

Home In Tacoma Project (AHAS Planning actions)

Housing Equity Taskforce (HET)

First meeting (September 10, 2020)

Meeting objectives:

- Get to know each other
- Agree how the HET will operate
- Develop a common understanding of the problem and policy direction
- Clarify the work this group will accomplish

Jacques Colon – meeting facilitator

Draft agenda:

1. Introductions all (10 min)
 - a. Your racial identity and ethnic identity
 - b. What do you bring to this effort professionally?
 - c. Ice breaker – What have you learned about racism and housing this year?
2. Logistics staff (5 min)
 - a. Staff roles (support the process)
 - b. Dates/times
 - c. Recording meeting
 - d. Notetaking
3. Seek volunteers for 2 co-chair positions all (10 min)
 - a. One from each Commission
 - b. Expectations
4. Housing needs and policy direction
 - a. Affordable Housing Action Strategy Jacques (2-5 min)
 - b. Equity, empowerment and antiracism Andreta (2-5 min)
 - c. Comprehensive Plan, zoning and growth strategy Elliott (2-5 min)
5. Home In Tacoma Project Elliott (5 min)
 - a. Intent: Promote housing supply, affordability and choice
 - b. Scope of work, schedule and milestones
6. Objectives for the HET in this project all (30 min)
 - a. Get on the same page
 - i. Targeting engagement to underrepresented groups
 - ii. Helping define an equitable & antiracist housing growth strategy
 - iii. Advocating and amplifying the message
 - b. What do we need to be successful?
7. Next steps Elliott (10 min)
 - a. Schedule next two meetings
 - b. Identify homework and staff tasks

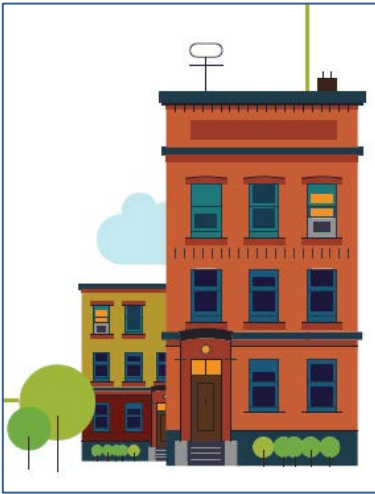
Housing Equity Taskforce

The Planning Commission and Human Rights Commission have jointly formed the HET.

Scope of Work (PRELIMINARY)

- The Planning Commission is responsible for providing recommendations to the City Council on planning and zoning topics, and will provide overall project guidance.
- The Human Rights Commission will provide input on equity and social justice recommendations to the Planning Commission and City Council.
- The Housing Equity Taskforce (with representation from both commissions) will collaborate to develop recommendations to promote equity and social justice and report back to the commissions at key milestones.
- PDS and OEHR staff will provide policy analysis, technical and logistical support.

OVERALL PROJECT SCOPE	Housing Equity Taskforce COLLABORATIVE TASKS	TIMELINE
<u>Project Scoping</u> <i>Overall scope:</i> <ul style="list-style-type: none"> • Develop communication strategy • Benchmarking of similar efforts • Define project scope 	<ol style="list-style-type: none"> 1. Develop recommendations for broad and inclusive community engagement 2. Identify models and lessons from other communities 	August/Sept 2020
<u>Understanding current circumstances</u> <i>Overall scope:</i> <ul style="list-style-type: none"> • Policy framework summary • Housing needs analysis • Zoning capacity analysis • Evaluate effectiveness of existing policy tools 	<ol style="list-style-type: none"> 3. Summarize equity and social justice policies applicable to housing 4. Oversee an equity assessment of Tacoma’s current growth strategy 5. Identify key themes to improve equity in planning and zoning actions 	Oct/Nov 2020
<u>Developing proposals to meet City goals</u> <i>Overall scope:</i> <ul style="list-style-type: none"> • Develop policy options • Market feasibility analysis • Displacement risk analysis • Impacts analysis (urban design, infrastructure, services) • Recommend policy updates 	<ol style="list-style-type: none"> 6. Oversee a displacement risk assessment of potential changes to Tacoma’s growth strategy 7. Develop policy recommendations for changes to Tacoma’s growth strategy to promote equity and social justice 8. Report out to both Commissions to inform their recommendations to the City Council 	Nov/Dec 2020
<u>Implementation strategies and priorities</u> <i>Overall scope:</i> <ul style="list-style-type: none"> • Implementation steps • Council action 	<ol style="list-style-type: none"> 9. Represent the proposals to the public, stakeholders and decision-makers 	Feb/March 2021



