



Update on Systems Transformation

City of Tacoma | City Manager's Office

Study Session
9/15/2020



New Items 9/15/2020



- Section 2: New Policies & Programs / Transforming Existing Programs
 - GARE cohort workshops (city employees) to Identify problem statements and vision for transformation
 - 9/21, 9/30, & 10/7
 - Advanced Racial Equity Training: Social Conditioning on Race
 - Scheduled remaining City Leadership senior staff into training sessions between October and December
 - Completed Design Workshops with UW-T (9/2 & 9/4)
 - Report pending from UW-T; review recommendations for next steps

New Items 9/15/2020



- Section 3: Current State Assessment of TPD
 - 21CP Current State Assessment of TPD
 - Established email address for community feedback: voicesoftacoma@21cpsolutions.com
 - TPD using tracker to respond systematically to 21CP data request
 - 21CP Consultants commenced comprehensive review of relevant policies
 - 21CP consulting with City officials and TPD to determine initial list of stakeholders for engagement (engagements to begin this week)

3

Community Feedback to 21CP



Have feedback for 21CP Solutions as they conduct the current state analysis of TPD operations?

voicesoftacoma@21cpsolutions.com

4



New Items 9/15/2020

- Section 4:
 - Body Worn Cameras
 - 9/11 Body Worn Cameras delivered
 - 9/14 Body Worn Camera Public Disclosure Analyst positions posted
 - Chief of Police Recruitment
 - 9/3 First Search Committee Meeting
 - 9/2-8 Information gathering with Police Chief, City Council, and Mayor
 - 9/9 Launched external facing [Chief of Police Recruitment website](#)
 - 9/18 Post job announcement for Chief of Police
 - Independent Investigation Team
 - 47 applications received before 8/31 deadline; 29 met residency requirements

