



## Harvard Bloomberg City Leadership Institute: City Innovation Project

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### INNOVATION PROJECT OVERVIEW

This project track helps cities work with residents to identify and test exciting new ideas that have lasting impact. With the yearlong support of a personal expert design coach, you will:

- Apply new innovation skills to one of your city's top priorities, including through a series of public tests.
- Rapidly prototype potential solutions for one of the City's most pressing challenges.
- Complete the program with at least five city staff equipped to spread these skills and build your city's capacity to innovate over time.
- Participate in virtual sessions for Mayors and Senior Leaders focused on actions leaders can take to promote these innovation skills, delivered by Harvard faculty.

Cities will take part in an introductory call and two-day kickoff event where they will learn more.

### INNOVATION PROJECT PROPOSAL

The need for inclusive public engagement, strong relationships, and proactive building of trust are high priorities for the City of Tacoma, particularly in the area of public safety. Evidence of rising police tensions can be seen across the country. More immediately, a recent community survey indicated that the City of Tacoma has a great disparity in perceived level of police service. Overall, 85% of residents indicated that they feel very safe or somewhat safe in our community. However, as the Police Chief recently reported, this sentiment is not shared uniformly across the City. Black residents are almost three times as likely to feel "not very safe" in Tacoma (29%) compared to white (10%) and Hispanic residents (4%). Additionally, based on other studies and qualitative data, the City believes that some segments of the community are under-represented and/or not reflected in this figure.

In recent years, we have had a number of high-visibility cases that have had differing impacts on various community groups. In the Black and Native American communities in particular, some events have raised community concern and challenged residents' trust in police services. Additionally, we have received ongoing questions more generally about level of service that aren't adequately addressed by current performance measures. Adequate staffing is important for maintaining public safety, but adding more officers alone does not address the full range of concerns being expressed by our residents.

How do we learn to define and measure what good services are for all of our residents? In a desire to revolutionize the way the City engages with its residents to solve adaptive leadership challenges, I would like to create a model of engagement for community-generated standards of service. This work would begin with public safety and police services and be grounded in the values of dignity and respect, creating greater capacity for constructive conversations throughout our community.

The Police Department, in partnership with the City's Office of Equity & Human Rights, has sought a great deal of public input and youth relationship building in prior years; however, this feedback has not yet been used to innovate how we provide and evaluate services. The story of police services and public safety has been dominated by a narrow focus on number of officers, total budget dollars, and response time. These measures are important, but they do not address the disparities in public trust and perceived service levels; develop the effectiveness of our approaches to serving a diverse community; or build the adaptability and innovation needed to be successful in modern times of fast-paced change and uncertainty. I believe that there is public demand to have a deeper conversation about how we define and measure public safety services, and this is the perfect opportunity to use innovation and inclusive citizen engagement to accomplish these goals while building a greater level of trust across all sectors of the community.

This work would seek community input to define what high-quality police services look like in practice and create new performance measure dashboards that show not just how quickly we are on the scene or how many officers we have on staff, but also provide us with feedback to improve the department's ability to equitably provide high quality of service wherever police are present in our community.

It is my hope that this new model of co-creating service standards won't just solve more problems more effectively, it will have the welcome side-effect of reinforcing the social fabric of our community and providing people with opportunities to feel purpose as they work on issues they care about.

Police services are a natural starting point both because there is an existing baseline of current perceived performance and because addressing service inequities and building public trust has the potential to help avert future crisis in our community. Once developed, I can see this model being used in nearly every area of city service provision moving forward.

## INNOVATION PROJECT TEAM

Role	Name
Mayor	Victoria Woodards
Puyallup Tribe Representative	TBD
CPAC Representative	Krystle Edwards - Tentative
Tacoma Ministerial Alliance	Bishop Lawrence White
Resident/Project Peace	Lawrence Coleman
Rainbow Center	J. Manny Santiago
TPD Assistant Chief	Shawn Gustason
TPD Captain	Shawn Stringer
TPD Lieutenant	Dwayne Joseph
TPD Sergeant	Patricia Larkin
TPD Patrol Officer	Helen Stieben
City Manager	Elizabeth Pauli
OEHR	Diane Powers or Representative
Tacoma 2025	Tanisha Jumper or Representative
Analyst/Mayor Staff	Melanie Harding