Home in Tacoma Project

Planning for housing actions: 2020 to 2021

STAKEHOLDER AND COMMUNITY ENGAGEMENT STRATEGY

Updated as of 09/02/20

Project overview

As part of the City's Affordable Housing Action Strategy, we are launching the **Home In Tacoma** project to evaluate diverse housing types and inclusionary zoning options throughout Tacoma. The intent is to increase housing supply, create affordable housing options, and increase the choice of housing types throughout our neighborhoods. Tacoma's Planning Commission is asking the community to join in a discussion about housing needs, development trends, zoning, and neighborhood change. Using community ideas and feedback, the Commission will make recommendations to the City Council on planning, regulatory and administrative actions to better meet this community's housing needs.

Tacoma residents face increasing challenges in accessing housing they can afford that meets their needs. One part of the solution is to create more homes for more people. This project will implement Tacoma's housing strategy through near-term planning, administrative and zoning actions to start quickly to address housing needs. The effort will also study longer-term changes to Tacoma's housing growth strategy, and present the City Council with options for future Comprehensive Plan, Zoning, and Land Use Regulatory Code amendments.

Get Involved In the Discussion about Housing

To be effective this planning effort must be built upon an equitable communication and engagement strategy that is both broad and targeted. To do so, the project staff will utilize both standard engagement approaches for public planning efforts, as well approaches tailored specifically for this project, including adjustments due to the pandemic's restrictions on in-person public meetings.

The following is an overview of community and stakeholder engagement strategies as currently planned. This is a living document – the project team will make adjustments along the way to reflect how approaches are working.

Planning Commission

The Planning Commission is the citizen advisory body tasked with providing recommendations to the City Council for planning and land use actions. The Commission will lead this project up the point of making recommendations to the City Council, which will subsequently deliberate and take action. In conducting its work, the Planning Commission is committed to implementing the goals and policies of the **One Tacoma Comprehensive Plan** and other adopted City policies. The Commission is also committed to conducting a transparent, open public engagement process informed by stakeholder input.

Engagement Strategy Overview

Starting with the 2018 Affordable Housing Action Strategy (AHAS), the City is conducting a concerted effort to understand the community's housing needs and take steps to meet those needs. The **Home In Tacoma** project directly implements the AHAS, and reflects other recent Council direction and community input. Most recently, this summer the City conducted a community survey that reaffirms the urgency of housing needs for our community.

At its outset, the **Home In Tacoma** project builds on that policy direction. To meet both the project timeline and the urgency of housing needs, it will be important to focus public engagement efforts around the project goals.

PROJECT GOALS:

Based on applicable policy direction, community input, and Planning Commission direction, the **Home In Tacoma** project will bring forward actions and strategies to promote:

- **Housing supply** to meet community needs and preferences throughout the City's neighborhoods
- **Housing affordability** reflecting the financial means of Tacoma residents, and considering secondary household costs
- **Housing choice** reflecting community preferences and household needs, including a diversity of housing types as well as equitable access to opportunity for people of all races, socio-economic groups, ages and abilities

Engagement efforts will be specific to two categories of policy actions – **Diverse Housing Types** and **Inclusionary Zoning** – as directed by the City Council through the AHAS effort. The Planning Commission's scoping process has further defined the list of issues, actions and strategies that will be evaluated.

Both Diverse Housing Types and Inclusionary Zoning pertain directly to Tacoma's housing growth strategy, which can be a complex topic. General communication tools need to be as understandable as possible, laying out a set of clear options and implications. The following growth strategy options may prove to be a conceptual approach to organizing the discussion:

- Downtown & Centers growth – build dense multifamily housing in centers (stay the course)
- Corridors Concentrated growth – build low to medium-scale housing along key corridors
- Missing Middle Housing growth – build diverse housing options in single-family areas

The community will also be invited to consider how housing strategies relate in a fundamental way to issues including:

- Equity, empowerment and antiracism
- Access to opportunities including jobs, transportation, schools and amenities
- Sustainability, health and changing household needs

Development stakeholders

We will seek to understand practical considerations that determine cost-effectiveness, potential unintended consequences, and related issues, by engaging with the development community and housing experts. This type of input needs to be presented to the general public throughout the project, so that everyone can understand trade-offs and impacts. The AHAS Technical Advisory Group has formed a focus group to provide developer perspective, and conversations with the development community will be part of each online workshop. In addition, the City will engage with departmental stakeholders involved in the permit process to generate and vet ideas.

