



# Update on Systems Transformation

City of Tacoma | City Manager's Office

Study Session  
9/1/2020



## New Items 9/1/2020



- Section 2: New Policies & Programs / Transforming Existing Programs
  - Advanced Racial Equity Training; Social Conditioning on Race
    - 41 Senior Leaders Trained
    - [Planning for expanded training for the end of 2020, with broader roll-out in 2021-2022](#)
  - UW-T Global Innovation and Design Lab Workshop focused on "How can we create the conditions for equity and inclusion for staff of color at the City of Tacoma?"
    - [9/2: Workshop 1](#)
    - [9/4: Workshop 2](#)

## 



- Section 2: New Policies & Programs / Transforming Existing Programs (continued)
  - Employee Listening Sessions
    - 9/15: Black/African American Men
    - 9/16: Black/African American Women
    - 9/20: White Allyship
- Section 3: Current State Assessment of TPD
  - 21CP Update
    - 21CP made a comprehensive data request of TPD
    - 9/3 21CP begins review of documents provided by TPD

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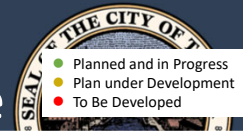






- Section 4:
  - Body Worn Cameras
    - 9/2 Contract with vendor (Axon) for signature
    - 9/2 Submit purchase request to vendor
    - 9/14-25 Job posting for 5 body worn camera positions in NEOGOV
    - 9/30 Subject Matter Expert (SME) review of body camera position applications
    - 10/8-9 First interviews for Body Worn Camera positions
    - 10/15-16 Second interviews for Body Worn Camera positions

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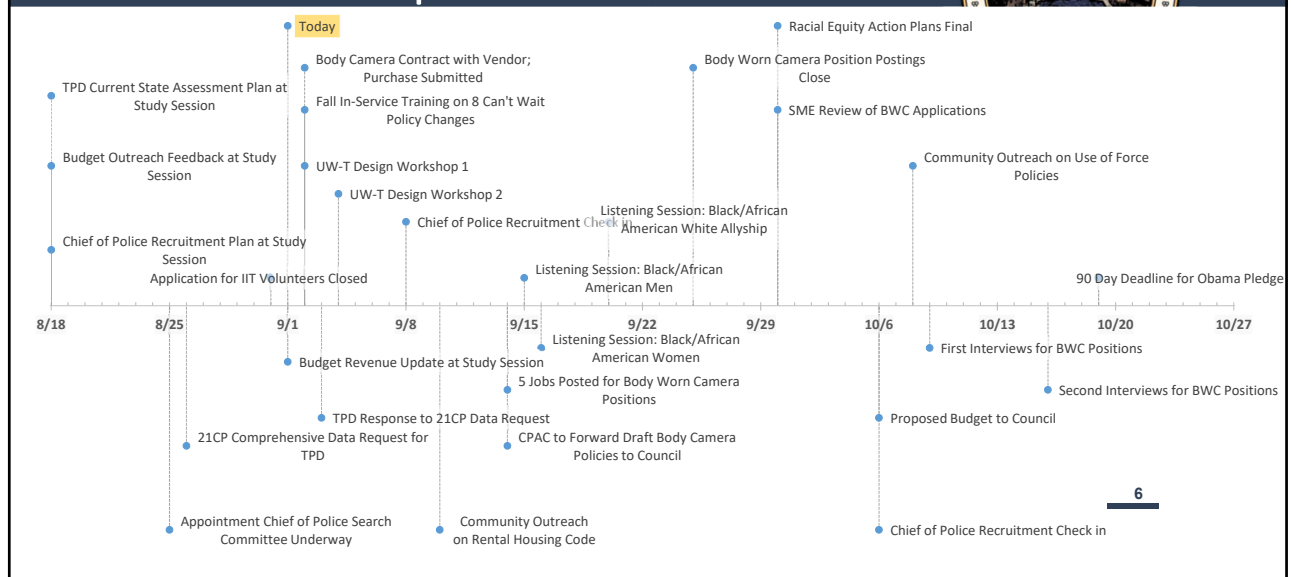
\*New items in orange text