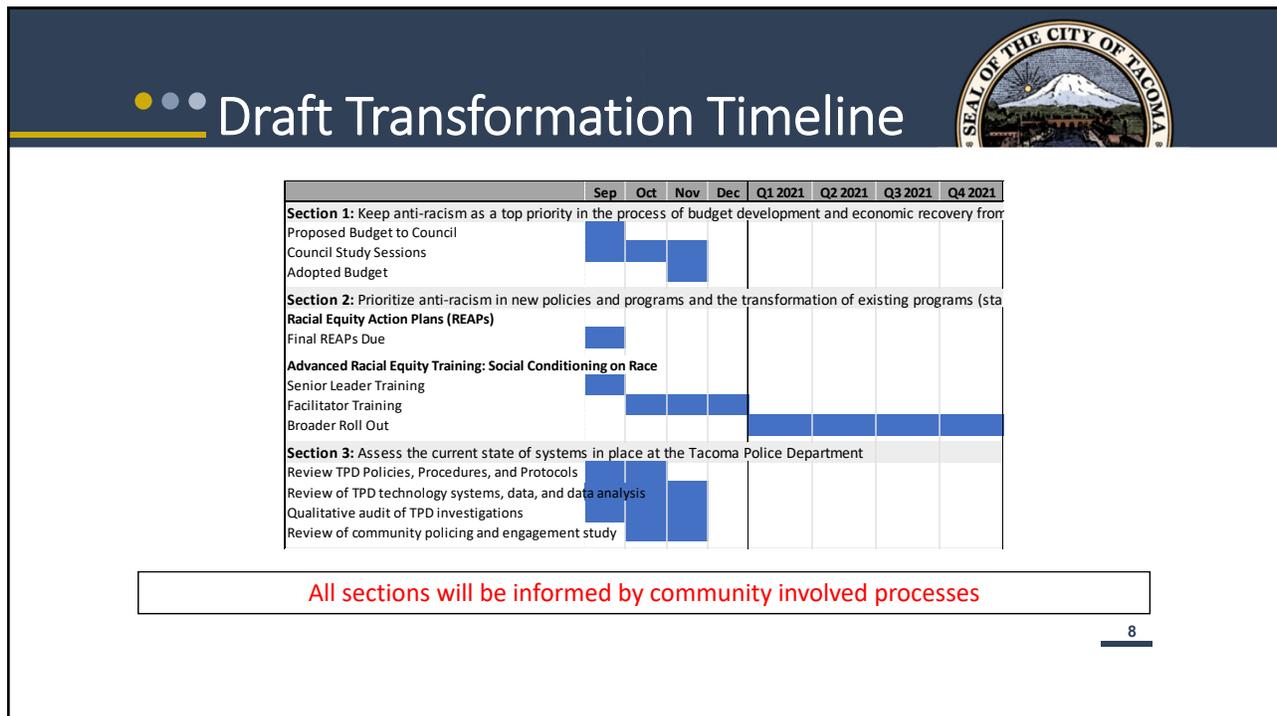
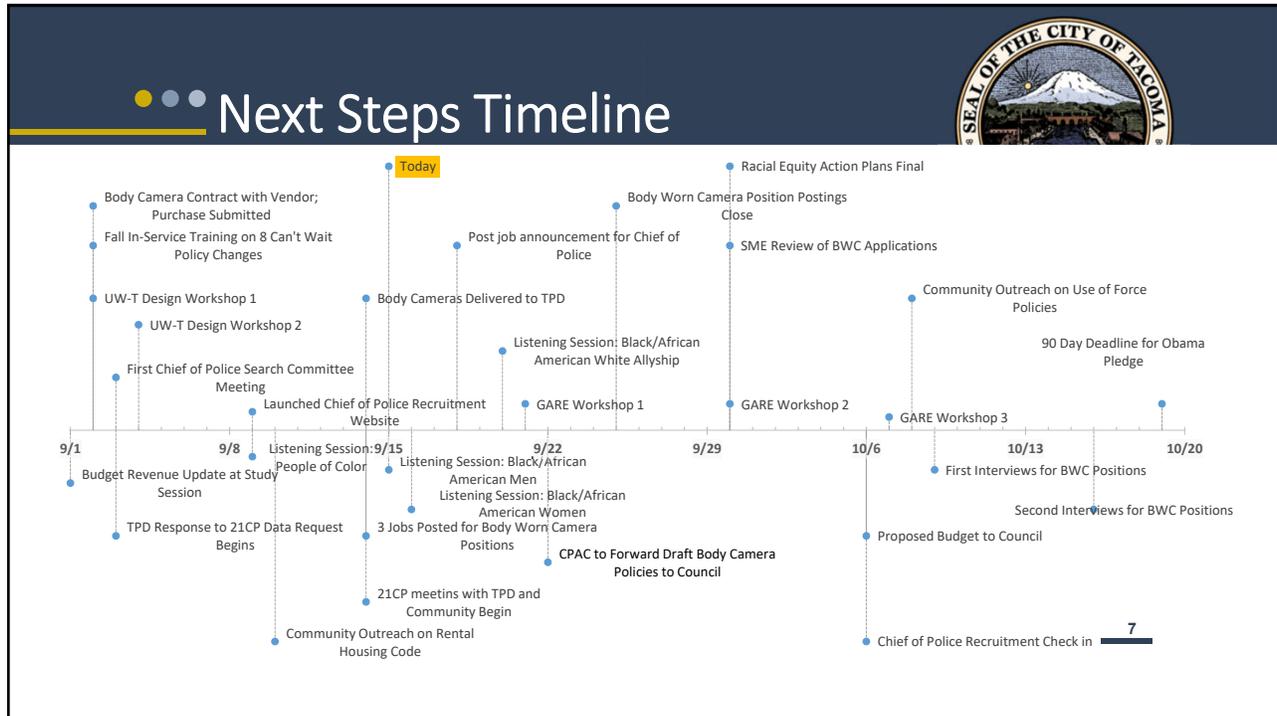
5