Equity, Empowerment and Antiracism stakeholders

The City Council has adopted strong policy direction to increase equitable access to opportunity and dismantle the impacts of systematic racism in housing. The Planning Commission and Human Rights Commissions have jointly formed the Housing Equity Taskforce to focus on these issues and to advise on targeted outreach to underrepresented groups as part of the **Home In Tacoma** project. The HET will also coordinate with other equity and antiracism efforts in the City. The HET preliminary scope of work is included at the end of this document.

Engagement Phases

The overall project timeline is about 18 months, starting with the City inviting community input initially in early 2020 through the Planning Commission's public scoping process. We are now at the beginning of the focused engagement with the majority of public engagement from September 2020 through March 2021. This portion of the process will be structured around two primary public engagement periods, each culminating around an online public workshop:

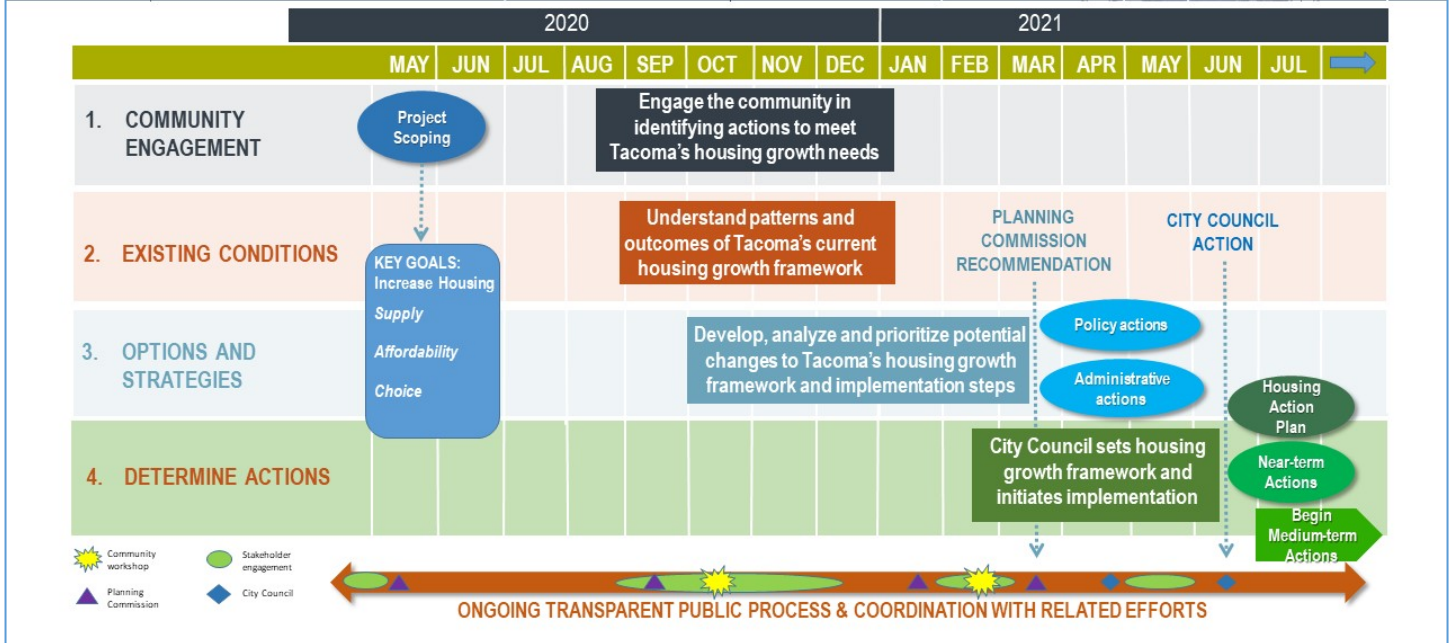
- **Generating Ideas:** From September through December 2020, the emphasis will be on understanding current circumstances and providing initial input.
- **Refining Ideas:** From January through March 2021, the emphasis will be on vetting and refining a package of draft proposals.

During each engagement push, the project team will take steps to invite both broad and targeted participation. Public engagement will be structured around several "tracks" as described below (for example, the Planning Commission process is one track). However, to promote conversations between people with differing perspectives, the community workshops will seek to bring everyone into a shared conversation.

