



City of Tacoma

City Council Study Session Minutes

733 Market Street, Tacoma WA 98402

Conference Room 16

December 05, 2017

12:00 PM

Call to Order

Mayor Strickland called the study session to order at 12:05 p.m.

Present: 8 - Blocker, Campbell, Ibsen, Lonergan, McCarthy, Mello, Walker
Lee and Mayor Strickland

Absent: 1 - Thoms

Deputy Mayor Thoms arrived at 1:48 p.m.

Briefing Items

1. [17-1262](#) Federal Transit Administration Ladders of Opportunity Grant-Final Findings and Recommendations

At approximately 12:05 p.m., Lauren Flemister, Senior Planner, Planning and Development Services (PDS), provided background information on the Federal Transit Administration Transit-Oriented Development (TOD) technical assistance initiative grant and its findings and recommendations, noting PDS and Community and Economic Development jointly applied efforts, provided information on project partners, and introduced the technical assistance team members Laura Searfoss and Paul Bernard, Enterprise Community Partners; Alex Hutchinson, Smart Growth America; and Jeremy Borrego, Federal Transit Administration. Ms. Searfoss thanked the City staff and reviewed the timeline of technical assistance and existing housing needs and market trends in Hilltop, including the United States housing market numbers, residents' occupations and income, key findings, housing types, total affordable and available rental units by income levels, cost-burdened households, and gentrification. She continued providing information on the projected impact of the Link extension on housing conditions in Hilltop, including potential rent increases, more cost-burdened households, and loss of supplies.

She then discussed the following strategies to create greater affordability and stem displacement with key elements:

1. Increase resources for and impact of initiative that support greater affordability.
2. Streamline existing incentives and internal processes to support greater affordability.
3. Support existing Hilltop residents.
4. Increase housing opportunities in TOD for a range of income levels and lifestyles.

Mr. Hutchinson reviewed the recommended actions for Strategy No. 1:

1. Explore creation of a value capture mechanism.
2. Create dedicated sources of funding for the Housing Trust Fund.
3. Pursue additional Section 108 authorization to support catalytic economic development projects.
4. Apply for a Neighborhood Revitalization Strategy Area designation for Hilltop.

Ms. Searfoss then reviewed the following recommended actions for Strategy No. 2:

1. Increase by-right development of small-scale housing types.
2. Create and apply stronger housing incentives for housing production and preservation on Hilltop.
3. Study existing fee-in-lieu structure to better align with housing affordability goals.

She stated Strategy No. 3 would be to help Hilltop residents to stay in Hilltop and explained the following recommended actions:

1. Stabilize long-time homeowners.
2. Target expiring subsidized units for preservation, working with partners to use short-term and long-term tools.
3. Adopt tenant protection.

She concluded by reviewing the following recommended actions for Strategy No. 4:

1. Integrate provisions for TOD and other policy priorities in Notice of Funding Availability.
2. Support TOD master planning and predevelopment analysis, especially among large-property owners.
3. Leverage forthcoming public land study to identify and solicit for

near-term opportunities on city-owned land.

4. Explore creation of a community land trust.

Daniel Murillo, Housing Division Manager, Community and Economic Development, reviewed the next steps in connection to recommended actions and emphasized on creating an interdepartmental working group.

Discussion ensued regarding the Hilltop boundary and area used for collecting data, where the Wedge neighborhood is located, statistic comparisons, projection on the number of affordable housing units, land banking, market trends, investors demanding higher rents in Hilltop, challenges with housing prices, clarification on cost-burden households, data on renters versus homeowners, the importance of utilizing public agency resources for the public land study, land trust, gentrification, demographics of Hilltop residents, funding, and recommended actions.

2. [17-1263](#)

Biogas Project

At approximately 1:15 p.m., Mike Slevin, Director, Environmental Services (ES), stated staff has been conducting a feasibility study on the biogas project for approximately six years, which is a change of looking at ways of the wastewater treatment plant to produce clean water and reviewed the issues. Jim Parvey, Environmental Policy and Sustainability Division Manager, ES, provided information on the biogas project and how this project would help the environment, including an overview, benefits of converting from Central Wastewater Treatment Plant biogas to renewable natural gas, and revenue elements. Mr. Parvey then explained what a Renewable Identification Number is and reviewed the business plan, project financials and guarantees, projected annual and cumulative cash flow, risks, prevention, alternate cash flow scenario, additional benefits, and next steps.

