



# 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 to review competencies and feedback on recruitment brochure
    - Continued information gathering interviews:
      - Police Chief, Assistant Chief, City Council, Mayor, City Manager, 21CP
    - Working with MCO on broader outreach plan by 9/25
    - 9/25 Post Police Chief Recruitment



# 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)

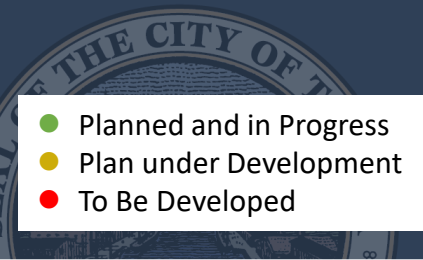


# Job Postings



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

\*New items in orange text



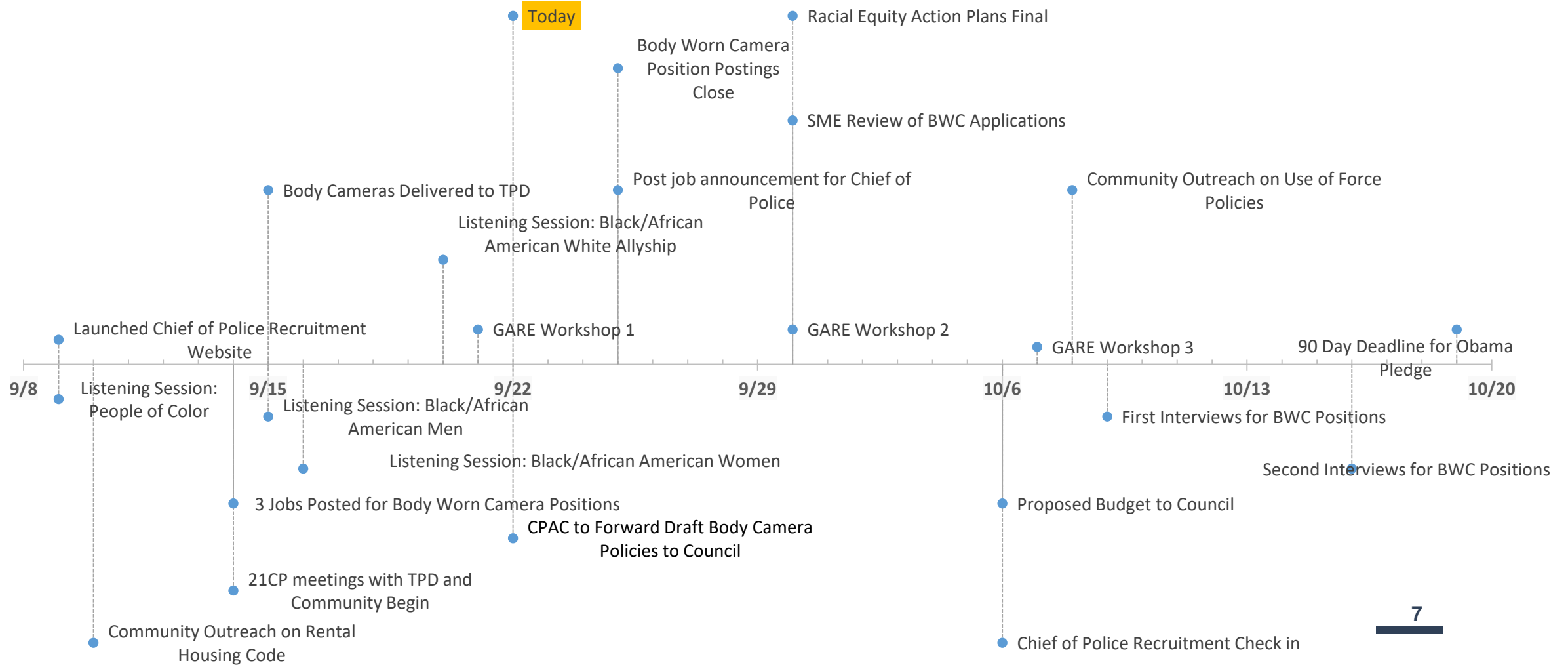
- Planned and in Progress
- Plan under Development
- To Be Developed

# Systems Transformation Update

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



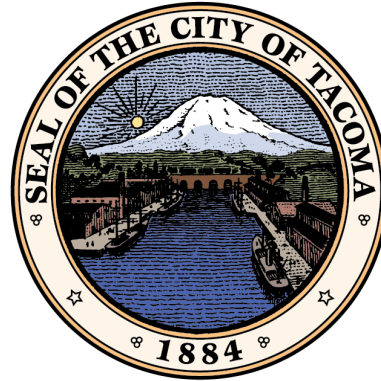


# Draft Transformation Timeline



	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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