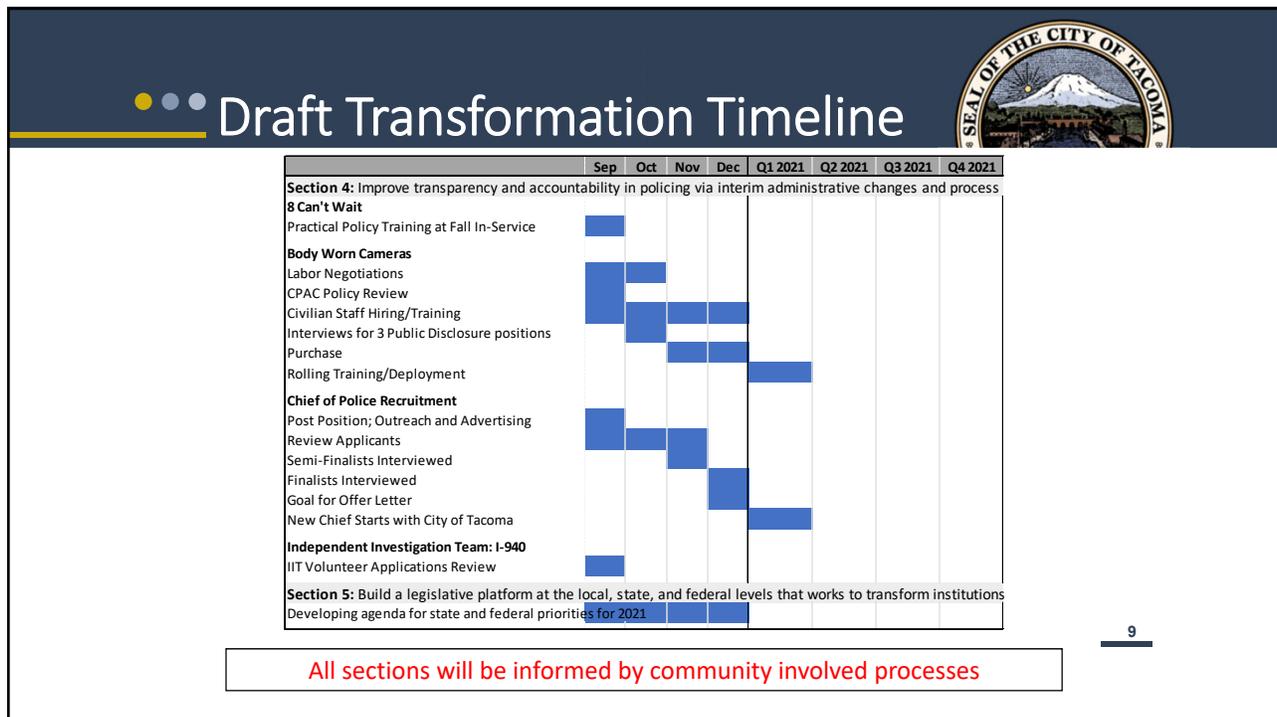
*New items in orange text



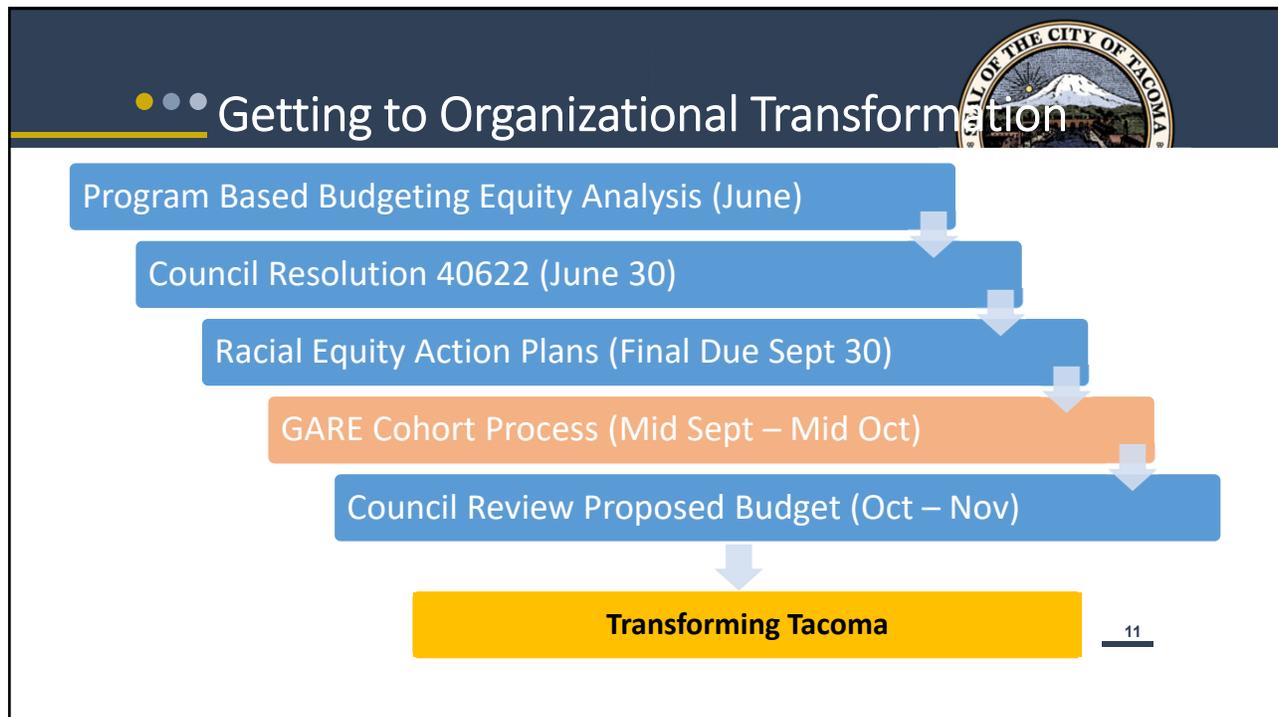
- Planned and in Progress
- Plan under Development
- To Be Developed

Resolution Section	Status	Recent Accomplishments	In Progress/Up Next
Section 1: Anti-Racist focused Budget Development	●	<ul style="list-style-type: none"> • 9/1 Revenue Update at Study Session • 3,000 responses to Balancing Act survey • Priority Based Budgeting evaluation of racial and other equity impacts for general government programs • All (400+) budget proposals included analysis of equity impacts & Racial Equity Action Plans (REAP) 	<ul style="list-style-type: none"> • Proposed budget to Council by 10/6 • Analysis of Balancing Act survey data by demographic and location breakdowns • Evaluation of financial impacts and mitigation approaches through service delivery transformation
Section 2: New Policies and Programs / Transforming Existing Programs	●	<ul style="list-style-type: none"> • UW-T Design workshop on equity and inclusion for COT employees 9/2-4 • Advanced Racial Equity Training for Senior Leaders scheduled through December 2020 • 9/9 Listening Session: People of Color 	<ul style="list-style-type: none"> • GARE Workshops on 9/21, 9/30, 10/7 • Listening Sessions on 9/9, 15, 16, 20 • Final Departmental Racial Equity Action Plans due 9/30 • Second round of employee listening sessions (mid-September) • Incorporating equity into "ci4i" process improvement Framework
