



# Update on Systems Transformation

City of Tacoma | City Manager's Office

Study Session  
10/20/2020



## New Items



- Council Actions and HEAL the HEART of Tacoma (Community Led Systems Transformation)
  - Core Coordinating Team Application Available 10/20
  - [Presentation to Anchor Institutions 10/29](#)
- Section 1: Anti-Racist Focused Budget Development
  - Affordable Housing and Health Priority Areas Study Session 10/20
  - [Access to Infrastructure Priority Area Study Session 10/27](#)

## New Items



- Section 2: New Policies & Transforming Existing Programs
  - GARE Workshop Identified Themes; Created a Rubric for Prioritization 10/16
    - [Finalizing problem statements for City leadership review](#)
- Section 3: Current State Analysis of TPD Systems
  - Second day long virtual site visit with TPD staff 10/14
    - Meetings with personnel across all bureaus: Investigative Bureau; Operations Bureau; Criminal Investigations and Special Investigations; Community Relations and Public Information; Internal Affairs

3

## New Items



- Section 4: Administrative Changes & Process Improvements
  - Initial review of applications for Body Worn Camera Public Disclosure Analyst Positions
  - Obama Pledge
    - [Submitting initial 90-day report to My Brother's Keeper Alliance this week to include updates on 8 Can't Wait, Body Cameras, and additional actions taken by CPAC](#)

4

## New Items



- Section 4: Administrative Changes & Process Improvements (cont.)
  - Chief of Police Recruitment
    - Town Hall with TPD employees 10/15
    - Met with Latinx Unidos of the South Sound community group 10/17
    - Launched [survey for community](#) for input regarding next police chief
      - Advertised in Tacoma News Tribune 10/16, on City Social Media, and on the [Chief of Police Recruitment Page](#)
    - Launched survey for TPD employees for input regarding next police chief
    - [Meeting with Racial Equity Action Network 10/21](#)
    - [Continuing to schedule meetings with external stakeholder groups](#)

5

## Community Feedback



### **Chief of Police Recruitment Survey (Closes 10/23)**

We want to hear from the community about what is important to you when recruiting the next Chief of Police. Please share your feedback by taking this brief survey by October 23, 2020.

<https://www.surveymonkey.com/r/RS5H9FN>

6

## Community Feedback to 21CP



### Reminder

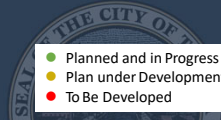
Have feedback for 21CP Solutions as they conduct the current state analysis of TPD operations?