The two engagement pushes will each include the following components:

- Inviting the public and targeted stakeholder groups
- Providing background information in advance, including non-English versions
- Structuring events around key questions based on each phase
- An online community workshop including a discussion intended for the broad community, focused discussions around specific topics, and a closing summary of the input received (integrating non-English language options)
- Discussions with community groups, commissions, businesses and other groups
- Opportunities to provide input through surveys, email and an interactive storymap
- Summary of input and recommendations to move forward

Home In Tacoma Project: Timeline and Milestones



Conceptual project phasing and timeline (tentative)

After the Planning Commission makes its recommendations, the City Council will also invite public input during its review (scheduled for April – June 2021).

Public notification

Project staff will endeavor to get the word out broadly to the whole community, to businesses and community groups, to specific stakeholder groups involved in housing, and to groups who tend to be under-represented in public planning efforts including lower-income households and non-English speakers.

Staff will maintain a notice email/mail list and let people know when it is time to provide input, and request that organizations and individuals participating in the discussion inform their family, friends and constituents about this opportunity. The City will also provide the press with information at each project phase. When feasible, the City will strategically offer updates in non-English languages.

What types of housing do you want to see in Tacoma?

The City of Tacoma is thinking about how to make Tacoma a place everyone can call home.

Join the discussion about how to:

- Diversify housing types
- Create affordable housing options
- Enhance the character of our communities while planning for growth.

Accessory Dwelling Units



Cottages



Duplexes and Townhomes



Fourplexes



Multifamily



At Home Project Scoping Notice – February 2020

Online Engagement Tools

Online forums can be very effective in public engagement. Given restrictions on in-person public meetings, it will be even more important to make effective use of online approaches, including the following:

- Maintain a webpage with background information, project contacts
- Post work products, meeting recordings and presentation materials
- Develop an online interactive storymap with spatial data about existing conditions, current regulations, and potential changes to regulations
- Post surveys to solicit input from the general and development communities
- Post videos to communicate about important messages and milestones

Other Engagement Tools

Staff will use the following tools to encourage everyone, and in particular people with limited computer access, to participate:

- Create a project information sheet and talking points intended to support community conversations
- Accept questions, as well as comments during official comment periods, by phone
- Make paper copies of surveys and other materials available
- Proactively translate key documents and offer translation services at meetings

Stakeholder Groups

Every current and future resident of Tacoma has a stake in the City’s housing growth strategy and should have the opportunity to help shape it. In addition, there are technical aspects to housing growth and development. A range of community and technical stakeholders will be invited to participate at each stage of the project, as follows:

STAKEHOLDER TRACKS	KEY MILESTONES
<ul style="list-style-type: none"> ➤ General stakeholder engagement with <ul style="list-style-type: none"> • Tacoma residents of all incomes, socio-economic and racial groups • Advocacy and professional groups 	<p>Outreach in two primary periods:</p> <ul style="list-style-type: none"> • Sep to Dec 2020 – initial input to inform development of proposals • Feb/Mar 2021 – Public Hearing on draft proposals
<ul style="list-style-type: none"> ➤ City Council <ul style="list-style-type: none"> • Council briefings throughout the Planning Commission process (Sept to March) • Council Public Hearing, consideration and action 	<p>Multiple meetings as requested, including:</p> <ul style="list-style-type: none"> • 09/15/20 – Project introduction • October – discussion • March 2021 – overview of draft proposals • April to June - Council decision process
<ul style="list-style-type: none"> ➤ Planning Commission <ul style="list-style-type: none"> • Lead engagement, analysis and development of proposals • Conduct a Public Hearing and make recommendations to Council 	<p>Multiple meetings scheduled including:</p> <ul style="list-style-type: none"> • 09/02 – Project launch • 11/17 – workshop • Feb/Mar 2021 – Public Hearing • Mar/Apr 2021 – Recommendation
<ul style="list-style-type: none"> ➤ Development community stakeholders <ul style="list-style-type: none"> • Market and affordable housing development community • AHAS TAG focus group 	<p>Multiple opportunities to participate including:</p> <ul style="list-style-type: none"> • Fall 2020 – Online workshop, survey • AHAS TAG focus group on developer perspectives
<ul style="list-style-type: none"> ➤ Internal departmental stakeholders <ul style="list-style-type: none"> • Internal city departments and partner agencies • AHAS Action 1.2 and 1.8 Working Group 	<p>Focus efforts early as part of initial development of actions and strategies:</p> <ul style="list-style-type: none"> • Reconvene and expand AHAS internal working groups • Engage with housing, utilities, permitting and other concerned departments, Urban Design engagement efforts
<ul style="list-style-type: none"> ➤ Equity and social justice stakeholders <ul style="list-style-type: none"> • Housing Equity Taskforce (joint effort to focus on equity and social justice issues associated with housing) • Antiracist strategic plan coordination 	<p>Seek input on equity issues through targeted efforts including:</p> <ul style="list-style-type: none"> • Housing Equity Taskforce formed to provide focused guidance on targeted outreach, and integrating equity into housing policies • Coordinate with City Antiracism strategy efforts
<ul style="list-style-type: none"> ➤ Other City Commissions and Committees <ul style="list-style-type: none"> • Human Rights Commission 	<p>Outreach in two primary periods:</p>

