



Update on Systems Transformation

City of Tacoma | City Manager's Office

Study Session

9/15/2020



••• New Items 9/15/2020



- Section 2: New Policies & Programs / Transforming Existing Programs
 - GARE cohort workshops (city employees) to Identify problem statements and vision for transformation
 - 9/21, 9/30, & 10/7
 - Advanced Racial Equity Training: Social Conditioning on Race
 - Scheduled remaining City Leadership senior staff into training sessions between October and December
 - Completed Design Workshops with UW-T (9/2 & 9/4)
 - Report pending from UW-T; review recommendations for next steps

••• New Items 9/15/2020



- Section 3: Current State Assessment of TPD
 - 21CP Current State Assessment of TPD
 - Established email address for community feedback: voicesoftacoma@21cpsolutions.com
 - TPD using tracker to respond systematically to 21CP data request
 - 21CP Consultants commenced comprehensive review of relevant policies
 - 21CP consulting with City officials and TPD to determine initial list of stakeholders for engagement (engagements to begin this week)



Community Feedback to 21CP



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

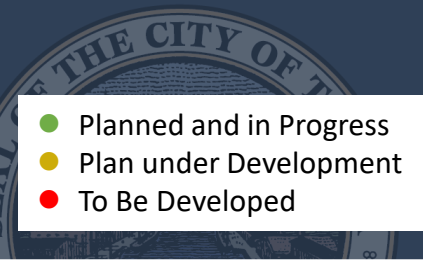
voicesoftacoma@21cpsolutions.com

••• New Items 9/15/2020



- Section 4:
 - Body Worn Cameras
 - 9/15 Body Worn Cameras delivered
 - 9/14 Body Worn Camera Public Disclosure Analyst positions posted
 - Chief of Police Recruitment
 - 9/3 First Search Committee Meeting
 - 9/2-8 Information gathering with Police Chief, City Council, and Mayor
 - 9/9 Launched external facing [Chief of Police Recruitment website](#)
 - 9/18 Post job announcement for Chief of Police
 - Independent Investigation Team
 - 47 applications received before 8/31 deadline; 29 met residency requirements

*New items in orange text



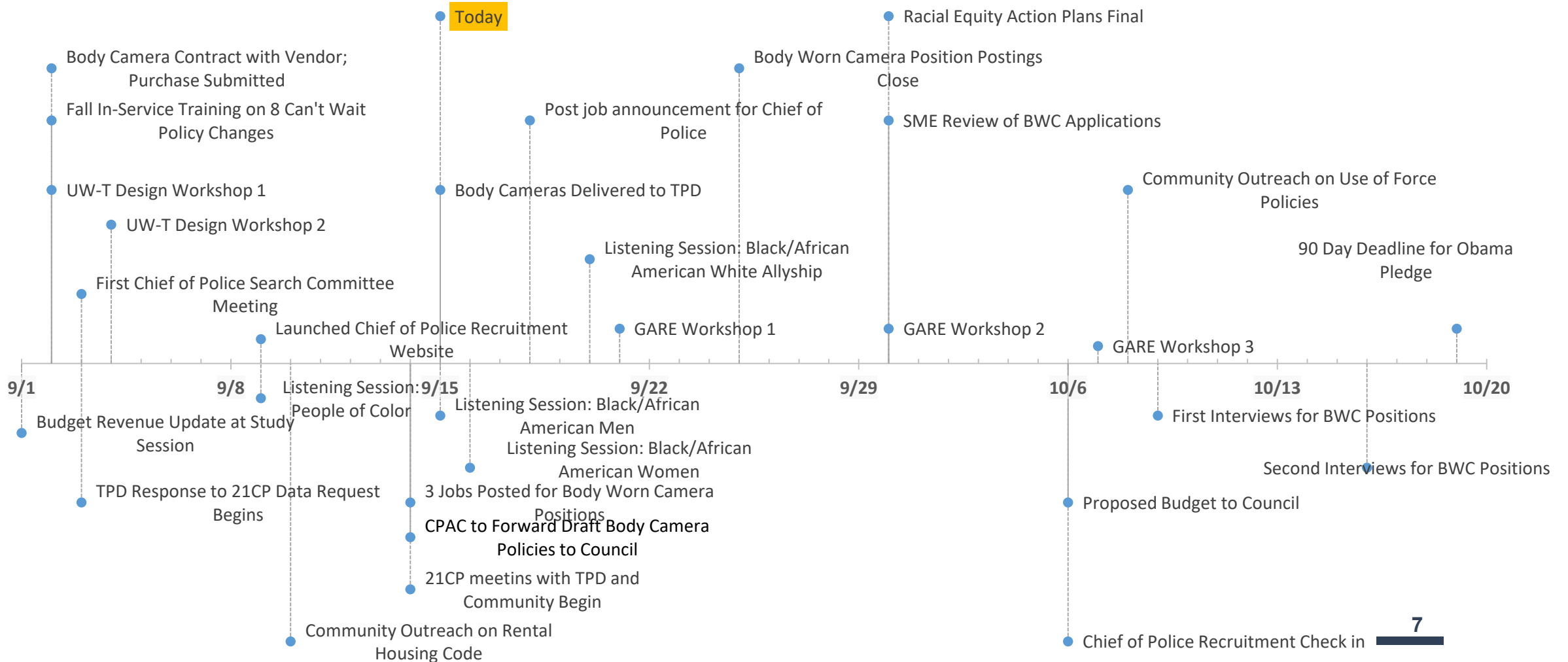
- Planned and in Progress
- Plan under Development
- To Be Developed

