IPS					
38	Equitable Transit Oriented Development (TOD) corridor planning/ zoning -Pacific Ave corridor plan: First 2-3 years planning for all transit corridors funding -Inclusionary Zoning	/ Transit Access/ Affordable Housing/ Regional Coordination	(CB, RM, KB, LH, RT, CU, AI)	PDS	IPS Recommend study session or COW due to high CM interest.
39	Bus Rapid Transit (BRT) planning funded	/ Transit Access	(LH)		IPS
40	Make Bikes and Scooters permanent	/ Transit Access	(VW, KB)	PW	IPS
41	Bike friendly communities- Silver community designation	/ Transit Access/ Walkability	(VW, CB)	PW	IPS

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#	Description	Priority / Category			
42	Build streets completely	/ Public Safety/ Walkability	(KB, RM, CB, CM)	PW, ES	IPS
43	Safe Routes to School and Vision Zero • Vision Zero action plan • SRTS- infrastructure needs and audit/ more staff	/ Public Safety/ Walkability	(CB, RM)	PW	IPS
44	Electric Vehicle Infrastructure • Marketing plan, financing plan, incentives • Low-income credits/ incentives	/ Health Equity	(RM, AI)	PW, ES	IPS
45	Tree Canopy Plan • Heritage tree program/ policy • New tree planting $	/ Health Equity	(RM)	ES (OEPS)	IPS
46	Increase open space access -Align TPS, CoT, TPD, MetroParks, others	/ Health Equity	(CU)	CMO (GRO), PDS	IPS
47	Sub-area plan and expedited permits and infrastructure investment	/ Economic Development	(RT, RM)	PDS	IPS
48	Improve walkability mentality in Public Works and PDS- walkability as important as driving	Walkability	(RM, RT)	PW, PDS	IPS Performance measures of TMP
49	Connect south of I-5 to north of I-5 with bike/ped infrastructure -Inclusion of connections in Master Plan	/ Walkability	(VW, RM, CU)	PDS	IPS
50	Sidewalk inventory -Inventory on website, prioritize for $	Walkability		PW	IPS

51	Sidewalk repair	Walkability	(KB, RT)	PW	**IPS**
52	Apple Pass = Tacoma Creates $	Transit Access	(RM)	TVE	**IPS**
53	What infrastructure attracts bus. (i.e. roads, Click etc)	Transit Access		PDS	**IPS**
54	Supporting regional transit solutions- fast foot ferry -keep developing model	Transit Access	(RM)		**IPS**
55	Traffic unit staffing	Transit access		PW	**IPS**
56	Increase neighborhood connectivity	Transit Access	(CU, KB)	PDS, PW	**IPS**
57	Increase ORCA for families	Transit Access	(CU, KB)		**IPS**
58	TDLE/ High Capacity Transit - E-W transit options - Senior citizen access	Transit Access	(LH, KB, CU)		**IPS**
59	Accessible transit stops inventory and improvement plan	Transit Access		PW	**IPS**
60	Bike path user maps integrated with transit and ID gaps	Transit Access	(CU)	PW	**IPS**

No Assigned Committee/ Study Session/ COW					
61	Regional homelessness strategy (action plan) Create funding for plan creation	Homelessness/ Regional Cooperation	VW, CB	NCS/CMO (GRO-PCRC)	**Study Session**
62	Continue to increase positive relationship with Tribe, specific improvements in	Regional Cooperation	(VW, CU, KB)	CMO (GRO)	**COW**

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	partnership surrounding new casino				
	• Sub committee • Tribe and council committee				

*Also see rows **4, 27, 28, 32**, and **38** for recommended study session items to come out of committee

Section 3: Affordable Housing Policy Priorities

Overall Implementation Process:

- ✓ Identify priority tactics based on staff workshops and council input
- ✓ Identify tactical leads
- ✓ Identify departmental partners to participate on tactical teams
- ✓ Create measurable goals and timelines
- ☐ Identify key external partners and connect to tactical teams through re-convened Technical Advisory Group
- ☐ Inventory tactics that partners are implementing separate from tactical teams
  - ○ Identify opportunities for CoT support
- ☐ Measure and track progress (30%, 50%, 80% AMI)
  - ○ Units created
  - ○ Units preserved
  - ○ Households helped

Priority Policies	AHAS Tactical Team	Lead Dept	Council Action/ Rationale
Increase inclusionary zoning and transit-oriented development	***Action 1.2**: Modify inclusionary housing provisions to target unmet need and align with market realities. (also Action 1.8)	PDS	Precedent in Tacoma Mall, related to infill implementation
Increase housing stock by examining 8-year MFTE/ potential use of index model	**Action 1.3**: Update the MFTE Program to increase its impact	CED	Council and staff have begun work on this issue
Exploring mechanisms to lower costs	**Action 1.6**: Create a process to coordinate public investments, like capital improvements, with affordable housing activities to reduce the overall cost of development.	PW	Council identified as a high priority at retreat
Increase inclusionary zoning and transit-oriented development	**Action 1.8**: Encourage more diverse types of housing development through relaxed land use standards, technical assistance, and financial incentives	PDS	Inclusion of AHAS into comp plan, ADU/ DADU implementation

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Councilmanic tools for funding Affordable Housing Trust Fund	**Action 1.9**: Establish a dedicated source of funding for the Tacoma Housing Trust Fund.	CED	Council passed ordinance/ resolution
Exploring mechanisms to lower costs	**Action 1.12**: Explore opportunities for increased staff support during the development review process.	PDS	Council identified as a high priority at retreat
Feasibility of derelict housing rehab	**Action 2.1**: Develop a system to address derelict properties	NCS	Council identified as a high priority at retreat
Role of public sector in creation by increasing derelict stock/ exploring mechanisms to lower costs	**Action 2.3**: Target existing resources to improve the livability of existing owner occupied homes	CED	Council identified as a high priority at retreat
Tenant's Rights/ Tenants Commission	**Action 3:1**: Expand tenants' protections through a comprehensive policy.	CMO (OEHR)	Council passed ordinance/ resolution
Focus on people staying in home	**Action 3.2**: Create a range of resources for households experiencing a housing crisis	NCS, TPU	Council identified as a high priority at retreat
Tenant's Rights/ Tenants Commission	**Action 4.1**: Streamline processes for households applying for and using rental assistance	NCS	Council passed ordinance/ resolution (3.1)
Regional strategies	Related to multiple actions (1.2, 1.3, 1.8, 2.1, 2.3, 3.2)	CMO (GRO)	
Tax abatement- better structure	Related to multiple actions (1.2, 1.3, 1.8, 2.1, 2.3, 3.2)	CED	
Displacement risk analysis	All	IT, OEHR, All	Council identified as a high priority at retreat
Geographic equity			

*: Dependent on staff capacity

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