<ul style="list-style-type: none"> • Sustainable Tacoma Commission • Landmarks Preservation Commission • Disabilities Commission 	<ul style="list-style-type: none"> • Sep to Dec 2020 – initial input to inform development of proposals • Feb/Mar 2021 – Public Hearing on draft proposals
<p>➤ Affordable Housing Action Strategy</p> <ul style="list-style-type: none"> • Technical Advisory Group (TAG) • TAG developers focus group • Citywide coordination with AHAS working groups 	<p>Outreach in two primary periods:</p> <ul style="list-style-type: none"> • Sep to Dec 2020 – initial input to inform development of proposals • Feb/Mar 2021 – Public Hearing on draft proposals
<p>➤ Neighborhood and community groups</p> <ul style="list-style-type: none"> • Neighborhood Councils and other neighborhood/community groups • Business Districts • Community, social, religious and advocacy groups 	<p>Outreach in two primary periods:</p> <ul style="list-style-type: none"> • Sep to Dec 2020 – initial input to inform development of proposals • Feb/Mar 2021 – Public Hearing on draft proposals

Public Engagement Objectives for Each Phase

At the project outset, it is helpful to try to predict what the key questions are likely to be at each project phase. This may change through the public discussion.

	Engagement Objectives	Key Questions
Project Scoping <i>Scope finalized May 2020</i>	<ul style="list-style-type: none"> • Invite community participation. • Gather community input. • Set the project scope of work. 	<ul style="list-style-type: none"> ○ What topics and issues will be the focus of the effort? ○ How best to engage broadly with the whole community? ○ What will be the project outcomes?
1. Community Engagement <i>Summarize input to inform initial proposals (December 2020)</i>	<ul style="list-style-type: none"> • Develop a broad, equitable community engagement strategy. • Identify and coordinate with related efforts. • Integrate an active role for internal and external stakeholders. • Seek inclusive methods that can engage broadly given the limitations on in-person meetings. 	<ul style="list-style-type: none"> ○ How is Tacoma housing supply falling short of community needs and aspirations? ○ What factors should be evaluated as part of housing changes? ○ How can the City support and guide housing development?
2. Existing Conditions <i>Supporting analysis to inform initial proposals (December 2020)</i>	Understand the factors that influence housing growth in Tacoma, including: <ul style="list-style-type: none"> • Housing needs for all incomes • Development and population trends • Zoning capacity and building rates • Access to opportunity analysis • Market feasibility considerations • Lessons from recent efforts 	<ul style="list-style-type: none"> ○ How do current systems impact Tacomans of all incomes and groups? ○ What factors control our housing supply and options? ○ What can we learn from market trends and other communities?
3. Options and Strategies <i>Preliminary options and strategies (January 2021)</i>	<ul style="list-style-type: none"> • Draft a high-level housing growth strategy to guide all actions • Draft a package of near-term implementation steps • Identify longer-term changes to Tacoma’s housing growth framework 	<ul style="list-style-type: none"> ○ What changes promise to effectively meet community goals? ○ How can changes promote housing, access to opportunity, antiracism and other goals? ○ How can we ensure positive impacts and avoid negative ones? ○ How should implementation of changes be prioritized and started?
4. Determine Actions <i>Planning Commission recommendations (March) Council action (June 2021)</i>	<ul style="list-style-type: none"> • Finalize housing growth strategy • Implement near-term actions • Initiate study and engagement on housing growth strategy changes 	<ul style="list-style-type: none"> ○ What actions are most promising based on technical analysis and community input? ○ How should implementation be prioritized and resourced?