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"> • 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 • All (400+) budget proposals included analysis of equity impacts & Racial Equity Action Plans (REAP) 	<ul style="list-style-type: none"> • Proposed budget to Council by 10/6 • Analysis of Balancing Act survey data by demographic and location breakdowns • 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"> • 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 • 9/9 Listening Session: People of Color 	<ul style="list-style-type: none"> • GARE Workshops on 9/21, 9/30, 10/7 • Listening Sessions on 9/9, 15, 16, 20 • Final Departmental Racial Equity Action Plans due 9/30 • Second round of employee listening sessions (mid-September) • Incorporating equity into “ci4i” process improvement Framework
Section 3: Current State Assessment of TPD Systems	●	<ul style="list-style-type: none"> • 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 (engagements later this week) • Analyzing alignment of staffing study recommendations
Section 4: Administrative Changes and Process Improvements to Increase Transparency in Policing	●	<ul style="list-style-type: none"> • BWC Public Disclosure Analyst positions posted 9/14 • Body Worn Cameras Delivered to TPD 9/11 • Launched Chief of Police recruitment webpage • First meeting of Chief of Police Search Committee 9/3 • Chief of Police info gathering with TPD, Council, Mayor 9/28 • Applications for Independent Investigation Teams Closed 8/31 Received 72 applications; 29 met residency req. 	<ul style="list-style-type: none"> • Chief of Police job post 9/18 • Body Worn Camera Position Hiring in process 9/14 - December • 8 Can’t Wait Practical Training at TPD In Service 9/2 • Appointment for Chief of Police Search Committee Underway • Negotiations with Police Labor Unions
Section 5: Legislative Platform to Transform Institutional Racism	●		<ul style="list-style-type: none"> • State-level priorities workshop in late September • Draft for Council/Board discussion on November 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