# Systems Transformation Update



Resolution Section	Status	Recent Accomplishments	In Progress/Up Next
<b>Section 1:</b> Anti-Racist focused Budget Development		<ul style="list-style-type: none"> <li>3,000 responses to Balancing Act survey</li> <li>Budget workshop on 7/31 (anti-racist emphasis)</li> <li>Priority Based Budgeting evaluation of racial and other equity impacts for general government programs</li> <li>All (400+) budget proposals included analysis of equity impacts &amp; Racial Equity Action Plans (REAP)</li> </ul>	<ul style="list-style-type: none"> <li>9/1 Revenue Update at Study Session</li> <li>Analysis of Balancing Act survey data by demographic and location breakdowns</li> <li>Evaluation of financial impacts and mitigation approaches through service delivery transformation</li> <li>Proposed budget to Council by 10/6</li> </ul>
<b>Section 2:</b> New Policies and Programs / Transforming Existing Programs		<ul style="list-style-type: none"> <li><b>Advanced Racial Equity Training for Senior Leaders</b></li> <li>REAP Review Committee present high level feedback to departments 8/13</li> <li>Build Accountability Framework: Exec team and all Supervisors assigned to discuss Res. 40622 on 8/11</li> <li>6 person cross-departmental team completed review of departmental REAPs 8/4</li> </ul>	<ul style="list-style-type: none"> <li><b>UW-T Design workshop on equity and inclusion for COT employees 9/2-4</b></li> <li><b>Listening Sessions on 9/15, 16, 20</b></li> <li>Final Departmental Racial Equity Action Plans due 9/30</li> <li>Second round of employee listening sessions (mid-September)</li> <li>Incorporating equity into "ci4i" process improvement Framework</li> <li>Forming Strategic Leadership Team for Transformation Process</li> </ul>
<b>Section 3:</b> Current State Assessment of TPD Systems		<ul style="list-style-type: none"> <li><b>21CP Comprehensive Data Request to TPD</b></li> <li>21CP presented proposal and plan to Council 8/18</li> <li>21CP presented proposal and plan to CPAC 8/10</li> <li>Contracted with 21 Century Policing (21CP)</li> </ul>	<ul style="list-style-type: none"> <li><b>TPD Anticipated Response to 21CP Data Request 9/3</b></li> <li>Analyzing alignment of staffing study recommendations with transformation opportunities</li> </ul>
<b>Section 4:</b> Administrative Changes and Process Improvements to Increase Transparency in Policing		<ul style="list-style-type: none"> <li>Applications for Independent Investigation Teams Closed 8/31</li> <li>Began developing engagement strategy and information gathering process with key stakeholders and community 8/19-21</li> </ul>	<ul style="list-style-type: none"> <li><b>Body Camera Contract to Vendor; Submit Purchase 9/2</b></li> <li><b>Body Worn Camera Position Hiring in process 9/14 - December</b></li> <li>8 Can't Wait Practical Training at TPD In Service 9/2</li> <li>Appointment for Chief of Police Search Committee Underway</li> <li>Purchasing and contacting process with AXON; identification of funding sources</li> <li>Negotiations with Police Labor Unions</li> </ul>
<b>Section 5:</b> Legislative Platform to Transform Institutional Racism			<ul style="list-style-type: none"> <li>State-level priorities workshop in late September</li> <li>Draft for Council/Board discussion on November 17</li> <li>Developing draft legislative agenda for state and federal priorities for 2021</li> </ul>

## Next Steps Timeline



## Draft Transformation Timeline



	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Q1 2021	Q2 2021	Q3 2021	Q4 2021
<b>Section 1: Keep anti-racism as a top priority in the process of budget development and economic recovery from COVID-19</b>												
Priority Based Budgeting Equity Analysis												
Equity Analysis in Budget Proposals												
Community Outreach												
Develop Proposed Budget												
Proposed Budget to Council												
Council Study Sessions												
Adopted Budget												
<b>Section 2: Prioritize anti-racism in new policies and programs and the transformation of existing programs (starting with policing)</b>												
Departmental Racial Equity Action Plans												
<b>Section 3: Assess the current state of systems in place at the Tacoma Police Department</b>												
Contract with 21 Century Policing (21CP)												
21CP onboarding/CPAC Presentation												
Review TPD Policies, Procedures, and Protocols												
Review of TPD technology systems, data, and data analysis												
Qualitative audit of TPD investigations												
Review of community policing and engagement study												

All sections will be informed by community involved processes

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## Draft Transformation Timeline



	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Q1 2021	Q2 2021	Q3 2021	Q4 2021
<b>Section 4: Improve transparency and accountability in policing via interim administrative changes and process improvements</b>												
<b>8 Can't Wait</b>												
Review Use of Force Policy												
Best Practices Research												
Initial Training on Adopted Policies												
Practical Policy Training at Fall In-Service												
<b>Body Worn Cameras</b>												
Labor Negotiations												
CPAC Vendor Review												
CPAC Policy Review												
CPAC Community Engagement												
Civilian Staff Hiring/Training												
Interviews for 3 Public Disclosure positions												
Purchase												
Rolling Training/Deployment												

All sections will be informed by community involved processes

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# Draft Transformation Timeline



	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Q1 2021	Q2 2021	Q3 2021	Q4 2021
<b>Section 4: Improve transparency and accountability in policing via interim administrative changes and process improvements</b>												
<b>Chief of Police Recruitment</b>												
Establish plan and search committee				■								
Prepare Advertisement, Job Posting, Class Specification				■								
Post Position; Outreach and Advertising					■	■	■					
Review Applicants					■	■	■					
Goal for Offer Letter								■				
New Chief Starts with City of Tacoma									■	■		
<b>Independent Investigation Team: I-940</b>												
IIT Volunteer Applications				■								
<b>Section 5: Build a legislative platform at the local, state, and federal levels that works to transform institutions impacted by systemic racism</b>												
Developing agenda for state and federal priorities for 2021			■	■	■	■	■	■				

All sections will be informed by community involved processes



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## New Items 8/18/2020



- Section 1: Anti-Racist focused Budget Development
- Section 2: Transforming Existing Programs
- Section 3: Current State of TPD Systems

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## OVERVIEW



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

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## 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.

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## 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.

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