Housing Equity Taskforce

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Scope of Work (PRELIMINARY)

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RESOLUTION NO. 40622

1 BY REQUEST OF MAYOR WOODARDS

2 A RESOLUTION affirming the City Council's dedication and commitment to
3 comprehensive and sustained transformation of all of the institutions,
4 systems, policies, practices, and contracts impacted by systemic racism,
with initial priority being given to policing in the City of Tacoma.

5 WHEREAS our nation was founded on systems of racism and slave labor,
6 beginning in 1619 when the first slaves are known to have been brought to the
7 British colony of Jamestown, Virginia, and

8 WHEREAS the abolishment of slavery did not end racism nor the
9 dehumanization and disparate treatment of Black Americans, and instead, new
10 systems of control and oppression were put in place, institutionalizing racism in
11 both the nation's systems and our cultural norms, and

12 WHEREAS the United States has engaged in more than 150 years of work
13 to reform societal structures and restore civil rights and social justice, yet full equity
14 has not been achieved, and

15 WHEREAS, over the course of modern history, high-profile cases across
16 the nation and in Tacoma have repeatedly raised questions regarding the impacts
17 of implicit bias and systemic racism in institutions across all sectors, including
18 policing, and have led to calls for increased transparency and communications
19 from police agencies and the government bodies that oversee them and other
20 public services, and

21 WHEREAS, on February 20, 2007, at the recommendation of the City's
22 Human Rights Commission and pursuant to Ordinance No. 27589, the City
23

26



1 Council adopted TMC 1.06.075.B.1, creating and clarifying the role of a Citizen
2 Review Panel, which is currently known as the Citizen Police Advisory
3 Committee (“CPAC”), and

4 WHEREAS CPAC is a policy-focused board whose role is to ensure
5 transparency and accountability in the way that the City of Tacoma Police
6 Department (“TPD”) operates, and

7 WHEREAS CPAC’s duties and responsibilities include reviewing police
8 policy at the request of the City Council or City Manager, and providing community
9 outreach and education through public hearings and committee efforts, and

10 WHEREAS the Equity and Empowerment framework, adopted by the City
11 Council in 2014, makes equity a consistent guiding principle across the City of
12 Tacoma and calls out specific goals to guide the City’s operational and policy
13 decisions, including a commitment to equity in policy making, and

14 WHEREAS, in January 2015, the City established an Office of Equity and
15 Human Rights, with a mission to achieve equity in City service delivery, decision-
16 making and community engagement by identifying and eliminating the underlying
17 drivers within our community that perpetuate racial inequity and provide
18 opportunity and advancement for all, and

19 WHEREAS, in 2015, Project PEACE was generated in response to
20 community concerns about nationwide police-related conflicts to build trust,
21 relationships, and understanding between community members and law
22 enforcement officers in the Tacoma area, and
23
24
25
26



1 WHEREAS, through the work of Project PEACE, more than 800 community
2 members, police officers and City staff took part in six community-wide
3 conversations, resulting in a 2016 report which identified recommendations under
4 11 categories, and is work which continues today, and

5 WHEREAS, on March 4, 2020, Mayor Woodards launched the
6 Compassionate Tacoma initiative, which calls on all leaders, businesses, and
7 residents to commit to making Tacoma a more welcoming, connected, resilient,
8 and vibrant community by listening and serving others with love, and

9 WHEREAS City Council Members have publicly expressed their support of
10 this initiative, and its core values provide a foundation for how the City can engage
11 in the work of ensuring equity and justice, and

12 WHEREAS, through past engagements such as the work done by Project
13 PEACE and grassroots violence prevention efforts, community members have
14 demonstrated their desire and ability to engage with compassion in difficult
15 conversations in order to gain understanding and effect lasting change that
16 increases equitable outcomes, and

17 WHEREAS, on March 13, 2020, the City Manager and the Mayor of
18 Tacoma, pursuant to Chapter 1.10 of the Tacoma Municipal Code and
19 Chapter 38.52 of the Revised Code of Washington, proclaimed that an emergency
20 exists caused by COVID-19 ("Proclamation") in the City of Tacoma, and confirmed
21 by the City Council on March 17, 2020, and

22 WHEREAS COVID-19 has shined a light on the deep need for more
23 equitable systems, as "Long-standing systemic health and social inequities have
24



put some members of racial and ethnic minority groups at increased risk of getting
1 COVID-19 or experiencing severe illness, regardless of age;"¹ and