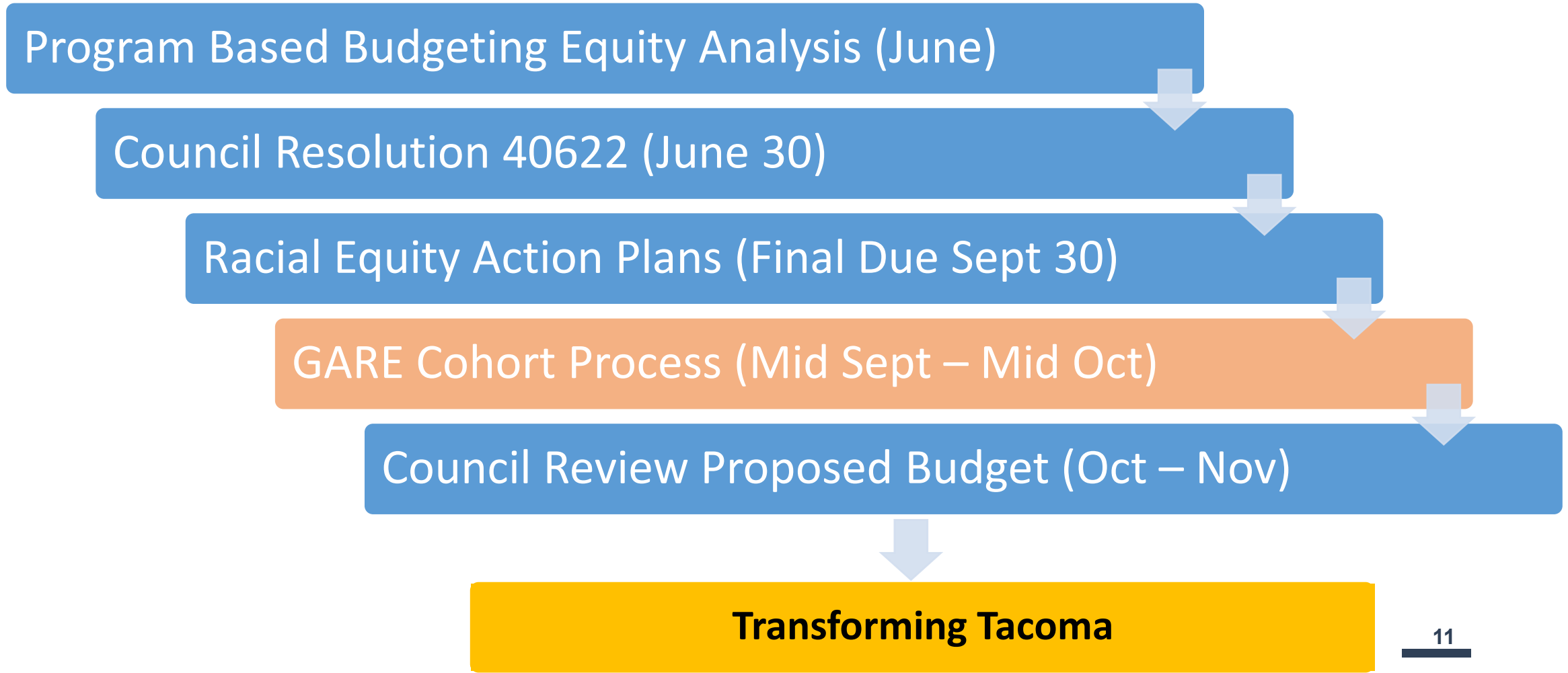


City of Tacoma (Organization) Actions

- As directed by Council in Section 2 and Section 4 of 40622:
 - Section 2: Transforming Existing Programs
 - Section 4: Administrative Changes and Process Improvements
- Continued work on projects in process:
 - Body Worn Cameras, 21CP Assessment of TPD, Chief of Police Recruitment, etc.
- Additional internal work building upon budget development and Racial Equity Action Plan (REAP) efforts supported by the City's GARE (Government Alliance for Racial Equity) cohort



Getting to Organizational Transformation



UTILIZE Tacoma GARE Cohort in Organizational Transformation Efforts



- The **Government Alliance on Race and Equity (GARE)**
 - National network of governments working to achieve racial equity and advance opportunities for all
- Tacoma **GARE Cohort**
 - Cross section of departmental staff trained in GARE methods for becoming anti-racist organization

