



Update on Systems Transformation

City of Tacoma | City Manager's Office

City Council Meeting

11/2/2021



- Section 2: New Policies & Transforming Existing Programs
 - Internal, Organizational Anti-Racist Transformation Mission, Vision, and Values
 - 330 supervisors briefed on anti-racist principles and values by City Manager and Director of Utilities 10/27
 - Citywide Town Hall to introduce Anti-Racist mission statement 10/28
 - Summary document distributed to all city staff via email 10/28



Organizational Anti-Racist Strategy



We are all Transforming Tacoma. Whether your work focuses on our people, customers, assets, services – our focus on transforming Tacoma into an anti-racist city connects us all.

As we move forward, we center the voices of those most impacted by systemic racism and continue to follow the lead of our community through Heal the Heart of Tacoma. We also look within to become more anti-racist in everything we do at the City. To accomplish this, we are all expected to be guided by this vision, mission, and values framework for Anti-Racist Systems Transformation:

OUR VISION

(Our ideal state):

We are an anti-racist organization creating just and equitable outcomes for all, focusing on long term, systemic change and accountability to the community.

OUR MISSION

(What we will do to achieve our vision):

We dismantle institutional and structural racism. We listen to voices of people of color and utilize data to identify, understand and actively work to adopt anti-racist policies and eliminate barriers to success for people of color. We acknowledge and repair harm caused by the City of Tacoma.

OUR VALUES

(how we will accomplish our mission):

CHANGE: We are bold in leading change internally and with our partners. We focus on systems and power. We disallow the concept of perfection and focus on achieving progress. We adopt actionable plans and measure progress. We are comfortable being uncomfortable and are committed to moving forward.

COMMUNITY: We value and amplify the voices of those most impacted by systemic racism, seeking their input, guidance, and honoring the wisdom of their experience. We increase access to resources, services and decision making power to ensure equitable representation and participation.

COMPASSION: We meet people where they are along their journey and support each other in navigating the challenges of antiracism work, recognizing and addressing the unique impacts on people of color.

CULTURAL COMPETENCE: We expect ongoing individual and organizational learning to understand the history and implications of racism in order to undo institutional structures that perpetuate it. We create a welcoming workplace where all employees feel accepted, valued and can perform and develop to their highest ability.

Putting it to Action

We continue to direct our work according to the standards set forth in Resolution 40622:

- Keeping anti-racism as a top priority in budget development.
- Prioritizing anti-racism in the planning of an economic recovery strategy following COVID-19.
- Prioritizing anti-racism in the evaluation of new policies and programs as well as the sustained and comprehensive transformation of existing services, with initial priority given to policing.
- Actively seeking and implementing interim administrative changes and process improvements that can legally be taken immediately to improve transparency and accountability in policing.

As we have determined our path and evaluated our existing efforts, Anti-Racist Systems Transformation work at the City of Tacoma will be managed through two main initiatives:

DEPARTMENTAL RACIAL EQUITY ACTION PLANS (REAPS): Your REAP includes goals and actions for your team to be more equitable and anti-racist in your workforce, community engagement and service delivery.

CROSS-DEPARTMENTAL TRANSFORMATION PROJECTS: Jointly-resourced, Director-sponsored projects to improve specific areas of our service. Some of the projects already underway are:

- **City of Tacoma Organizational Culture**
 - Employee Retention Strategy
 - Addressing Workforce Equity Study
 - Addressing Employee Survey
 - Equitable Hiring
- **Policing Transformation**
 - Community Reconciliation
 - Use of Force Policies/ Practices
 - Alternative Response
 - 21st Century Policing
- **Homelessness**
- **Anti-Displacement**
- **Livable Wage Jobs**
 - Equity in Contracting
- **Community Engagement**
 - Language Access
 - Participatory Budgeting

Want to Learn More? Learn more about the City of Tacoma's efforts to become an anti-racist organization, please visit the Transforming Tacoma web page.





- Section 4: Administrative Changes & Process Improvements
 - Communication Strategy Assessment & Recommendations
 - 2 firms selected from RFP process to interview on 11/4
 - Police Chief Recruitment
 - Executive recruiter review/recommendations 11/3
 - Candidate interviews 11/16-17 (schedule of events on next slide)
 - Recruitment Brochure and Contact Information available on [Chief of Police Recruitment Website](#)



Police Chief Recruitment Schedule of Events

Interview and Engagement Schedule

- Tuesday, November 16: City Council Study Session
- Wednesday, November 17:
 - 8:00 a.m. – 12:00 Interviews: professional panel & agency panel
 - 4:00 p.m. – 7:00 p.m. Public Reception
 - 4:00 p.m. – 5:00 p.m. Meet and greet with candidates
 - 5:30 p.m. – 7:00 p.m. In-person/Virtual Question and Answer Event

	TV Tacoma (Channel 12)	CityPost (Channel 21)	Zoom	Facebook & tvtacoma.com
8:00 - 12:00	Agency Panel LIVE	Professional Panel LIVE	Agency Panel LIVE & Professional Panel LIVE	Agency Panel LIVE
1:00 - 4:00	Professional Panel Rebroadcast	Agency Panel Rebroadcast	--	Professional Panel Rebroadcast
5:30-7:00	Community Panel (In-person & Virtual)			



New Items



- Section 5: Legislative Agenda at the Local, State, and Federal Level
 - Citywide (GG and TPU) presentation of state and federal priorities to the Joint Study Session of the Public Utility Board and City Council 11/9



Transformation Timeline & History

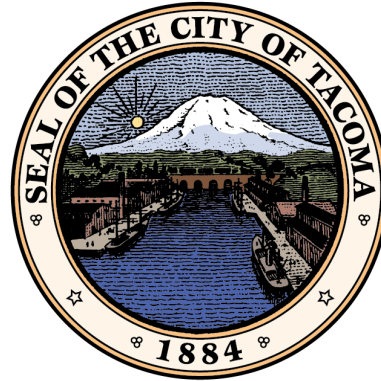
Transformation Timeline

Select Project: (All) | Date: Sep 2021 - Nov 2021 | Priority Area: (All)

Date	Event	Project	Priority Area	Files
October 19, 2021	City Council Joint Statement on Actions Underway to Address Community Safety	Administrative Changes & Process Improvements	Community Safety	
	Core Coordinating Team provided update at Study Session	HEAL the HEART	HEAL the HEART	
	Power Point Presentation 60 (Study Session)	City Managers Weekly Systems Transformation Report	N/A	
October 18, 2021	RFP - Communication Strategy Assessment & Recommendations	Administrative Changes & Process Improvements	Culture and Effectiveness	

- <https://cityoftacoma.org/transform>
- Timeline of transformation activities since passing Resolution 40622:
 - Filter by:
 - Council Priority Area
 - Selected Projects
 - Time period
 - Click on the file icons to see related documents and meeting recordings

Priority Area	Files
Community Safety	
Community	Learn more ▶ View documents ▶ View related media



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