



Update on Systems Transformation

City of Tacoma | City Manager's Office

Study Session

11/17/2020





New Items



- Council Actions and HEAL the HEART of Tacoma (Community Led Systems Transformation)
 - Core Coordinating Team
 - CIRA nomination to Core Coordinating Team received on 11/16
 - [Community Vitality and Sustainability Committee Interviews Candidates 11/19 & 11/23](#)
- Section 1: Anti-Racist Focused Budget Development
 - Public Hearing on 2021-2022 Biennial Budget 11/10
 - [First Reading of Budget, Capital Facilities, and Tax Ordinances 11/17](#)



New Items



- Section 2: New Policies & Transforming Existing Programs
 - Citywide employee engagement survey – survey closed 11/13
 - Completed cross functional technical review of departmental Racial Equity Action Plans 11/16
 - [Equity Empowerment Framework goal reviews of REAPs 12/15](#)
- Section 3: Current State Analysis of TPD
 - 21CP conducted focus group meetings with TPD officers
 - 21CP provided guidance to the City on the selection of community representatives to the Use of Force review process



- Section 4: Administrative Changes & Process Improvements
 - Chief of Police Recruitment
 - Interviewed 11 semi-finalist candidates 11/12-13
 - Recommended finalists to advance to interviews with the City Manager 11/13
 - [Final interviews week of 11/30](#)
 - Body Worn Camera Public Disclosure Analysts Positions
 - Second candidate accepted offer



Community Feedback to 21CP



Reminder

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

voicesoftacoma@21cpsolutions.com

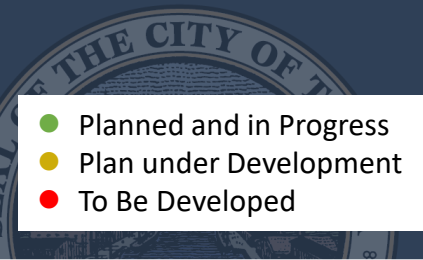
Chief of Police Recruitment: How

• • • the community can get involved



- Participate in the [Community Survey](https://www.surveymonkey.com/r/RS5H9FN) (closes 11/20) (<https://www.surveymonkey.com/r/RS5H9FN>)
- Participate in interviews of the finalist candidates during the week of 11/30 (final format & venue to be determined)
- Call or email Shelby Fritz, Assistant Human Resources Director, and let her know what you would like to see in the next Police Chief (sfritz@cityoftacoma.org or 253.591.5413)
- Stay tuned to the [Police Chief recruitment webpage](#) for the most up-to-date information