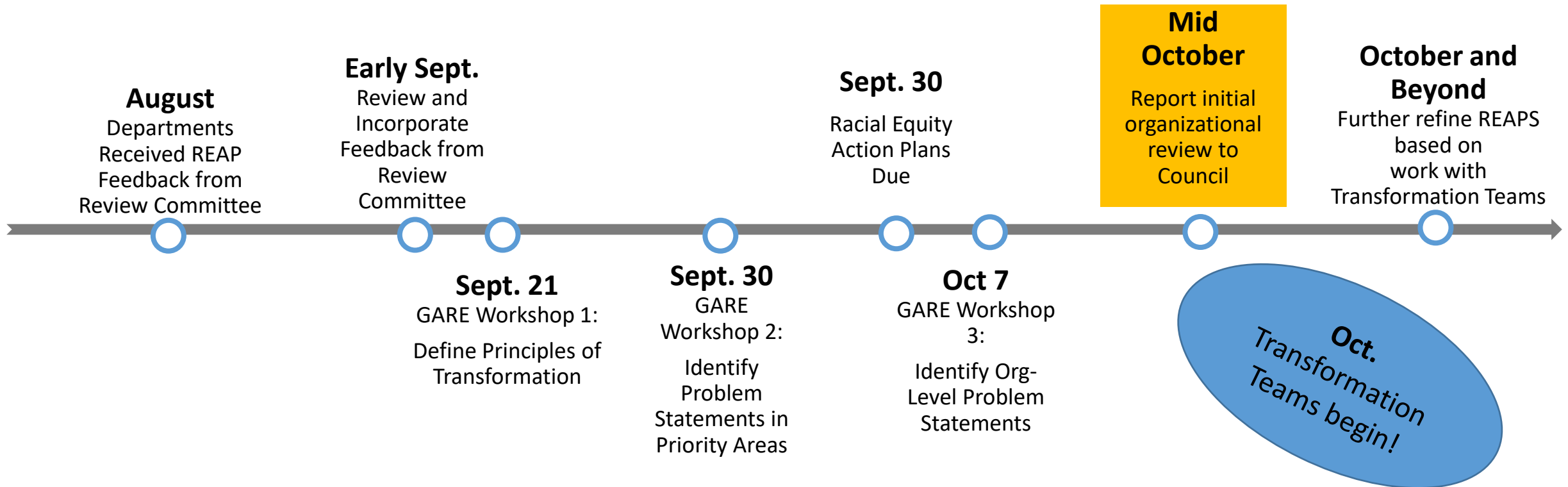


GARE Cohort Process and Deliverables



- Define Principles of Transformation
 - What does it mean to be an anti-racist organization?
- Perform Root Cause Analysis
 - Ensure working on causes not symptoms
 - Highlight priority areas for focus at the organization-wide level
- Support departments and enhance REAPs by:
 - Draft clear, distinct problem statements
 - Identify gaps in REAPs using research-based best practices
- Identify key indicators and accountability mechanisms

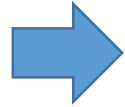
Timeline: Administrative Review of COT





The Path Forward

Community-led issues



Community Led Network Leadership Approach



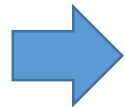
Transforming Tacoma



Anti-Racist Community

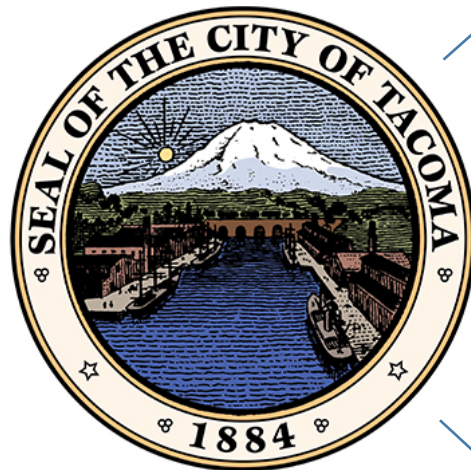
Anti-Racist Organization

City of Tacoma (Organizational Actions)



CoT Organizational Issues

Council Leadership in Transformation



Resolution 40622

- Identified 5 areas of focused effort in 40622
- Prioritized policing
- Directed City Manager to review all programs for administrative changes

Council Priorities

- Established 6 Community Priorities that will be focus areas for COT transformation work

Policy and Resourcing

- Adopt the 2021-2022 Biennial Budget
- Adopt Transformation Legislative Agenda (State, Federal)
- Review and approve proposed policy changes as identified by transformation teams
- Idea Generation for Policy Development



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