Update on Systems Transformation
City of Tacoma | City Manager’s Office
Study Session
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
• 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
Reminder
Have feedback for 21CP Solutions as they conduct the current state analysis of TPD operations?
voicesoftTacoma@21cpsolutions.com
# Systems Transformation Update

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<thead>
<tr>
<th>Resolution Section</th>
<th>Status</th>
<th>Recent Accomplishments</th>
<th>In Progress/Up Next</th>
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| **Section 1:** Anti-Racist focused Budget Development | | • 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 | • 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 | | • 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 | • 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 | | • 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 | • 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 | | • 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 | • 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 | | • Draft State Legislative Agenda at Study Session 9/29 | • Draft for Council/Board discussion on 11/17  
• Developing draft legislative agenda for state and federal priorities for 2021 |
Next Steps Timeline

- **9/22**: CPAC to Forward Draft
  - Body Camera Policies to Council

- **9/29**: Body Worn Camera Position Postings Close
  - HR & MCO Developed Chief of Police External Outreach Plan

- **10/6**: First Review of BWC Applications

- **10/20**: Racial Equity Action Plans Final
  - Chief of Police Job Posted
  - GARE Workshop 2

- **10/13**: First Interviews for BWC Positions
  - Proposed Budget to Council
  - Chief of Police Recruitment Check in

- **10/20**: Second Interviews for BWC Positions

- **9/29**

- **10/6**

- **10/20**

- **90 Day Deadline for Obama Pledge**

- **CPAC Next Steps for Use of Force Policies**
### Draft Transformation Timeline

| 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

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<th>Section 4: Improve transparency and accountability in policing via interim administrative changes and process</th>
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<th>Q1 2021</th>
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| 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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