

Tacoma 2025 Council Priorities Guidance



What we prioritize as a City will determine the actions that we take. Our priorities guide decisions about how to respond to the impacts of COVID-19, how to spend the City's budget, how we partner with our community, and more.

Our priorities begin with Tacoma 2025, the City of Tacoma's Strategic Plan, which captured the vision of more than 2,000 community members. To help guide City of Tacoma decision-making, especially during a crisis or budget deficit, they identified the essential services needed to create and maintain a high quality of life for all Tacoma residents.

Building on the community's guidance, the Tacoma City Council identified their highest priority Tacoma 2025 indicators during their annual Strategic Planning Work Session on February 7th, 2020. These priorities will help guide the development of the City Manager's Biennial Budget and other City processes.

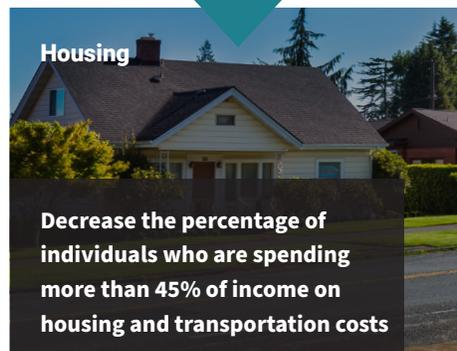


Tacoma 2025 City Council Priorities **ANTI-RACISM AND EQUITY**



Health

Improve health outcomes and reduce inequities for all Tacoma residents



Housing

Decrease the percentage of individuals who are spending more than 45% of income on housing and transportation costs



Access

Improve access and proximity by residents of diverse income levels and race/ethnicities to community facilities, services, infrastructure, and employment



Community Safety

Increase positive public perception of safety and overall quality of life



Livable Wage Jobs

Increase the number of Tacoma households that have livable wage jobs within proximity to the city;



Belief and Trust

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.



Internal Priority:
Racial and Other Inequities



Internal Priority:
Organizational Culture and Effectiveness

1

Priority: Improve health outcomes and reduce inequities for all Tacoma residents (in alignment with the Community Health Needs Assessment (CHNA) and Community Health Improvement Plan (CHIP))

Health is a shared goal for our community. We all want our families to be healthy and to live in a healthy place. There are many actions that we can take to protect and improve the health of all Tacoma residents, from behavioral health support for Tacoma residents to ensuring the health of the natural environment. To do this effectively, we must be clear about what creates health, and according to the Tacoma-Pierce County Health Department about half of health outcomes are determined by social, economic, and environmental conditions. We must also be clear about who is experiencing the burden of poor health in our community and the racial and other inequities that must be addressed to reach our community health goals.



What are some measures?

- Reduce COVID-19 Cases, Deaths
- Reduce Low Birth Weight
- Reduce Youth and Adult Depression
- Reduce Youth and Adult Obesity

How will we get there?

- Improve and protect environmental health and natural resources (clean water, air, land, power)
- Improve access to healthy and affordable food
- Address specific racial and other health inequities (including low birth weight/ infant mortality, and co-occurring health issues among residents experiencing homelessness)
- Improve equitable access to health services, including for behavioral (and drug-related) illnesses



2

Priority: Decrease the percentage of individuals who are spending more than 45% of income on housing and transportation costs

Housing affordability is a crisis in our community today. The symptoms of this crisis take many forms, from more Tacoma residents experiencing homelessness to more of the families who work in Tacoma (teachers, fire fighters, food workers, etc) struggling to afford their rent or mortgage to live here.

What are some measures?

- # of units created (6,000 additional housing units by 2029)
- # of units preserved (2,400 by 2029)
- # of households helped (2,000 by 2029)

How will we get there?

- Affordable Housing Action Strategy
- Support remote working options in a post COVID landscape that will enable vulnerable communities to work from home.
- Increase progress toward universal access to public transportation for every Tacoma resident



3 Priority: Improve access and proximity by residents of diverse income levels and race/ethnicities to community facilities, services, infrastructure, and employment

To be a truly livable City, residents must have meaningful access to the things that they need in their everyday lives no matter what neighborhood they live in, what their income might be, what language they speak, or any other aspect of who they are. Residents must feel that facilities and services are easy to access and meaningful to improving or maintaining their quality of life.

What are some measures?

- Increase the percentage of Tacoma residents who live in a 20-minute neighborhood.
- Equity Index opportunity scores

How will we get there?

