

Update on Systems Transformation

City of Tacoma | City Manager's Office

Study Session

11/30/2021



Gratitude



- The “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,” (Res 40622) requires efforts large and small, high-profile and unseen by individuals throughout the organization and our community.
- In honor of this season of giving thanks, we’d like to use this transformation update to recognize and appreciate some of those efforts.



Gratitude



- The work is large and small:
 - Large, cross-functional projects to tackle complex organizational issues
 - Deploying new technology, programs, and policies
 - Collaborating with community partners and residents
 - Implementation of consultant-led findings
 - Honoring and implementing existing community inputs
 - Seeking additional community feedback
 - Updates on websites, presentations to Council & committees, and project status reports



- Passing Resolution 40622 to provide clear guidance and direction to start the city on the path toward becoming an anti-racist organization
- Emphasizing anti-racism in your policy development, feedback to staff, and decision-making processes



The Community



- Regularly showing up to Council Meetings, Community Forums, and other venues to provide input to help shape policy and hold us accountable
- Volunteering to serve on committees, boards, and commissions to help shape policy and push the work of transformation forward



HEAL the HEART



- Building relationships across the community to transform all the systems and institutions the impact all residents of our community.
- Identifying priorities for transformation and building a new, holistic, anti-racist approach to addressing those priorities

Committees, Boards, and

• • • Commissions



- Listening to and representing the lived experiences of our community
- Bringing diversity of thought and perspective to our policy development and administrative processes
- Connecting with community partners to broaden our impact and effectiveness in improving outcomes for our residents



The Transformation Leadership Team



- Leaders from CMO, TPU, MCO, HR, and OEHR
- Establishing and championing citywide anti-racist mission, vision, and values
- Identifying and committing resources to anti-racist transformation



••• The Transformation Facilitation Team

- The Office of Equity and Human Rights (OEHR) for operationalizing the GARE framework and supporting departments in reviewing their operations through the REAP process
- The Media and Communications Office Tacoma 2025 Team for incorporating community engagement, strategic alignment, and policy analysis
- The Continuous Improvement Division for managing the broad portfolio of citywide projects, working with departments to implement solutions, and using the ci4i process to develop robust, systemic improvements.



Internal Services



- Changing policies, implementing new programs, and transforming an organization requires the largely invisible support of internal services to administer, budget, advocate, purchase, negotiate, consult, review, and otherwise enable and implement the work of transformation.
 - Legal
 - Government Relations
 - Human Resources
 - Media and Communications
 - Purchasing
 - Labor Relations
 - Continuous Improvement
 - Office of Management and Budget
 - Media and Communications
 - Information Technology
 - Finance



Citywide Program Managers

- Identified over 600 programs that align with our broader anti-racist transformation efforts.
- Work in small ways every day to question old assumptions, review operations, and adjust practices to work toward anti-racist outcomes



Citywide Leadership



- From the executive team to front-line supervisors, managers throughout the organization are developing their understanding of anti-racism and how to lift in their corner of the organization
- Executives investing 15 hours of deep conversation to establish a citywide direction
- All supervisors reading 40622 and engaging in town hall events to understand and begin to apply the organizations anti-racist mission, vision, and values
- Department leadership teams developing Racial Equity Action Plans (REAPs) and aligning their work plans, budgets, and priorities with the work of anti-racism.



Transformation Timeline & History

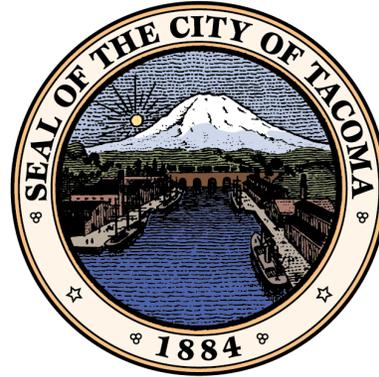
Transformation Timeline

Select Project: (All) [v]
 Date: Jun 2020 to Nov 2021 [slider]
 Priority Area: (All) [v]

Date	Event	Project	Priority Area	Files
November 23, 2021	City Council consideration of Resolution approving the 2022 citywide state and federal prio..	Anti-Racist Legislative Agenda Development (State/Local/Fed)	N/A	
November 17, 2021	Chief of Police Candidate panel interviews and reception	Chief of Police Recruitment	Community Safety	
November 16, 2021	City Council Study Session Presentation and Interviews	Chief of Police Recruitment	Community Safety	
November 9, 2021	Citywide (GG and TPU) presentation of state and federal priorities to the Joint S..	Anti-Racist Legislative Agenda Development (State/Local/Fed)	N/A	

- <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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City Council Meeting

11/23/2021