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

7

\*New items in orange text

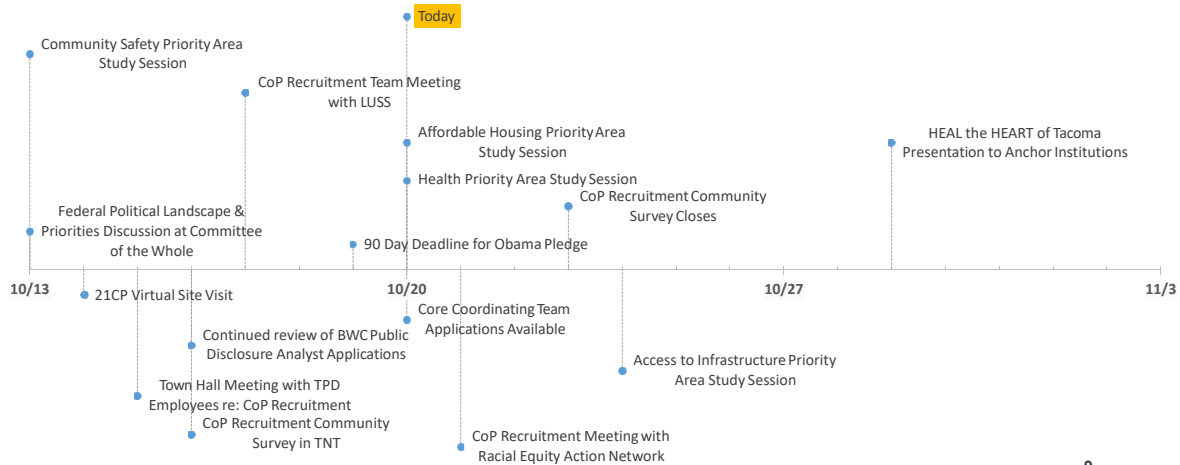
## Systems Transformation Update



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

Resolution Section	Status	Recent Accomplishments	In Progress/Up Next
<b>Council Action and HEAL the HEART of Tacoma</b>	●	<ul style="list-style-type: none"> <li>Core Coordinating Team Applications Available 10/20</li> <li>Mayor presented to stakeholder groups 10/7-13</li> <li>Mayor presentation of HEAL the HEART of Tacoma to Council 10/6</li> <li>\$75,000 in startup funding from Council Contingency 10/6</li> </ul>	<ul style="list-style-type: none"> <li>Presentation to Anchor Institutions scheduled 10/29</li> </ul>
<b>Section 1:</b> Anti-Racist focused Budget Development	●	<ul style="list-style-type: none"> <li>Affordable Housing &amp; Health Priority Areas Study Session 10/20</li> <li>Community Safety Priority Area Study Session 10/13</li> <li>Proposed budget to Council 10/6</li> </ul>	<ul style="list-style-type: none"> <li>Access to Infrastructure Priority Area Study Session 10/27</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>Created rubric to prioritize problem statements 10/16</li> <li>Advanced Racial Equity Training (Cohort 1 of 3) 10/9</li> <li>GARE Workshop 3 Completed 10/7</li> </ul>	<ul style="list-style-type: none"> <li>Finalizing GARE problem statements for City leadership review 10/21</li> <li>October – December: OEHR leads capacity building efforts to ensure readiness to execute on plans beginning 1/1/2021</li> </ul>
<b>Section 3:</b> Current State Assessment of TPD Systems	●	<ul style="list-style-type: none"> <li>21CP Community Meeting w/ Asian Pacific Cultural Center 10/17</li> <li>2<sup>nd</sup> Virtual site visit with TPD 10/14</li> <li>21CP completed analyzing all relevant policies</li> <li>21CP virtual site with TPD 10/7</li> <li>Established <a href="mailto:voicesoftacoma@21cpsolutions.com">voicesoftacoma@21cpsolutions.com</a></li> </ul>	<ul style="list-style-type: none"> <li>21CP to meet with community stakeholders</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>Meeting with Latinx Unidos of the South Sound 10/17</li> <li>Launched <a href="#">survey for community input</a> for CoP recruitment</li> <li>Launched survey for TPD input for CoP recruitment</li> <li>Town Hall Meeting w/ TPD staff for CoP Recruitment 10/15</li> <li>Met with "Conversations on Race" community group 10/9</li> <li>Began sourcing CoP candidates via LinkedIn, etc. 10/7</li> </ul>	<ul style="list-style-type: none"> <li><a href="#">Survey for community input</a> for CoP recruitment closes 10/23</li> <li>Meeting with Racial Equity Action Network 10/21</li> <li>Continued 8 Can't Wait Training during fall in service 9/2 – 10/28</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>Federal political landscape and priorities discussion with Council—Committee of the Whole 10/13</li> <li>Draft State Legislative Agenda at Study Session 9/29</li> </ul>	<ul style="list-style-type: none"> <li>Draft for Council/Board discussion on 11/17</li> <li>Developing draft legislative agenda for state and federal priorities for 2021</li> </ul>

## Next Steps Timeline



9

## Draft Transformation Timeline



	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</b>								
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 (sta</b>								
<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: Assess the current state of systems in place at the Tacoma Police Department</b>								
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
<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								

11

All sections will be informed by community involved processes



## Update on Systems Transformation

City of Tacoma | City Manager's Office

Study Session

10/20/2020