- Increase the number of infrastructure projects and improvements that support equitable neighborhood and business development
- Increase equitable digital access in order to ensure equitable access to services, facilities, educational and economic opportunity
- Increase access to transit and ensure safe infrastructure in alignment with Vision Zero
- Increase access to opportunities for youth in Tacoma (including equitably distributed high quality child care and early childhood education)
- Support necessary innovations such as mobile businesses that can bring essential goods and services such as mobile farmers markets, clinics, library resources, free web access, and meals for students and families that are experiencing poverty or on the margins.



4 Priority: Increase positive public perception of safety and overall quality of life

What makes us feel safe? Many things contribute to our perception of safety such as clean water to drink and clean air to breathe, the walkability (including crosswalks and traffic design) and conditions in our neighborhoods, the lighting on streets, property crime, social connections with our neighbors, quality opportunities for children, and much more. Unsafe community conditions can also dampen economic development and discourage business retention, attraction, and expansion.

What are some measures?

- Community survey response to perception that their City is unsafe.
- Community Survey response to quality of life
- Measure community engagements with public safety representatives by race to assess impacts and determine disproportionality of attention such as routine traffic stops and the outcomes of those stops.

How will we get there?

- Improve perceptions of safety in communities who feel least safe in community survey
- Improve neighborhood quality of life (including the community impacts of homelessness)
- Reduce crime (specifically property and drug-related crimes)
- Delineate between “public safety” and “community safety” and set measures for community safety that include considerable input from communities of color, with special attention to communities that have indicated they feel unsafe, including the African American community, the Latinx community, and the Southeast Asian communities.

5 **Priority: Increase the number of Tacoma households that have livable wage jobs within proximity to the city; and**

In order to support our long-term growth and afford the rising cost of living (especially for housing), Tacoma needs more livable wage jobs. A livable wage job is the hourly rate that an individual in a household must earn to support themselves and their family. In addition to more diverse, livable wage jobs in the city, we also need to ensure that more Tacoma households have the skills to access those jobs and continue to thrive in Tacoma.

What are some measures?

- Increase the number of livable wage jobs in Tacoma
- Increase the median household income for Tacoma



How will we get there?

- Increase the number of livable wage jobs in Tacoma and reduce income inequity (by ensuring more Tacoma households have access to those jobs)
- Increase the number of Tacomans who are connected key livable wage industry specific education programs
- Increase collaboration of regional economic development institutions
- Revitalize early outreach to women and young people of color including internships, career workshops and fairs featuring staff that represent missing communities in the city of Tacoma workforce.

6 **Priority: 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.**

Why do some people get involved while others often do not? The answer often comes down to whether they trust the public institutions that are asking to engage with them, as well as whether or not they feel like their input and efforts will be taken into consideration/ have an impact. Further, many communities have generations of experience where their voice was not taken into consideration when decisions were made. In order to increase the number of people who vote, the diversity of the people who participate civically, and improve the quality of life for all Tacoma residents, we must ensure that more Tacoma residents have experiences that reinforce their positive impact on the community and increase their trust in local government.

What are some measures?

- Increase the percentage of Tacoma residents who believe they can have a positive impact in their community.
- Increase the percentage of Tacoma residents who express trust in their local government.

What are some examples of actions/ strategies?

- Improve residents understanding and ability to access government processes and systems (in order to increase trust)
- Simplify (and coordinate?) initiatives that engage community (in order to increase percentage of residents who believe they can have a positive impact on the community)
- Eliminate barriers to participation in public meetings (so that representation at public meetings will reflect the diversity of the Tacoma community)

Priority: Racial Equity Impacts

Equity means that everyone has what they need to reach their full potential, which starts with recognizing that different people and communities need different things to reach their full potential. This means acknowledging that some communities have a lot of access to opportunity while others do not, and that these differences in opportunity are most prevalent along racial lines. It is important to remember that these differences in opportunity have been created or worsened by government policies and practices. By understanding and recognizing the differences in needs and opportunity, we have the ability to be an anti-racist organization and provide better programs, policies, and services to our entire community. When we “lead with race,” we are addressing the issue that creates the greatest overall economic, health, housing, and opportunity disparities first. If we do not apply a racial equity lens to equity work with women, people with disabilities, the LGBTQ community, and other marginalized groups, our outcomes with those groups will reflect the status quo of racial bias. Only by leading with race can we *fully* and *effectively* support all groups experiencing marginalization.

What are some internal measures?