*New items in orange text

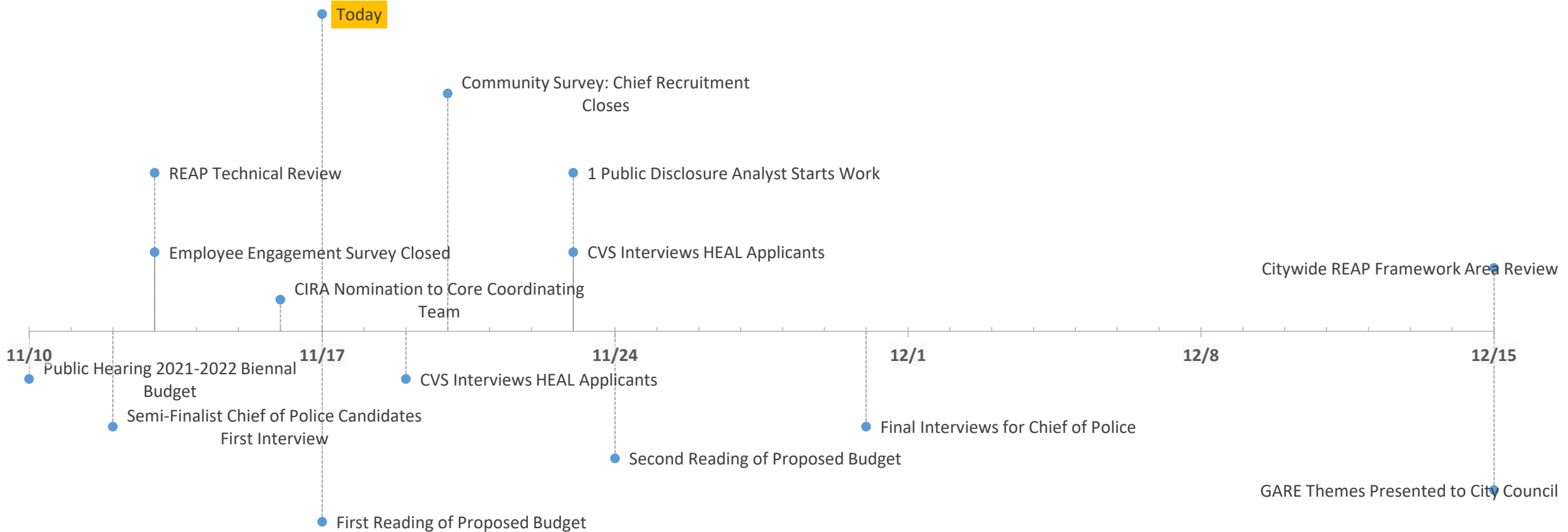


- Planned and in Progress
- Plan under Development
- To Be Developed

Systems Transformation Update

Resolution Section	Status	Recent Accomplishments	In Progress/Up Next
Council Action and HEAL the HEART of Tacoma	●	<ul style="list-style-type: none"> ● CIRA nomination to Core Coordinating Team received on 11/16 ● Core Coordinating Team Applications Closed 11/9 ● Presentation to Anchor Institutions 10/29 ● Core Coordinating Team Applications Available 10/20 ● Mayor presented to stakeholder groups 10/7-13 	<ul style="list-style-type: none"> ● CVS Interviews Applicants 11/19 & 23
Section 1: Anti-Racist focused Budget Development	●	<ul style="list-style-type: none"> ● Selected to participate in What Works Cities Budgeting for Equity and Recovery Program ● Livable Wage Jobs/Belief & Trust Priority Areas Study Session 11/3 	<ul style="list-style-type: none"> ● 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"> ● Citywide employee engagement survey – survey closed 11/13 ● Created rubric to prioritize problem statements 10/16 ● Advanced Racial Equity Training (Cohort 1 of 3) 10/9 ● GARE Workshop 3 Completed 10/7 	<ul style="list-style-type: none"> ● Equity Empowerment Framework goal reviews of REAPs 12/15 ● Finalizing GARE workshop themes for Council presentation in December
Section 3: Current State Assessment of TPD Systems	●	<ul style="list-style-type: none"> ● 21CP meetings w/ community groups 10/23 ● 2nd virtual site visit with TPD 10/14 ● Established voicesoftacoma@21cpsolutions.com 	<ul style="list-style-type: none"> ● 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"> ● Chief of Police Semi-Finalist Interviews 11/12-13 ● Identified Project Manager for Body Worn Cameras 11/4 ● Community Conversation Chief Recruitment (Zoom) 10/29 ● Semi-Finalist Chief Candidates Selected 11/2 	<ul style="list-style-type: none"> ● Survey for community input for CoP recruitment closes 11/20 ● Continued 8 Can't Wait Training during fall in service 9/2 – 10/28 ● 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





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

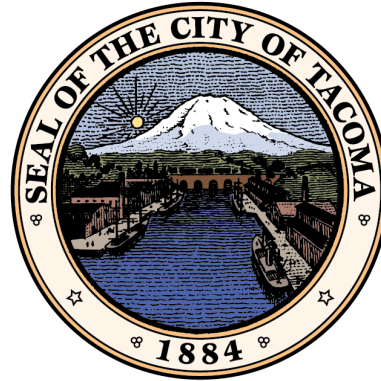


Draft Transformation Timeline



	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	█	█	█	█				

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