2 WHEREAS worldwide demonstrations on systemic racism and brutality in
3 policing renewed after the killings of Ahmaud Arbery, an unarmed Black man living
4 in Glynn County, Georgia, on February 23, 2020; of Breonna Taylor, an unarmed
5 Black woman living in Louisville, Kentucky on March 13, 2020; and of George
6 Floyd, an unarmed Black man in living in Minneapolis, Minnesota, on May 25,
7 2020, and
8

9 WHEREAS Manuel Ellis, a 33-year old Black father, brother and son, died
10 in Tacoma Police custody on March 3, 2020, and the Tacoma News Tribune
11 published on June 3rd that the Pierce County medical examiner's report
12 concluded that Mr. Ellis's death was by homicide and that the cause was from a
13 lack of oxygen due to physical restraint, and
14

15 WHEREAS increasing community demands for reforms have been seen at
16 an unprecedented scale, with daily, peaceful demonstrations across the City of up
17 to 10,000 people calling for equitable justice and other reforms that would ensure
18 that residents of every race and in every geographic area of the City may have
19 equal access to those conditions which create a sense of safety, and
20

21 WHEREAS, these losses of life, as well as the countless others lost to the
22 impacts of systemic racism on public health and safety, are evidence of the limited
23 impacts made by reform efforts, not only in Tacoma, but across the nation, and
24

25
26

¹ <https://www.cdc.gov/coronavirus/2019-ncov/need-extra-precautions/racial-ethnic-minorities.html>



1 WHEREAS disparities by race continue to be seen across the nation and in
2 Tacoma in almost every measure of human health and wellbeing, including
3 perceptions of safety, incarceration and arrest rates, risk of death from homicide,
4 annual income, net worth, access to education, and key indicators of public health,
5 such as maternal and infant mortality, heart disease, and diabetes, and

6 WHEREAS we, as a City, mourn every loss of life, and

7 WHEREAS the institutions and systems formed to protect human life,
8 health, and wellbeing have failed to do so equitably, despite more than 150 years
9 of work to reform societal structures and restore civil rights and social justice, and
10

11 WHEREAS the Tacoma Mayor and City Council acknowledged the failure of
12 reform efforts to result in equitable outcomes at the June 23, 2020, Committee of
13 the Whole meeting, described the inequitable current state as unacceptable, and
14 thereby called for a need to transform all of the institutions, systems, policies, and
15 practices impacted by systemic racism, with initial priority placed on policing in the
16 City of Tacoma, and
17

18 WHEREAS the City acknowledges that the challenges of dismantling more
19 than 400 years of systemic racism to ensure measurable improvements in the
20 equitable health and wellbeing of all members of the community is an adaptive
21 leadership challenge that will require a radical reimagining of institutions and an
22 innovative and collaborative response, and
23

24 WHEREAS, at the June 23, 2020, Committee of the Whole meeting, the
25 Mayor and City Council discussion acknowledged a need for this transformation to
26 begin with creating a shared community understanding of what it means to feel



safe, and acknowledged that the conditions that create a sense of safety may be
1 vastly different for various members of our community, and

2 WHEREAS institutions and systems of the United States, including local
3 governments, have been operating under the influence of racism for centuries, and
4 we, as the City of Tacoma, should not endeavor to transform our systems without
5 first listening to the voices of those which have been marginalized, silenced, or
6 ignored, nor without incorporating the advice of experts in the field of reform and
7

8 WHEREAS, at the June 23, 2020, Committee of the Whole meeting, the
9 Mayor and City Council highlighted a need for this work to be community-led,
10 driven by the best practices of reform as defined by national experts, informed by
11 the foundational work of CPAC and Project PEACE, and that it should engage
12 local leaders in this work, including members of the CPAC and Project PEACE
13 Executive Board, and
14

15 WHEREAS collective efforts are required for collective change, and to
16 effectively address the root causes of racial inequity named by the Mayor and City
17 Council members at the June 23, 2020, Committee of the Whole meeting,
18 including education, poverty, housing, mental health, economic opportunity and
19 more, a need was expressed to engage and collaborate with all organizations
20 across all sectors in the work of transformation, and
21

22 WHEREAS community members serving at all levels in business, faith
23 organizations, education, environment, public health, utilities, libraries, housing,
24 social services, government, police services, and more have acknowledged the
25
26



1 inequities perpetuated by racial injustice and expressed their commitment to
2 transformative change, and

3 WHEREAS leaders across many of these sectors have specifically
4 committed to reimagining community safety, looking at innovative ways that safety
5 could be enhanced, convening conversations on how each agency has a role and
6 can support behavioral health, establishing social service programs that are both
7 preventative and serve acute needs, and creating opportunities to rethink safety in
8 schools, libraries, parks, and other public spaces, and