- Increase the percentage of people of color—with an emphasis on the most under-represented groups—employed at all levels of leadership within the City of Tacoma government.
- Increase the number of policy and program decisions that use an explicit racial equity lens, such as OEHR’s Racial Equity Action Planning tool.
- Increase the dollar amount of purchasing that is done locally and to communities of color.
- Increase the frequency and meaningfulness of community engagement efforts for communities of color.
- Increase mentoring and internships for communities of color as another gateway into City of Tacoma employment.

What are some external measures?

- Increase the percentage of people of color who are hired for livable wage jobs.
- Increase the percentage of people of color-owned businesses.
- Extent and depth of anti-racism and anti-bias training of external-facing city staff teams
- Extent to which external-facing city staff teams reflect the community in terms of race and ethnicity.



How will we get there?

- Embed a racial equity lens with quantitative goals and objectives on health, housing, safety, access to services, and other opportunities into all City projects.
- A city-wide racial equity-focused staff retention plan
- Meaningful community engagement with communities of color.
- Purposeful outreach to communities of color for recruiting for City of Tacoma jobs.
- Supporting employee-led affinity groups and partnerships with community leaders
- Require anti-racism training of external-facing city staff teams



Priority: Other Equity Impacts

A person can be a member of many groups that each experience inequity, and as a result, confront more systemic barriers to reaching their full potential. An immigrant woman of color with a disability not only confronts the barriers faced by people of color, but will also be confronting barriers related to her gender identity, immigration status, and disability. Columbia Law and UCLA Professor Kimberlé Crenshaw coined the term “intersectionality” to describe this dynamic. We are asking programs to consider equity impacts that are in addition to racial equity impacts in this section. This means equity impacts related to all other protected classes in Tacoma: creed, color, family status, ancestry, marital status, national origin, sex, sexual orientation, gender identity, genetic information, age, religion, disability, or the use of a trained dog guide or service animal, or status as a veteran.

How will we get there?

- Gather and understand the data on who we serve, where they live, and the barriers they face
- Reduce geographic inequities in opportunity, as shown in the Tacoma Equity Index
- Gather ongoing input from diverse identity focus groups to assess progress and set community targets.
- Supporting employee-led affinity groups and partnerships with community leaders
- Require anti-bias training of external-facing city staff teams

What are some external measures?

- Increase the percentage of people from non-race protected classes who are hired for livable wage jobs.
- Increase the level and quality of language access built into the activity of City Commissions, Boards, and Councils (CBCs).
- Increase the level of adaptive technology and accessibility—to services and community engagement opportunities—for people with mental and physical disabilities.
- Increase the frequency and meaningfulness of community engagement efforts for immigrant and refugee communities, people with disabilities, LGBTQ communities, women, the elderly, veterans, and low-income families and individuals, and individuals and families experiencing household instability or homelessness
- Increase the percentage of people from non-race protected classes who own businesses
- Extent to which external-facing city staff teams reflect the community in terms of non-race protected classes

Internal Priority: Organizational Culture

Organizational culture has two components: the culture itself and the people that we introduce to the culture. Culture is the collective atmosphere created by the policies, procedures, processes, programs, and stated values as well as the decisions and actions of those in the organization. People refers to ensuring that each individual has access to meaningful work, performed in a safe environment, with opportunities to use and further develop their professional skills.

What are some measures?

- Work environments are trusting and open
- Employees are treated with respect, regardless of their hierarchical level
- People accept a variety of ideas, perspectives and working styles
- Pride working for the City of Tacoma



How will we get there?

- Champion Equity
- Improve the quality and effectiveness of leaders/managers at all levels
- Become a nimble, resilient, change-ready organization
- Become a learning organization (Our Leadership Promise)



Internal Priority: Organizational Effectiveness

Organizational effectiveness is the ability of the City of Tacoma to efficiently achieve results for the community (including TPU's service area). An effective organization optimizes the tools, resource allocations, data, and systems (processes, procedures, and technology) that individuals engage with and deploy to achieve strategic objectives.

How will we get there?

- Increase alignment within the organization, including among internal service divisions (ISDs) and between ISDs and operating divisions.
- Increase equity, efficiency, effectiveness, and employee empowerment through strategic continuous improvement, change management, and communication
- Manage with data and grow analytical problem solving capacity
- Budget and expenditures reflect the City's long-term vision and support priority investments in the City's future.

What are some measures?

- Work is well organized (smooth work flow, good methods and procedures, etc.)
- Employees are encouraged to be innovative (trying new ways of doing things).
- Decisions get made without undue delay.
- Work groups receive quality service from other work groups they work with.
- Senior Leaders give employees a clear picture of the direction their department is headed."