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
• 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?

voicesofttacoma@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
# Systems Transformation Update

<table>
<thead>
<tr>
<th>Resolution Section</th>
<th>Status</th>
<th>Recent Accomplishments</th>
<th>In Progress/Up Next</th>
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</thead>
</table>
| **Section 1: Anti-Racist focused Budget Development** | ![Green](#) | • 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) | • 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** | ![Green](#) | • 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 | • 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** | ![Green](#) | • Established [voicesoftacoma@21cpsolutions.com](mailto: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 (engagements later this week)  
• Analyzing alignment of staffing study recommendations |
| **Section 4: Administrative Changes and Process Improvements to Increase Transparency in Policing** | ![Green](#) | • BWC Public Disclosure Analyst positions posted 9/14  
• Body Worn Cameras Delivered to TPD 9/11  
• Launch Chief of Police recruitment [webpage](https://example.com)  
• 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. | • 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** | ![Green](#) | | • 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

- **Today**
  - Body Camera Contract with Vendor; Purchase Submitted
  - Fall In-Service Training on 8 Can’t Wait Policy Changes

- **9/8**
  - UW-T Design Workshop 1

- **9/15**
  - UW-T Design Workshop 2
  - First Chief of Police Search Committee Meeting
  - Launched Chief of Police Recruitment Website

- **9/22**
  - Listening Session: Black/African American Men
  - Listening Session: Black/African American Women
  - 3 Jobs Posted for Body Worn Camera Positions
  - CPAC to Forward Draft Body Camera Policies to Council
  - 21CP meets with TPD and Community Begin

- **9/29**
  - Body Cameras Delivered to TPD
  - Listening Session: Black/African American White Allyship

- **10/6**
  - Post job announcement for Chief of Police
  - Body Worn Camera Position Postings Close
  - SME Review of BWC Applications

- **10/13**
  - Community Outreach on Use of Force Policies
  - GARE Workshop 1
  - Listening Session: Black/African American Men

- **10/20**
  - GARE Workshop 2
  - Listening Session: Black/African American Women
  - GARE Workshop 3
  - Proposed Budget to Council

- **9/1**
  - Budget Revenue Update at Study Session

- **9/8**
  - TPD Response to 21CP Data Request Begins

- **9/15**
  - Community Outreach on Rental Housing Code

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

- **9/29**
  - 21CP meets with TPD and Community Begin

- **10/6**
  - First Interviews for BWC Positions

- **10/13**
  - Second Interviews for BWC Positions

- **10/20**
  - 90 Day Deadline for Obama Pledge
  - Chief of Police Recruitment Check in
## Draft Transformation Timeline

<table>
<thead>
<tr>
<th>Section 1:</th>
<th>Keep anti-racism as a top priority in the process of budget development and economic recovery from Proposed Budget to Council, Council Study Sessions, and Adopted Budget.</th>
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</thead>
<tbody>
<tr>
<td>Section 2:</td>
<td>Prioritize anti-racism in new policies and programs and the transformation of existing programs (sta Racial Equity Action Plans (REAPs)). Final REAPs Due.</td>
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<tr>
<td>Advanced Racial Equity Training: Social Conditioning on Race, Senior Leader Training, Facilitator Training, and Broader Roll Out.</td>
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<td>Section 3:</td>
<td>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, and Review of community policing and engagement study.</td>
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All sections will be informed by community involved processes.
**Draft Transformation Timeline**

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<tr>
<th>Section 4: Improve transparency and accountability in policing via interim administrative changes and process</th>
<th>Sep</th>
<th>Oct</th>
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<td><strong>Section 5: Build a legislative platform at the local, state, and federal levels that works to transform institutions</strong></td>
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<td>Developing agenda for state and federal priorities for 2021</td>
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All sections will be informed by community involved processes
• 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

- Program Based Budgeting Equity Analysis (June)
- Council Resolution 40622 (June 30)
- Racial Equity Action Plans (Final Due Sept 30)
- GARE Cohort Process (Mid Sept – Mid Oct)

Council Review Proposed Budget (Oct – Nov)

Transforming Tacoma
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
• 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

**August**
- Departments Received REAP Feedback from Review Committee

**Early Sept.**
- Review and Incorporate Feedback from Review Committee

**Sept. 21**
- GARE Workshop 1: Define Principles of Transformation

**Sept. 30**
- GARE Workshop 2: Identify Problem Statements in Priority Areas

**Sept. 30**
- GARE Workshop 3: Identify Org-Level Problem Statements

**Mid October**
- Report initial organizational review to Council

**October and Beyond**
- Further refine REAPS based on work with Transformation Teams

Oct. Transformation Teams begin!
The Path Forward

Community Led Network Leadership Approach

City of Tacoma
(Organizational Actions)

Transforming Tacoma

CoT Organizational Issues

Community-led issues

Anti-Racist Community

Anti-Racist Organization
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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