



# **Update on Systems Transformation**

City of Tacoma | City Manager's Office

**Study Session**

**9/22/2020**



# New Items 9/22/2020



- Section 1: Anti-Racist Focused Budget Development
  - 9/10-9/19 Budget presentation preparation by Council priority area
- Section 2: New Policies & Programs / Transforming Existing Programs
  - 9/18 Meeting with National Network for Safe Communities to further develop community led approach to transformation
  - GARE cohort workshops (city employees) to Identify problem statements and vision for transformation
    - Held first workshop on 9/21
    - Second and third workshops scheduled for 9/30 & 10/7
  - 9/22 Last of four employee listening sessions complete



# New Items 9/22/2020



- Section 4: Administrative Changes & Process Improvements
  - Chief of Police Recruitment
    - 9/18 Second search committee meeting
    - Continued information gathering interviews with City Manager, Police Chief, Members of TPD Leadership



# Community Feedback to 21CP



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

[voicesoftacoma@21cpsolutions.com](mailto:voicesoftacoma@21cpsolutions.com)



# Job Postings



- [Public Disclosure Video Review Analyst](#)
- [Chief of Police Recruitment Website](#)

\*New items in orange text

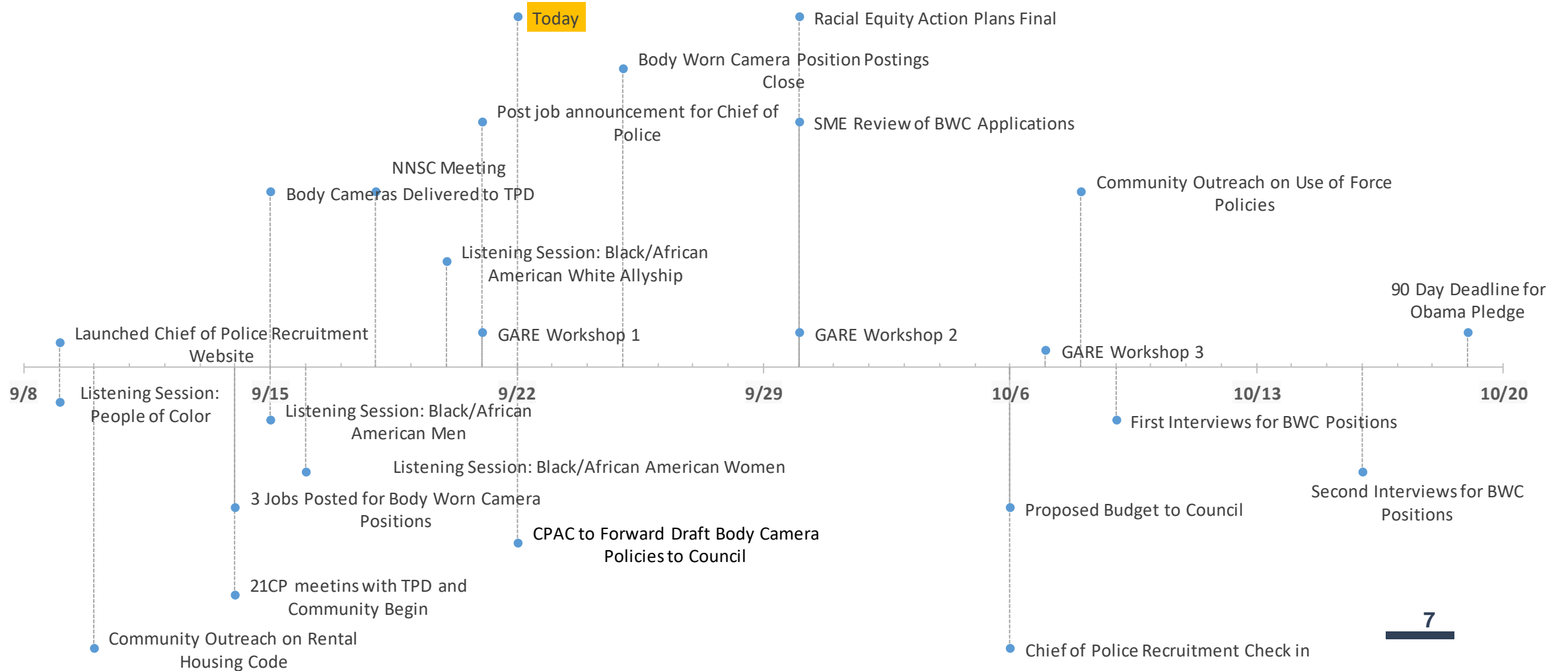


# Systems Transformation Update

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

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>Budget presentation preparation meetings 9/10-19</li> <li>9/1 Revenue Update at Study Session</li> <li>3,000 responses to Balancing Act survey</li> <li>Priority Based Budgeting evaluation of racial and other equity impacts for general government programs</li> </ul>	<ul style="list-style-type: none"> <li>Proposed budget to Council by 10/6</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> </ul>
<b>Section 2:</b> New Policies and Programs / Transforming Existing Programs	●	<ul style="list-style-type: none"> <li>Transformation meeting with NNSC 9/18</li> <li>GARE workshop 1 completed 9/21</li> <li>Completed all Listening Sessions on 9/9, 15, 16, 22</li> <li>UW-T Design workshop on equity and inclusion for COT employees 9/2-4</li> <li>Advanced Racial Equity Training for Senior Leaders scheduled through December 2020</li> </ul>	<ul style="list-style-type: none"> <li>GARE Workshops on 9/30, 10/7</li> <li>Final Departmental Racial Equity Action Plans due 9/30</li> <li>Incorporating equity into “ci4i” process improvement Framework</li> </ul>
<b>Section 3:</b> Current State Assessment of TPD Systems	●	<ul style="list-style-type: none"> <li>Established <a href="mailto:voicesoftacoma@21cpsolutions.com">voicesoftacoma@21cpsolutions.com</a></li> <li>21CP Comprehensive Data Request to TPD</li> <li>21CP presented proposal and plan to Council 8/18</li> </ul>	<ul style="list-style-type: none"> <li>TPD tracking and processing 21CP data request</li> <li>21CP analyzing relevant policies</li> <li>21CP developing stakeholder list for engagement (engagements later this week)</li> <li>Analyzing alignment of staffing study recommendations</li> </ul>
