Tacoma City Council Workshop Summary and Follow-Up

April 16, 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 phases of policy development*
   c. *Affordable Housing Policies*
      i. *Organized by Affordable Housing Action Strategy (AHAS) Tactical Teams*
2. *Present options for moving each item to action and/or resolve the stated issue or policy.*

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: ○ CM Assistants ○ "Tracking Board" 3. Public outreach process TBD	CMO/ Anita Gallagher

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

*Phases 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
Policy Development				
Continue to articulate Safe Routes to School and add bike safety- but strategic connections	/ Public Safety/ Walkability	(RT)	PW	**CVS**
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		NCS, TPD	**CVS**

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)	TPD, TFD, Municipal Court	**CVS**
Infill development focus- complete business districts	/ Economic Development	(RM)	PDS	**EDC**
Anchor Institutions • Need to know plan and status	/ Economic Development	(AI)	CMO (MCO)	**EDC**
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	/ Walkability	(KB)	PW, TPU	**IPS**
Build streets completely	Walkability		PW, ES	**IPS**
Safe Routes to School and Vision Zero • Vision Zero action plan • SRTS- infrastructure needs and audit/ more staff	Walkability	(CB, RM)	PW	**IPS**
Equitable Transit Oriented Development (TOD) corridor planning/ zoning	Transit Access/ Regional	(CB)	PDS	**IPS**

• Pacific Ave corridor plan: First 2-3 years planning for all transit corridors funding				
Make Bikes and Scooters permanent	Transit Access		PW	**IPS**
BRT planning funded	/ Transit Access			**IPS**
Transit corridor re-zoning, inclusionary zoning	/ Affordable housing	(AI)	PDS	**IPS**
Bike friendly communities-Silver community designation	/ Walkability		PW	**IPS**

Staff Briefing				
Continue to increase positive relationship with Tribe • specific improvements in partnership surrounding new casino • Sub committee • Tribe and council committee	Government performance Regional	(CU)	CMO (GRO)	**COTW**
Childcare, food, time of day, location, culture • Systematize making engagement more equitable	Civic Engagement		CMO (MCO)	**GPFC**

Coordination of youth engagement	Civic Engagement	(VW)	CMO (MCO)	**GPFC**
Affordable Housing • Mayor's Affordability Roundtable	Affordable housing/ Regional cooperation	(VW)		**GPFC**
Vulnerable populations action plan and strategy • Funding for an action plan related to city structures and policies to improve engagement. • Engage: CIRA, TACID, HRC • Tenants Comm	/	(CB)		CMO (MCO)
Regional homelessness strategy (action plan) • Create funding for plan creation	Homelessness	(CB)	NCS/ CMO (GRO-PCRC)	**GPFC/ CVS**
Lincoln Park – Let's Do It	Healthy Equity	(CU)	CMO (GRO)- MetroParks	**GPFC / CVS**
Property crimes task force	Safety		TPD	**CVS**
Project PEACE staffing	Safety	(KB)	TPD, CMO (OEHR)	**CVS**
Community policing staffing	Safety		TPD, CMO (OEHR)	**CVS**
Engage Chamber in homelessness conversation	Homelessness		NCS, CMO	**CVS**
Increase food innovation in food deserts	/	(CU)	NCS, CED	**CVS**

	Economic Dev./ Health Equity			
Tacoma Creates development • Define measurable outcomes that will govern process for years to come	/ Government Performance Economic Development	(CU)	TVE	**CVS**
Increase housing and human services	 Homelessness		CED, NCS	**CVS**
Increase domestic violence response • Coordination with County	 Public Safety	(CU)	NCS, CMO (GRO)	**CVS**
Increase diverse neighborhood leadership • (Including use of Equity index and core organizers/ organizations)	 Civic Engagement	(CU)	NCS	**CVS**
Build out regional work force development system	 Regional Cooperation	(CM, VW)	CED	**EDC**
Economic development (GSP, etc.) • Business Advisory Council • Increase regional collaboration for economic development	 Regional Cooperation/ Economic development	(VW)	CED, CMO	**EDC**
MWBE- Implementation of Disparities study findings	/ Economic Development			**EDC**
Workforce support for less than HSD to increase employment	 Economic Development	(CU, LH)	CED	**EDC**