Section 3: Current State Assessment of TPD Systems	●	<ul style="list-style-type: none"> • Established voicesoftacoma@21cpsolutions.com • 21CP Comprehensive Data Request to TPD • 21CP presented proposal and plan to Council 8/18 	<ul style="list-style-type: none"> • TPD tracking and processing 21CP data request • 21CP analyzing relevant policies • 21CP developing stakeholder list for engagement (engagements later this week) • Analyzing alignment of staffing study recommendations
Section 4: Administrative Changes and Process Improvements to Increase Transparency in Policing	●	<ul style="list-style-type: none"> • BWC Public Disclosure Analyst positions posted 9/14 • Body Worn Cameras Delivered to TPD 9/11 • Launched Chief of Police recruitment webpage • First meeting of Chief of Police Search Committee 9/3 • Chief of Police info gathering with TPD, Council, Mayor 9/28 • Applications for Independent Investigation Teams Closed 8/31 Received 72 applications; 29 met residency req. 	<ul style="list-style-type: none"> • Chief of Police job post 9/18 • Body Worn Camera Position Hiring in process 9/14 - December • 8 Can't Wait Practical Training at TPD In Service 9/2 • Appointment for Chief of Police Search Committee Underway • Negotiations with Police Labor Unions
Section 5: Legislative Platform to Transform Institutional Racism	●		<ul style="list-style-type: none"> • State-level priorities workshop in late September • Draft for Council/Board discussion on November 17 • Developing draft legislative agenda for state and federal priorities for 2021