<b>Section 4:</b> Administrative Changes and Process Improvements to Increase Transparency in Policing	●	<ul style="list-style-type: none"> <li>Second search committee meeting 9/18</li> <li>Chief of Police info gathering with TPD, Council, Mayor 9/28</li> <li>BWC Public Disclosure Analyst positions posted 9/14</li> <li>Body Worn Cameras Delivered to TPD 9/11</li> <li>Launched Chief of Police recruitment <a href="#">webpage</a></li> </ul>	<ul style="list-style-type: none"> <li>Body Worn Camera Position Hiring in process 9/14 - December</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>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



	Sep	Oct	Nov	Dec	Q1 2021	Q2 2021	Q3 2021	Q4 2021
<b>Section 1:</b> Keep anti-racism as a top priority in the process of budget development and economic recovery from								
Proposed Budget to Council	■							
Council Study Sessions	■	■	■					
Adopted Budget			■					
<b>Section 2:</b> Prioritize anti-racism in new policies and programs and the transformation of existing programs (sta								
<b>Racial Equity Action Plans (REAPs)</b>								
Final REAPs Due	■							
<b>Advanced Racial Equity Training: Social Conditioning on Race</b>								
Senior Leader Training	■							
Facilitator Training		■	■	■				
Broader Roll Out					■	■	■	■
<b>Section 3:</b> Assess the current state of systems in place at the Tacoma Police Department								
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





# Draft Transformation Timeline



	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</b>								
<b>8 Can't Wait</b>								
Practical Policy Training at Fall In-Service								
<b>Body Worn Cameras</b>								
Labor Negotiations								
CPAC Policy Review								
Civilian Staff Hiring/Training								
Interviews for 3 Public Disclosure positions								
Purchase								
Rolling Training/Deployment								
<b>Chief of Police Recruitment</b>								
Post Position; Outreach and Advertising								
Review Applicants								
Semi-Finalists Interviewed								
Finalists Interviewed								
Goal for Offer Letter								
New Chief Starts with City of Tacoma								
<b>Independent Investigation Team: I-940</b>								
IIT Volunteer Applications Review								
<b>Section 5: Build a legislative platform at the local, state, and federal levels that works to transform institutions</b>								
Developing agenda for state and federal priorities for 2021								

All sections will be informed by community involved processes



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