



Update on Systems Transformation

City of Tacoma | City Manager's Office

Study Session
10/13/2020



New Items



- Council Actions and HEAL the HEART of Tacoma (Community Led Systems Transformation)
 - Mayor/Council Actions
 - Mayor presentation of HEAL the HEART of Tacoma to Council 10/6
 - Approval of \$75,000 in startup funding from Council Contingency 10/6
 - Mayor presented to small stakeholder groups within the community 10/7-13
 - Finalizing details necessary to release Core Coordinating Team Application
 - Presentation to Anchor Institutions 10/29

New Items



- Section 1: Anti-Racist Focused Budget Development
 - Proposed budget delivered to Council 10/6
 - Community Safety Priority Area Study Session 10/13
 - [Affordable Housing and Health Priority Areas Study Session 10/20](#)
- Section 2: New Policies & Transforming Existing Programs
 - Received draft proposal from NNSC outlining deliverables and City's role for community reconciliation approach 10/9
 - GARE Workshop 3 Completed 10/7
 - [Finalizing problem statements for City leadership review](#)
 - Senior Leader Training
 - Advanced Racial Equity Training: Social Conditioning on Race 10/9

3

New Items



- Section 3: Current State Analysis of TPD Systems
 - 21CP has reviewed all relevant TPD policies
 - Virtual site visit conducted on 10/7
 - Met with: Assist Chief Operations Bureau, Captain of patrol, Assistant Chief Administrative Bureau, Department Legal Affairs, Captain Community Policing
 - [Second day long virtual site visit scheduled with TPD staff 10/14](#)
 - [Meetings schedule with personnel across all bureaus: Investigative Bureau; Operations Bureau; Criminal Investigations and Special Investigations; Community Relations and Public Information; Internal Affairs](#)

4

New Items



- Section 4: Administrative Changes & Process Improvements
 - Chief of Police Recruitment
 - Started sourcing candidates through LinkedIn and other methods 10/7
 - Met with “Conversations on Race” community group 10/9
 - Town Hall with TPD employees 10/15
 - Meeting with Latinx Unidos of the South Sound community group 10/17
 - Continuing to schedule meetings with external stakeholder groups including LUSS, Black Collective, Racial Equity Action Network, Black Parenting Alliance, Human Rights Commission, Hilltop Action Coalition, Ministerial Alliance, and Asian Pacific Cultural Center

5

New Items



- Section 5: Legislative Agenda at the Local, State, and Federal Level
 - Federal political landscape and priorities discussion with Council—Committee of the Whole 10/13
 - Joint Study Session between City Council and Public Utility Board—Review Final Citywide 2021 State and Federal Priorities 11/17
 - Council Adopt Legislative agenda 11/24

6

Community Feedback to 21CP



Reminder

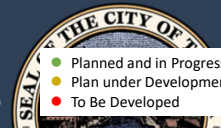
Have feedback for 21CP Solutions as they conduct the current state analysis of TPD operations?

voicesoftacoma@21cpsolutions.com

7

*New items in orange text

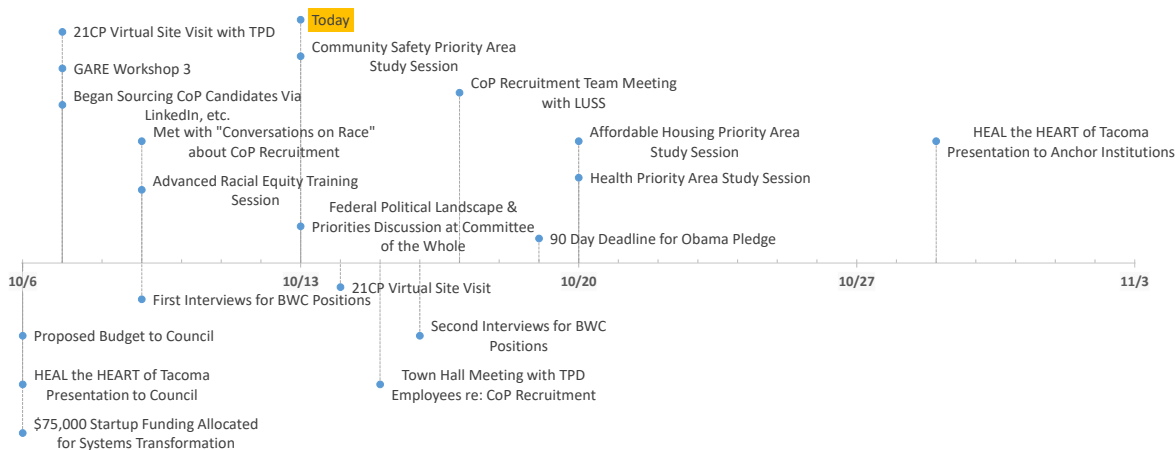
Systems Transformation Update



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

Resolution Section	Status	Recent Accomplishments	In Progress/Up Next
Council Action and HEAL the HEART of Tacoma	●	<ul style="list-style-type: none"> Mayor presentation of HEAL the HEART of Tacoma to Council 10/6 \$75,000 in startup funding from Council Contingency 10/6 Mayor presented to stakeholder groups 10/7-13 	<ul style="list-style-type: none"> Finalizing details necessary to release Core Coordinating Team Application Presentation to Anchor Institutions scheduled Late October
Section 1: Anti-Racist focused Budget Development	●	<ul style="list-style-type: none"> Community Safety Priority Area Study Session 10/13 Proposed budget to Council 10/6 Budget presentation preparation meetings 9/10-19 	<ul style="list-style-type: none"> Affordable Housing and Health Priority Areas Study Session 10/20 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"> Advanced Racial Equity Training (Cohort 1 of 3) 10/9 GARE Workshop 3 Completed 10/7 	<ul style="list-style-type: none"> Finalizing GARE problem statements for City leadership review October – December: OEHR leads capacity building efforts to ensure readiness to execute on plans beginning 1/1/2021
Section 3: Current State Assessment of TPD Systems	●	<ul style="list-style-type: none"> 21CP completed analyzing all relevant policies Virtual site visit with TPD 10/7 Established voicesoftacoma@21cpsolutions.com 	<ul style="list-style-type: none"> 21CP virtual site visits with TPD 10/14 21CP to meet with community stakeholders Analyzing alignment of staffing study recommendations
Section 4: Administrative Changes and Process Improvements to Increase Transparency in Policing	●	<ul style="list-style-type: none"> Met with "Conversations on Race" community group 10/9 Began sourcing CoP candidates via LinkedIn, etc. 10/7 First Review of Body Worn Camera Public Disclosure Analyst Positions 9/30 Chief of Police (CoP) Job Posted 9/25 Body Worn Cameras Delivered to TPD 9/15 Launched Chief of Police recruitment webpage 	<ul style="list-style-type: none"> Meeting with Latinx Unidos of the South Sound community group 10/17 Town Hall Meeting with TPD employees for CoP Recruitment 10/15 Scheduling community outreach, town halls, and engagement for Chief of Police recruitment process Continued 8 Can't Wait Training during fall in service 9/2 – 10/28 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"> Federal political landscape and priorities discussion with Council—Committee of the Whole 10/13 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



9

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

10

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		■	■	■				

11

All sections will be informed by community involved processes



Update on Systems Transformation

City of Tacoma | City Manager's Office

Study Session

10/13/2020