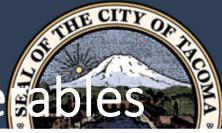
- ## City of Tacoma (Organization) Actions
- As directed by Council in Section 2 and Section 4 of 40622:
 - Section 2: Transforming Existing Programs
 - Section 4: Administrative Changes and Process Improvements
 - Continued work on projects in process:
 - Body Worn Cameras, 21CP Assessment of TPD, Chief of Police Recruitment, etc.
 - Additional internal work building upon budget development and Racial Equity Action Plan (REAP) efforts supported by the City's GARE (Government Alliance for Racial Equity) cohort



UTILIZE Tacoma GARE Cohort in Organizational Transformation Efforts

- **The Government Alliance on Race and Equity (GARE)**
 - National network of governments working to achieve racial equity and advance opportunities for all
- **Tacoma GARE Cohort**
 - Cross section of departmental staff trained in GARE methods for becoming anti-racist organization

12



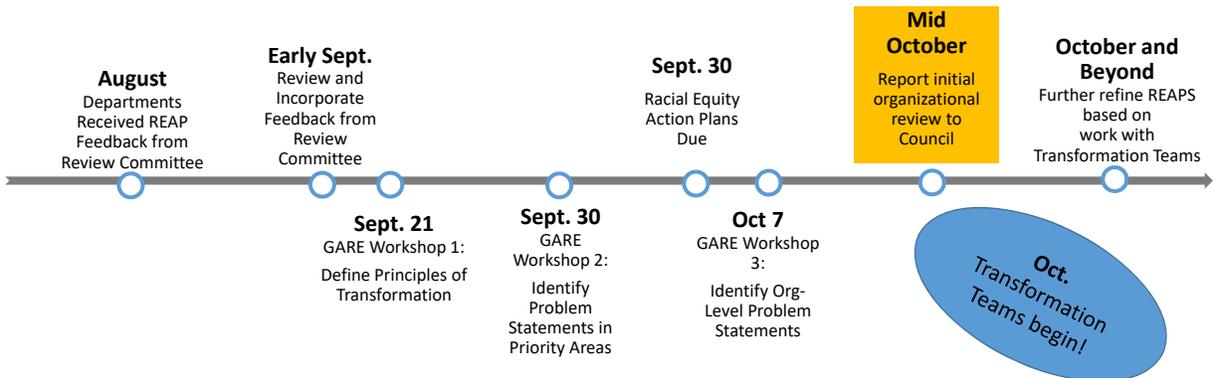
GARE Cohort Process and Deliverables

- Define Principles of Transformation
 - What does it mean to be an anti-racist organization?
- Perform Root Cause Analysis
 - Ensure working on causes not symptoms
 - Highlight priority areas for focus at the organization-wide level
- Support departments and enhance REAPs by:
 - Draft clear, distinct problem statements
 - Identify gaps in REAPs using research-based best practices
- Identify key indicators and accountability mechanisms