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		Libraries, IT	**EDC**
Apple Pass = Tacoma Creates $	Transit Access	(RM)	TVE	**IPS**
Increase open space access • Align TPS, CoT, TPD, MetroParks, others	Health Equity	(CU)	CMO (GRO), PDS	**IPS**
WDOT partnership- a solution to the issue • Increase visibility	Public Safety		PW	**IPS**
Traffic unit staffing	Transit access		PW	**IPS**
Increase neighborhood connectivity	Transit Access		PDS, PW	**IPS**
Increase ORCA for families	Transit Access			**IPS**
TDLE • East- West transit options • Senior citizen access	Transit Access	(LH)		**IPS**
Accessible transit stops inventory and improvement plan	Transit Access		PW	**IPS**

Electric Vehicle Infrastructure • Marketing plan, financing plan, incentives • Low-income credits/ incentives	Health Equity	(RM, AI)	PW, ES	**IPS**
Tree Canopy Plan • Heritage tree program/ policy • New tree planting $	Health Equity	(RM)	ES (OEPS)	**IPS**
Improve walkability mentality in Public Works and PDS- walkability as important as driving	Walkability	(RM)	PW, PDS	**IPS** Performance measures of TMP
Connect south of I-5 to north of I-5 with bike/ped infrastructure • Inclusion of connections in Master Plan	Walkability	(RM)	PDS	**IPS**
Sidewalk inventory • Inventory on website, prioritize for $	Walkability		PW	**IPS**
Sidewalk repair	Walkability			**IPS**
sub-area plan and expedited permits and infrastructure investment	Economic Development		PDS	**IPS**
What infrastructure attracts bus. (i.e. roads, Click etc)	Transit Access		PDS	**IPS**
Supporting regional transit solutions- fast foot ferry • continue to develop model	Transit Access	(RM)		**IPS**

Lit Review/ Best Practices				
Regional coordination around green jobs			CED, CMO (GRO)	**GPFC**

	Regional Cooperation			
Permitting South Sound Alliance -Regional effort to consolidate permitting - Better understand Environmental Scan	Regional Cooperation	(VW)	PDS, CMO (GRO)	**GPFC**
Green jobs development task force -Next evolution of sub-area planning- open for biz	Economic Development	(KB)	CED, ES	**EDC**
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. Some taxpayers do not engage through normal means, i.e. NC, campaigns, etc. Support our largest investors monetarily.	Economic Development	(RT)	CED	**EDC**
Downtown revitalization	Economic Development	(CM)	CED	**EDC**
Increase food innovation in food deserts	/ / Economic Development	(CU)	CED	**EDC**
Green jobs- definition, ID clusters, how to attract	Economic Development	(RM)	CED, ES	**EDC**

Low birth weight and infant mortality -How can CoT help Health Department	Health Equity	(KB)	NCS, CMO (OEHR)	**CVS**
Working with non-profits to adopt wrap-around service approach -Engage faith based communities and others with homeless services	Homelessness	(KB)	NCS	**CVS**
Tenants Commission	Civic Engagement	(CB)	CMO (OEHR)	**CVS**
Add some reference to expectations of how we want our streets to look like	Homelessness	(RT)	NCS, TPD	**CVS**
Building a true transition system that balances enforcement with accessible assistance and creates a regional net for homelessness services -What best practices for incentives and accessibility in addressing homeless issues	Homelessness	(CM)	NCS, TPS, CMO (GRO)	**CVS**
Bike path user maps integrated with transit and ID gaps	Transit Access		PW	**IPS**

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
- ☐ Inventory tactics that partners are implementing separate from tactical teams
  - o Identify opportunities for CoT support
- ☐ Measure and track progress
  - o Units created
    - ▪ 30%, 50%, 80% AMI
  - o Units preserved
    - ▪ 30%, 50%, 80% AMI
  - o Households helped
    - ▪ 30%, 50%, 80% AMI

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
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	<u>All</u>	IT, OEHR, All	Council identified as a high priority at retreat
Geographic equity			

<u>*</u>: Dependent on
staff capacity   Note: Blue notes recent council action

Section 4: Draft Asset Management Work Plan

See draft asset management work plan (attached)