Update on Systems Transformation
City of Tacoma | City Manager’s Office
Study Session
10/20/2020
• Council Actions and HEAL the HEART of Tacoma (Community Led Systems Transformation)
  • Core Coordinating Team Application Available 10/20
  • Presentation to Anchor Institutions 10/29

• Section 1: Anti-Racist Focused Budget Development
  • Affordable Housing and Health Priority Areas Study Session 10/20
  • Access to Infrastructure Priority Area Study Session 10/27
New Items

• Section 2: New Policies & Transforming Existing Programs
  • GARE Workshop Identified Themes; Created a Rubric for Prioritization 10/16
    • Finalizing problem statements for City leadership review

• Section 3: Current State Analysis of TPD Systems
  • Second day long virtual site visit with TPD staff 10/14
    • Meetings with personnel across all bureaus: Investigative Bureau; Operations Bureau; Criminal Investigations and Special Investigations; Community Relations and Public Information; Internal Affairs
New Items

• Section 4: Administrative Changes & Process Improvements
  • Initial review of applications for Body Worn Camera Public Disclosure Analyst Positions
  • Obama Pledge
    • Submitting initial 90-day report to My Brother’s Keeper Alliance this week to include updates on 8 Can’t Wait, Body Cameras, and additional actions taken by CPAC
Section 4: Administrative Changes & Process Improvements (cont.)

- Chief of Police Recruitment
  - Town Hall with TPD employees 10/15
  - Met with Latinx Unidos of the South Sound community group 10/17
  - Launched survey for community input regarding next police chief
    - Advertised in Tacoma News Tribune 10/16, on City Social Media, and on the Chief of Police Recruitment Page
  - Launched survey for TPD employees for input regarding next police chief
  - Meeting with Racial Equity Action Network 10/21
  - Continuing to schedule meetings with external stakeholder groups
Chief of Police Recruitment Survey (Closes 10/23)

We want to hear from the community about what is important to you when recruiting the next Chief of Police. Please share your feedback by taking this brief survey by October 23, 2020.

https://www.surveymonkey.com/r/RS5H9FN
Reminder

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

voicesoftacoma@21cpsolutions.com
# 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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</table>
| Council Action and HEAL the HEART of Tacoma | ![Green Circle] | • Core Coordinating Team Applications Available 10/20  
• Mayor presented to stakeholder groups 10/7-13  
• Mayor presentation of HEAL the HEART of Tacoma to Council 10/6  
• $75,000 in startup funding from Council Contingency 10/6 | ![Green Circle] | • Presentation to Anchor Institutions scheduled 10/29 |
| ![Green Circle] | | ![Orange Text] | |
| **Section 1:** Anti-Racist focused Budget Development | ![Green Circle] | • Affordable Housing & Health Priority Areas Study Session 10/20  
• Community Safety Priority Area Study Session 10/13  
• Proposed budget to Council 10/6 | ![Green Circle] | • Access to Infrastructure Priority Area Study Session 10/27  
• Evaluation of financial impacts and mitigation approaches through service delivery transformation |
| ![Green Circle] | | | |
| **Section 2:** New Policies and Programs / Transforming Existing Programs | ![Green Circle] | • Created rubric to prioritize problem statements 10/16  
• Advanced Racial Equity Training (Cohort 1 of 3) 10/9  
• GARE Workshop 3 Completed 10/7 | ![Green Circle] | • Finalizing GARE problem statements for City leadership review 10/21  
• October – December: OEHR leads capacity building efforts to ensure readiness to execute on plans beginning 1/1/2021 |
| ![Green Circle] | | ![Orange Text] | |
| **Section 3:** Current State Assessment of TPD Systems | ![Green Circle] | • 21CP Community Meeting w/ Asian Pacific Cultural Center 10/17  
• 2nd Virtual site visit with TPD 10/14  
• 21CP completed analyzing all relevant policies  
• 21CP virtual site with TPD 10/7  
• Established voicesoftacoma@21cpsolutions.com | ![Green Circle] | • 21CP to meet with community stakeholders  
• Analyzing alignment of staffing study recommendations |
| ![Green Circle] | | | |
| **Section 4:** Administrative Changes and Process Improvements to Increase Transparency in Policing | ![Green Circle] | • Meeting with Latinx Unidos of the South Sound 10/17  
• Launched **survey for community** input for CoP recruitment  
• Launched survey for TPD input for CoP recruitment  
• Town Hall Meeting w/ TPD staff for CoP Recruitment 10/15  
• Met with “Conversations on Race” community group 10/9  
• Began sourcing CoP candidates via LinkedIn, etc. 10/7 | ![Green Circle] | • **Survey for community** input for CoP recruitment closes 10/23  
• Meeting with Racial Equity Action Network 10/21  
• Continued 8 Can’t Wait Training during fall in service 9/2 – 10/28  
• Negotiations with Police Labor Unions |
| ![Green Circle] | | ![Orange Text] | |
| **Section 5:** Legislative Platform to Transform Institutional Racism | ![Green Circle] | • Federal political landscape and priorities discussion with Council—Committee of the Whole 10/13  
• Draft State Legislative Agenda at Study Session 9/29 | ![Green Circle] | • Draft for Council/Board discussion on 11/17  
• Developing draft legislative agenda for state and federal priorities for 2021 |
| ![Green Circle] | | | |
Next Steps Timeline

- **Today**
  - Federal Political Landscape & Priorities Discussion at Committee of the Whole
  - Community Safety Priority Area Study Session

- **10/13**
  - 21CP Virtual Site Visit
  - Core Coordinating Team Applications Available

- **10/20**
  - Town Hall Meeting with TPD Employees re: CoP Recruitment
  - CoP Recruitment Community Survey in TNT

- **10/27**
  - Affordable Housing Priority Area Study Session
  - Health Priority Area Study Session
  - CoP Recruitment Community Survey Closes
  - Access to Infrastructure Priority Area Study Session

- **11/3**
  - HEAL the HEART of Tacoma Presentation to Anchor Institutions
  - CoP Recruitment Meeting with Racial Equity Action Network
  - CoP Recruitment Community Survey Closes
## Draft Transformation Timeline

All sections will be informed by community involved processes.

<table>
<thead>
<tr>
<th>Section 1: Keep anti-racism as a top priority in the process of budget development and economic recovery from Proposed Budget to Council</th>
<th>Sep</th>
<th>Oct</th>
<th>Nov</th>
<th>Dec</th>
<th>Q1 2021</th>
<th>Q2 2021</th>
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<tbody>
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<td>Council Study Sessions</td>
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| 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 | | | | | | | |

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<th>Advanced Racial Equity Training: Social Conditioning on Race</th>
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<th>Section 3: Assess the current state of systems in place at the Tacoma Police Department</th>
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<td>Review TPD Policies, Procedures, and Protocols</td>
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<td>Review of TPD technology systems, data, and data analysis</td>
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<td>Qualitative audit of TPD investigations</td>
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<td>Review of community policing and engagement study</td>
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### Draft Transformation Timeline

#### 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

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