13



Timeline: Administrative Review of COT

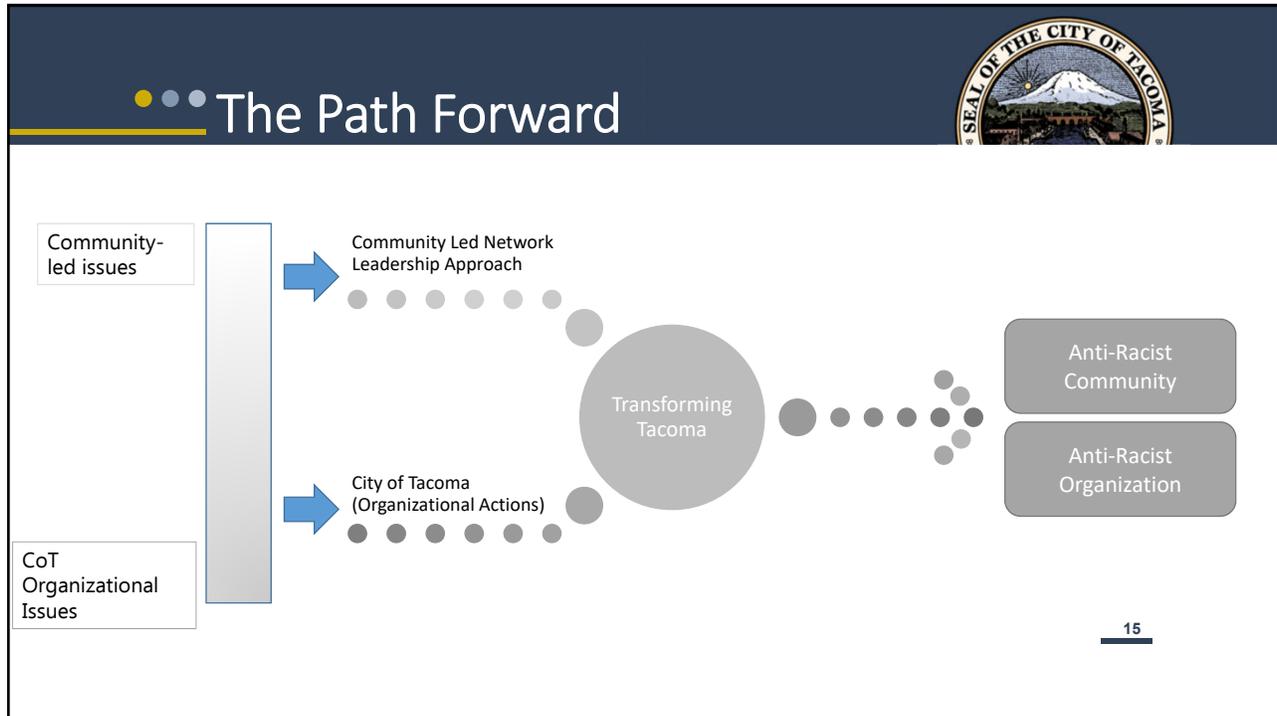


The timeline consists of a horizontal line with circular markers at key points. Above the line, major milestones are listed with their corresponding dates. Below the line, specific workshop activities are detailed for September 21, 30, and October 7. A yellow box highlights the 'Mid October' milestone, and a blue oval indicates that 'Oct. Transformation Teams begin!'.

Date	Event / Activity
August	Departments Received REAP Feedback from Review Committee
Sept. 21	GARE Workshop 1: Define Principles of Transformation
Sept. 30	GARE Workshop 2: Identify Problem Statements in Priority Areas
Sept. 30	Racial Equity Action Plans Due
Oct 7	GARE Workshop 3: Identify Org-Level Problem Statements
Mid October	Report initial organizational review to Council
October and Beyond	Further refine REAPS based on work with Transformation Teams

14







Update on Systems Transformation

City of Tacoma | City Manager's Office

Study Session
9/15/2020



New Items 8/18/2020



- Section 1: Anti-Racist focused Budget Development
- Section 2: Transforming Existing Programs
- Section 3: Current State of TPD Systems
- Section 4: Administrative Changes and Process Improvements
- Section 5: Legislative Platform to Transform Institutional Racism

OVERVIEW



- Resolution 40622 passed on June 30th
- Weekly report at Council Study Sessions on 5 sections:

19

OVERVIEW



Be it resolved:

1. That the City Manager is hereby directed 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**.
2. That the City Manager is hereby directed **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.

20

OVERVIEW



3. That the City Manager is hereby directed to **assess the current state of systems in place at the Tacoma Police Department** in consultation with police reform experts, and give specific attention to how current policies and existing studies, agency composition, hiring, promotions, staffing levels, training, and accountability systems align to create just outcomes and use this assessment as a foundation for the work of comprehensive transformation.
4. That the City Manager is hereby directed to **actively seek and implement interim administrative changes and process improvements** that can legally be taken immediately to improve transparency and accountability in policing.
5. That the City Manager is hereby directed to work with the Mayor and City Council to **build a legislative platform** at the local, state, and federal levels 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.