9 WHEREAS to successfully change systems, we must engage with a deep
10 understanding of the needs they serve and their policies, practices, contracts, and
11 administration, and

12 WHEREAS the TPD performs many necessary public safety services within
13 our community that add to quality of life in Tacoma, and they have had an active
14 role in community conversations and work related to justice and reform, and

15 WHEREAS effectively transforming our systems of policing will require a
16 process that engages with personnel at every level of the TPD to assess our
17 current state, ensures that staffing models provide the ability for officers to both
18 protect and serve through authentic and community-oriented policing, and looks for
19 ways that we can innovate and assist police officers on the front line by identifying
20 alternate models for engaging with emergency calls for service related to societal
21 issues outside of police officers' core training, such as homelessness and mental
22 health crises, and
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WHEREAS transformation cannot be done effectively through policy alone, but also requires hiring, training, and accountability systems that align to ensure just outcomes, and

WHEREAS an unprecedented act of transformation is an adaptive leadership challenge, where learning is required in each stage of defining the problem, seeking a solution, and working to implement the solutions generated,² and

WHEREAS this will require all involved to learn, change, and grow throughout the process, and potentially require those involved or impacted to, “give up things they hold dear: daily habits, loyalties, ways of thinking,”³ and

WHEREAS creating and implementing in an innovative model of collaboration and community engagement that is effective, authentic, and transparent will require substantive resources and time, the scale of which are currently undetermined, and

WHEREAS the City acknowledges that it is undertaking this historic work of sustained and comprehensive transformation concurrently with the unprecedented challenges of COVID-19 on public and economic health, and

WHEREAS, while acknowledging these challenges, at the June 23, 2020, Committee of the Whole meeting, the Mayor and City Council expressed an aspiration to create an effective model of transformation, tailored to the specific needs of the Tacoma community, that could set a standard for the nation, and

² Heifetz, Ronald A. Leadership without Easy Answers, 1994, p. 76.

³ <https://hbr.org/2002/06/a-survival-guide-for-leaders>



1 WHEREAS state and federal government elected leaders and the agencies
2 they oversee are responsible for enacting legislation, allocating funding, and
3 establishing administrative procedures that can have either disparate or anti-racist
4 impacts, and

5 WHEREAS Washington State and the United States government are
6 currently taking action on funding, legislation, policies, and legislative procedures
7 that address justice and accountability in policing, and these actions will certainly
8 impact residents of the City of Tacoma, and

9 WHEREAS the Mayor and City Council hereby affirm their dedication and
10 commit to comprehensive and sustained transformation of all of the institutions,
11 systems, policies, practices, and contracts impacted by systemic racism, with initial
12 priority being given to policing in the City of Tacoma, and

13 WHEREAS the Mayor and City Council commit to a comprehensive
14 transformation process that will establish new practices based on community and
15 expert opinion, as well as past reform efforts, centering the voices of those most
16 impacted by systemic racism; Now, Therefore,

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19 **BE IT RESOLVED BY THE COUNCIL OF THE CITY OF TACOMA:**

20 Section 1. That the City Manager is hereby directed to keep anti-racism as
21 a top priority in the process of budget development and prioritize anti-racism in the
22 planning of an economic recovery strategy following COVID-19.

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24 Section 2. That the City Manager is hereby directed to prioritize anti-racism
25 in the evaluation of new policies and programs, as well as the sustained and
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comprehensive transformation of existing services, with initial priority being given to policing.

Section 3. That the City Manager is hereby directed to assess the current state of systems in place at the Tacoma Police Department in consultation with police reform experts, and give specific attention to how current policies and existing studies, agency composition, hiring, promotions, staffing levels, training, and accountability systems align to create just outcomes and use this assessment as a foundation for the work of comprehensive transformation.

Section 4. That the City Manager is hereby directed to actively seek and implement interim administrative changes and process improvements that can legally be taken immediately to improve transparency and accountability in policing.

Section 5. That the City Manager is hereby directed to work with the Mayor and City Council to build a legislative platform at the local, state, and



1 federal levels that works to transform institutions impacted by systemic racism
2 for the greater equity and wellbeing of all residents of Tacoma, Washington
3 State, and the United States.
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5 Adopted _____
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7 _____
8 Mayor

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10 _____
11 City Clerk

12 Approved as to form:
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14 _____
15 City Attorney

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