



Update on Systems Transformation

City of Tacoma | City Manager's Office

Study Session

9/29/2020



••• New Items 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

••• New Items 9/29/2020



- 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



Community Feedback to 21CP

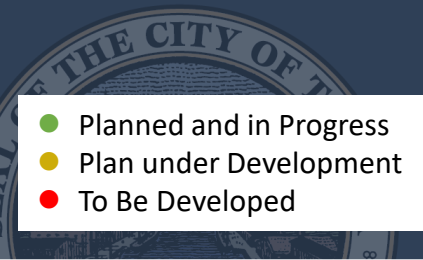


Reminder

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

voicesoftacoma@21cpsolutions.com

*New items in orange text



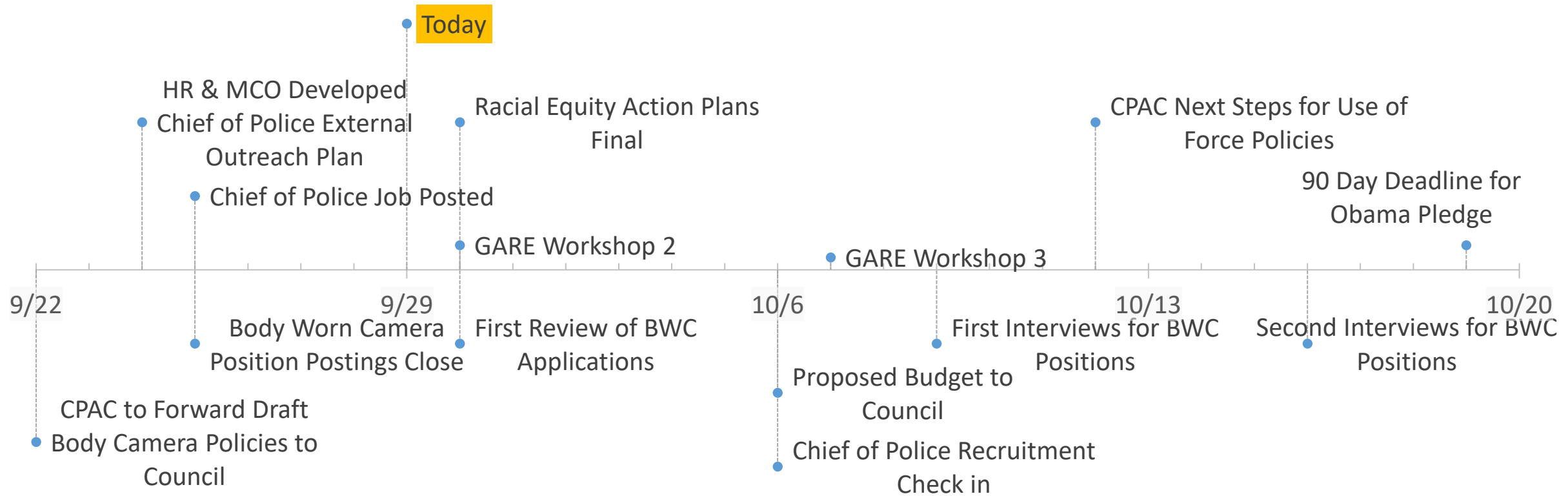
- Planned and in Progress
- Plan under Development
- To Be Developed

Systems Transformation Update

Resolution Section	Status	Recent Accomplishments	In Progress/Up Next
Section 1: Anti-Racist focused Budget Development	●	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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	●	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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	●	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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	●	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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	●	<ul style="list-style-type: none"> • 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								
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

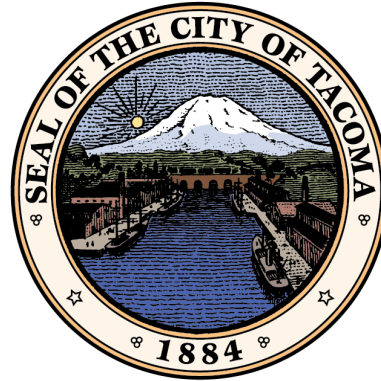


Draft Transformation Timeline



	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			█	█				

All sections will be informed by community involved processes



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9/22/2020