



TO: Elizabeth Pauli, City Manager
FROM: Melanie Harding, Chief Policy Analyst to the Mayor, City Manager's Office
COPY: City Council and City Clerk
SUBJECT: A resolution affirming the City of Tacoma's commitment to anti-racist systems transformation
DATE: 6/25/2020

SUMMARY AND PURPOSE:

A resolution acknowledging the disparate impacts of systematic racism and affirming the City of Tacoma's commitment to anti-racist systems transformation.

COUNCIL SPONSORS:

Mayor Victoria Woodards

BACKGROUND:

In their discussion in the Committee of the Whole meeting on June 23, 2020, the Mayor and Councilmembers expressed a desire to bring forward a resolution pledging their commitment to addressing institutionalized racism through comprehensive and sustained transformation of existing systems, putting initial priority on the transforming policing in the City of Tacoma.

Disparities by race continue to be seen across the nation and in Tacoma in almost every measure of human health and wellbeing, including perceptions of safety, incarceration and arrest rates, risk of death from homicide, annual income, net worth, access to education, and key indicators of public health, such as maternal and infant mortality, heart disease, and diabetes. Numerous national and local efforts have been directed toward reform and the restoration of civil rights and social justice.

Tacoma's own reform efforts have been used as a model for other cities across the nation, including:

- Establishing a Human Rights Commission
- Establishing the Citizen Police Advisory Committee
- Launching and continuing the Project PEACE initiative
- Establishing the Office of Equity and Human Rights
- Establishing the Commission on Immigrant and Refugee Affairs
- Creating the Equity Index to guide policy making

Ongoing disparities, recent high-profile homicides of unarmed Black Americans, as well as the loss of countless other lives due to the impacts of systemic racism on public health and safety, are evidence of the limited impacts made by more than 150 years of reform efforts in the United States and in Tacoma.

In light of increasing conversations on system racism and its impacts, Washington State and the United States government are currently taking action on funding, legislation, policies, and legislative procedures that address justice and accountability in policing, and these actions will certainly impact the Tacoma community.

The City of Tacoma acknowledges that the challenges of dismantling of more than 400 years of systemic racism to ensure measurable improvements in the equitable health and wellbeing of all members of the community is an



adaptive leadership challenge that will require a radical reimagining of institutions and an innovative and collaborative response.

In their Committee of the Whole meeting on June 23, 2020, the Mayor and City Council highlighted a need for this work to be community led, driven by the best practices of reform as defined by national experts, informed by the foundational work of CPAC and Project PEACE, and that it should engage local leaders in this work, including members of the Citizen Police Advisory Committee and the Project PEACE Executive Board. They also acknowledge that collective efforts are required for collective change, and multi-sector engagement would be needed.

Tacoma Police Department has had an active role in community conversations and work related to justice and reform. Effectively transforming our systems of policing will require a process that engages with personnel at every level of the Tacoma Police Department to assess our current state, ensure that staffing models provide the ability for officers to both protect and serve through authentic and community-oriented policing, and look for ways that we can innovate and support police officers on the front line by identifying alternate models for engaging with emergency calls for service related to societal issues outside of police officers' core training, such as homelessness and mental health crises.

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. An effort of this scale will require all involved to learn, change, and grow throughout the process.

Creating and implementing 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, this historic work of sustained and comprehensive transformation would be occurring concurrently with the unprecedented challenges of COVID-19 on public and economic health.

Overall, this resolution would:

- Affirm the Mayor and City Council's dedication and commit to comprehensive and sustained transformation of all of the institutions, systems, policies, practices, and contracts impacted by systemic racism, with initial priority being given to policing in the City of Tacoma; and
- Express the Mayor and City Council's commitment to a comprehensive transformation process that will establish new practices based on community and expert opinion as well as past reform efforts, centering the voices of those most impacted by systemic racism.

