



Update on Systems Transformation

City of Tacoma | City Manager's Office

Study Session
9/29/2020



New Items 9/29/2020



- Section 1: Anti-Racist Focused Budget Development
 - [10/6 Proposed 2021-2022 Budget to City Council](#)
- Section 3: Current State Analysis of TPD Systems
 - TPD policies divided into 4 categories for review by 21CP
 - Approximately **40% of policies** comprehensively reviewed to date
 - Initial contact and outreach with Union Leadership, Community Clergy, Prosecutor's Office, Public Schools, and groups representing various demographics (LGBTQ, Latinx, Asian and Pacific Islander)
 - [Asking for follow up contacts with each conversation](#)
 - [21CP setting up Zoom calls with identified stakeholders](#)

New Items 9/29/2020



- Section 4: Administrative Changes & Process Improvements
 - Chief of Police Recruitment
 - 9/24 HR & MCO Developed External Outreach Plan
 - Includes: Mayor/Council, TPD, Unions, Lantinx Unidos of South Sound, Black Collective, Racial Equity Action Network, Black Parenting Alliance, Human Rights Commission, Hilltop Action Coalition, Ministerial Alliance, and Asian Pacific Cultural Center
 - Surveys to: Utility customers, TPD employees, retirement homes/senior centers
 - 9/25 Police Chief [Job Posting Online \(recruitment site\)](#)
 - Public Disclosure Analyst Positions for Body Worn Cameras
 - 9/30 Review of Applications Begins
 - Independent Investigation Teams
 - Candidates being contacted to begin background check process

3

New Items 9/29/2020



- Section 4: Administrative Changes & Process Improvements
 - Body Worn Cameras
 - Community Police Advisory Committee (CPAC) presented their recommended Body Worn Camera Policy (based on community feedback) to City Council on September 22
 - City labor management staff to review CPAC recommended policy this week to determine next steps in bargaining process
 - October, City Council to discuss recommended BWC policy recommendations and bargaining
 - November, City Council to discuss transformation efforts (to include CPAC's potential expanded role)
- Section 5: Legislative Agenda at the Local, State, and Federal Level
 - 9/29 Draft State Legislative Agenda at Study Session

4

Community Feedback to 21CP



Reminder

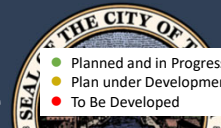
Have feedback for 21CP Solutions as they conduct the current state analysis of TPD operations?

voicesoftacoma@21cpsolutions.com

5

*New items in orange text

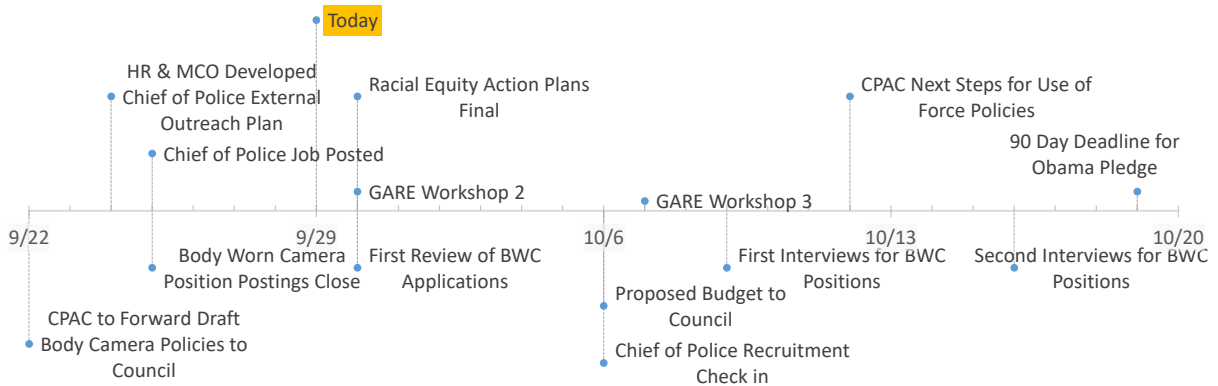
Systems Transformation Update



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

Resolution Section	Status	Recent Accomplishments	In Progress/Up Next
Section 1: Anti-Racist focused Budget Development	●	<ul style="list-style-type: none"> Budget presentation preparation meetings 9/10-19 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 	<ul style="list-style-type: none"> Proposed budget to Council 10/6 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"> Transformation meeting with NNSC 9/18 GARE workshop 1 completed 9/21 Completed all Listening Sessions on 9/9, 15, 16, 22 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 	<ul style="list-style-type: none"> GARE Workshops on 9/30, 10/7 Final Departmental Racial Equity Action Plans due 9/30 Incorporating equity into "ci4i" process improvement Framework
Section 3: Current State Assessment of TPD Systems	●	<ul style="list-style-type: none"> 21CP Reviewed ~40% of TPD Policies to Date 21CP beginning stakeholder engagement 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 Analyzing alignment of staffing study recommendations
Section 4: Administrative Changes and Process Improvements to Increase Transparency in Policing	●	<ul style="list-style-type: none"> Chief of Police (CoP) Job Posted 9/25 Developed outreach for CoP External Outreach Plan 9/24 Second CoP search committee meeting 9/18 Body Worn Cameras Delivered to TPD 9/15 Launched Chief of Police recruitment webpage 	<ul style="list-style-type: none"> First Review of Body Worn Camera Public Disclosure Analyst Positions 9/30 Body Worn Camera Position Hiring in process 9/14 - December Negotiations with Police Labor Unions
Section 5: Legislative Platform to Transform Institutional Racism	●	<ul style="list-style-type: none"> Draft State Legislative Agenda at Study Session 9/29 	<ul style="list-style-type: none"> Draft for Council/Board discussion on 11/17 Developing draft legislative agenda for state and federal priorities for 2021

Next Steps Timeline



7

Draft Transformation Timeline



	Sep	Oct	Nov	Dec	Q1 2021	Q2 2021	Q3 2021	Q4 2021
Section 1: 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								
Section 2: Prioritize anti-racism in new policies and programs and the transformation of existing programs (sta								
Racial Equity Action Plans (REAPs)								
Final REAPs Due								
Advanced Racial Equity Training: Social Conditioning on Race								
Senior Leader Training								
Facilitator Training								
Broader Roll Out								
Section 3: 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

8

Draft Transformation Timeline



	Sep	Oct	Nov	Dec	Q1 2021	Q2 2021	Q3 2021	Q4 2021
Section 4: Improve transparency and accountability in policing via interim administrative changes and process								
8 Can't Wait								
Practical Policy Training at Fall In-Service								
Body Worn Cameras								
Labor Negotiations								
CPAC Policy Review								
Civilian Staff Hiring/Training								
Interviews for 3 Public Disclosure positions								
Purchase								
Rolling Training/Deployment								
Chief of Police Recruitment								
Post Position; Outreach and Advertising								
Review Applicants								
Semi-Finalists Interviewed								
Finalists Interviewed								
Goal for Offer Letter								
New Chief Starts with City of Tacoma								
Independent Investigation Team: I-940								
IIT Volunteer Applications Review								
Section 5: Build a legislative platform at the local, state, and federal levels that works to transform institutions								
Developing agenda for state and federal priorities for 2021								

9

All sections will be informed by community involved processes



Update on Systems Transformation

City of Tacoma | City Manager's Office

Study Session

9/22/2020

New Items 9/29/2020



- Section 2: New Policies & Programs / Transforming Existing Programs
 - 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](#)