Discussion ensued regarding disadvantages, the business plan, government credits, its relations to Tideflats Subarea interim regulations, annual and cumulative cash flows, and increased revenue.

Deputy Mayor Thoms arrived here, at 1:48 p.m.

3. [17-1264](#)

Tacoma Police Department Hiring Process Update

At approximately 1:48 p.m., Elizabeth Pauli, City Manager, stated this presentation on the Tacoma Police Department (TPD) hiring process resulted from the 2017-2018 Mid-Biennium budget review process and provided an overview. Ed Wade, Assistant Chief, TPD, reviewed the hiring principles, background of national problems in police recruiting, current regional job

posts, hiring and separation trends over the last ten years, the number of hires and separations in 2016 and 2017, previous hiring process, a timeline of an actual hire, time saved after continuous improvement, and average recruiting timeline for all candidates. He then provided information on hiring process improvements with previous and current process comparisons, including testing and application and background investigations. He briefly explained the applicant drop-off rates for entry-level recruits in 2016-2017, reasons for candidates dropping off, and when candidates tend to not respond. He then reviewed the 2016 recruitment, including the stage, the number of candidates remaining and failed, the reasons for failure, improvements from having hiring workshops, evaluating processes, and recruiting with new strategies, noting the challenges with the applicant list. He provided information on improving TPD's equity and media and communications, and introduced Don Ramsdell, Chief of Police.

Chief Ramsdell reviewed the five-year staffing plan, including the target staffing projection, hiring plan, and cost of target staffing plan.

Discussion ensued throughout the presentation regarding average age of retirees, concerns for the hiring plan timeline, the need for building a relationship with Joint Base Lewis-McChord, the need for public awareness about TPD's budget and structure, the number of lateral and promotional hires and its effect on TPD, hiring and separation trends, Community Liaison Officers availability, funding, the anticipated number of total hiring needs, current status of Patrol Officer positions, police academy timeline, and prioritizing hiring positions.

Other Items of Interest

4. [17-1265](#) Council Consideration Request - \$10,000 Council Contingency Fund request for the 2018 Race and Pedagogy Conference Youth Summit

Mayor Strickland presented a Council Consideration Request (CCR) to allocate \$10,000 from the City Council Contingency Fund to support the Youth Summit at the 2018 Race and Pedagogy Conference at the University of Puget Sound.

Discussion ensued regarding the conference timeline and the need for including it in the budget.

5. [17-1266](#) Council Consideration Request - Creation of a Tacoma Permit Advisory Task Force

Council Member McCarthy presented a CCR to consider the creation of a Tacoma Permit Advisory Task Force to improve City policies, codes, and procedures for the issuance of residential and commercial permits and

provided information on the Task Force, including background, its purpose, tasks, recommendations, the composition, and the meeting time.

Discussion ensued regarding the fiscal impact, current permitting process timeline, and the need for including staff input from general government and Tacoma Public Utilities.

6. [17-1267](#) Proposed Resolution for the Creation of a Commission on Immigrant and Refugee Affairs

Council Member Campbell provided information on a proposed resolution establishing a Commission on Immigrant and Refugee Affairs, including its purpose and duties.

Discussion ensued regarding the budget and a timeline for the City Council agenda.

Committee Reports

There were no Committee reports given.

Agenda Review and City Manager's Weekly Report


7. [17-1268](#) Weekly Report to the City Council, November 30, 2017

City Manager Pauli stated there is one proclamation, proclaiming Sunday, December 31, 2017 as First Night Tacoma Day, and two recognitions, recognizing Lyle Quasim and Theresa Pan Hosley each with a Key to the City, and there are no expected changes to tonight's agenda.

Adjournment

On proper motion, the study session was adjourned at 2:58 p.m.


Marilyn Strickland, Mayor


Doris Sorum, City Clerk