It also provides the following directives to the City Manager:

- Direct the City Manager to keep anti-racism as a top priority in the process of budget development and prioritize anti-racism in the planning of an economic recovery strategy following COVID-19; and
- Direct the City Manager to prioritize anti-racism in the evaluation of new policies and programs as well as the sustained and comprehensive transformation of existing services, with initial priority being given to policing; and
- Direct the City Manager to assess the current state of systems in place at the Tacoma Police Department in consultation with police reform experts, with specific attention to how current policies, staffing levels, training, and accountability systems align to create just outcomes and use this assessment as a foundation for the work of comprehensive transformation; and



- Direct the City Manager to actively seek and implement interim administrative changes and process improvements that can legally be taken immediately to improve transparency and accountability in policing; and
- Direct the City Manager to work with Council to build a legislative platform at the local, state, and federal level that works to transform institutions impacted by systemic racism for the greater equity and wellbeing of all residents of Tacoma, Washington State, and the United States.

COMMUNITY ENGAGEMENT/ CUSTOMER RESEARCH:

This resolution lays the foundation for a process that will seek to broadly engage the community, especially those most impacted by systemic racism.

2025 STRATEGIC PRIORITIES:

Equity and Accessibility: *(Mandatory)*

This resolution lays the foundation for a process that seeks to reduce racial and other inequities, disparities, or discrimination to under-represented communities through systems transformation.

Economy/Workforce: *Equity Index Score: Moderate Opportunity*

Increase the number of Tacoma households that have livable wage jobs within proximity to the city.
Select an indicator.

Education: *Equity Index Score: High Opportunity*

Increase digital access and equity across the city.

Increase the number of quality out of school time learning opportunities distributed equitably across the city.

Civic Engagement: *Equity Index Score: Moderate Opportunity*

Increase the percentage of residents who believe they are able to have a positive impact on the community and express trust in the public institutions in Tacoma.

Representation at public meetings will reflect the diversity of the Tacoma community

Livability: *Equity Index Score: Moderate Opportunity*

Increase positive public perception of safety and overall quality of life.

Improve health outcomes and reduce disparities, in alignment with the community health needs assessment and CHIP, for all Tacoma residents

Explain how your legislation will affect the selected indicator(s).

This resolution lays the foundation for a process that seeks to reduce racial and other inequities, disparities, or discrimination to under-represented communities through systems transformation. While the work will begin with policing, it is envisioned to be comprehensive and sustained across all systems and may have measurable outcomes on any/all Tacoma 2025 indicators.



ALTERNATIVES:

Alternative(s)	Positive Impact(s)	Negative Impact(s)
1. Take no action	City Resources will not be needed for systems transformation	Racial disparities, including losses of life, will continue
2. Pursue a more limited model of reform	Less city resources would be needed for systems transformation	A number of racial disparities, including losses of life, will continue

EVALUATION AND FOLLOW UP:

This process is likely to include evaluating existing performance measures and/or benchmarks and potentially establishing new measures to accurately reflect meaningful progress.

STAFF/SPONSOR RECOMMENDATION:

The sponsor recommends passage of the Resolution.

FISCAL IMPACT:

There is no current fiscal impact. Future impacts are to be determined. Because systems transformation is an adaptive challenge, defining the problem and determining solutions will be a collaborative learning process that includes public engagement. It is acknowledged that COVID-19 and its impacts to revenues will be a consideration for the funding of all City services and operations.

Fund Number & Name	COST OBJECT (CC/WBS/ORDER)	Cost Element	Total Amount
1.TBD			
2.			
TOTAL			

What Funding is being used to support the expense?

Are the expenditures and revenues planned and budgeted in this biennium’s current budget?

YES
 A contract for an initial scope of work has been put in place for consultation with police reform experts during the current state assessment of the Tacoma Police Department. Work beyond consultation, including assessment of the department, would need to be identified.

The City currently allocates funding for equity and outreach work, budget development, government relations, continuous improvement, development of legislative agendas, police administration, etc.

Are there financial costs or other impacts of not implementing the legislation?

YES
 There will be reoccurring costs to public health and wellbeing that will fall inequitably on residents who are Black, Indigenous, and People of Color.



City of Tacoma

City Council Action Memorandum

Will the legislation have an ongoing/recurring fiscal impact?

Choose an item.

This legislation will not.

Will the legislation change the City's FTE/personnel counts?

Choose an item.

No.