



# Update on Systems Transformation

City of Tacoma | City Manager's Office

**Study Session**

**7/20/2021**





# New Items



- Section 2: New Policies & Transforming Existing Programs
  - Human Resources Director Recruitment
    - In person interviews with Director of Utilities and City Manager & mock staff meeting 7/19
    - Government Performance and Finance Committee interviews 7/20
  - Supervisor Policy Learning Program Update
    - Rebuilding supervisory training program to incorporate principles of anti-racist transformation, best-management principles, and other City values to build supervisors' ability to manage a diverse workforce
    - [Request for proposals](#) available to vendors 7/14
    - Proposals are due by 11 AM Pacific time, 8/10
  - Eviction Moratorium
    - CVS committee presentation including updates and recommendations on city strategy for the end of the state eviction moratorium 7/22

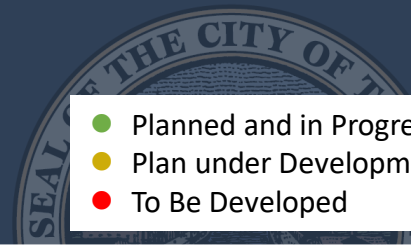


# New Items



- Section 3: Current State Analysis of TPD
  - Body Worn Cameras & Dashboard Cameras
    - Presentation to CVS on ARPA funding and project timeline 7/22
- Section 4: Administrative Changes & Process Improvements
  - Executive meeting on HB 1310 intent and implementation 7/19
  - Legislation-related TPD Policy Updates
    - P1.6 Fairness and Equality (Off Duty Bias Free 21CP) Awaiting approval signatures
    - P2.3 Uniforms, Grooming, Equip (ECT Carry) Awaiting approval signatures
    - P3.2 Use of Force Vehicle Operations (21CP recommended changes) Awaiting approval signatures
    - P3.1 Use of Force (HB1310/21CP changes) Final draft completed; in the approval process 7/13
    - New Policy: De-Escalation procedure (21CP/I-940) Final draft completed; in the approval process 7/13

\*New items in orange text



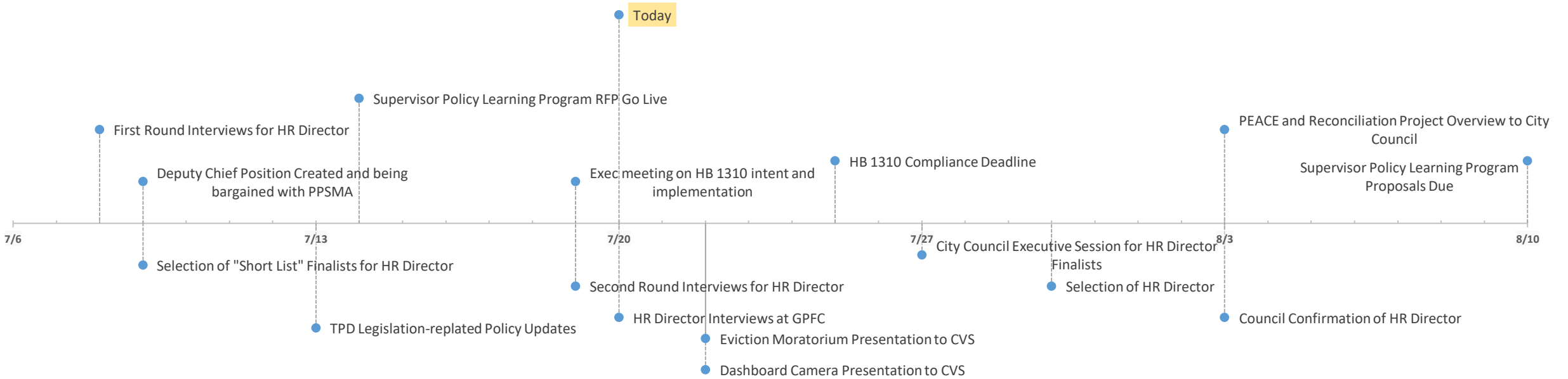
# Systems Transformation Update

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

Resolution Section	Status	Recent Accomplishments	In Progress/Up Next
<b>Council Action and HEAL the HEART of Tacoma</b>	<span style="color: green;">●</span>	<ul style="list-style-type: none"> <li>• Heal the Heart Update presentation at Study Session 6/22</li> <li>• Council confirmation of 2 new CCT Appointment 6/8</li> <li>• CCT update to Council on foundation building work 3/16</li> </ul>	<ul style="list-style-type: none"> <li>• Establishing 2 Transformation Teams</li> <li>• Finalizing contract extensions with Colemon &amp; Associates for CCT facilitation &amp; support</li> <li>• Finalizing contract extensions with Greater Tacoma Community Foundation for CCT honorariums</li> </ul>
<b>Section 1: Anti-Racist focused Budget Development</b>	<span style="color: green;">●</span>	<ul style="list-style-type: none"> <li>• <span style="color: orange;">ARPA funding priority buckets established</span></li> </ul>	
<b>Section 2: New Policies and Programs / Transforming Existing Programs</b>	<span style="color: green;">●</span>	<ul style="list-style-type: none"> <li>• <span style="color: orange;">HR Director Recruitment (in process) confirmation expected 8/3</span></li> <li>• <span style="color: orange;">Supervisory Policy Training Program Update RFP live 7/14</span></li> <li>• <span style="color: orange;">CVS Presentation on Eviction Moratorium 6/24 &amp; 7/22</span></li> <li>• PEACE and Reconciliation Coordinator Began 6/21</li> <li>• Workforce Equity Study Report Roll Out 5/3-5/11</li> </ul>	<ul style="list-style-type: none"> <li>• OEHR/Project PEACE Exec Cmt. to establish role in reconciliation</li> <li>• NCS position to support community safety on hold</li> <li>• OEHR/EEO/HR Retention Strategies Recommendations to CMO/UD</li> <li>• 4/15 CCR – OEHR explore establishment of paid cultural or heritage holiday for City Staff. Presentation to GPFC by end of September</li> </ul>
<b>Section 3: Current State Assessment of TPD Systems</b>	<span style="color: green;">●</span>	<ul style="list-style-type: none"> <li>• <span style="color: orange;">Presentation to CVS on BWC and Dashboard Cameras 7/22</span></li> <li>• ARPA and Camera Funding at CVS 6/24</li> <li>• TPD Legislation-related policy updates 7/13</li> <li>• 21CP presentation to Council 5/18</li> <li>• Alternative Response Study Report Roll Out 4/30 – 5/14</li> </ul>	<ul style="list-style-type: none"> <li>• TPD Alternative Response Study at Council Study Session 6/29</li> </ul>
<b>Section 4: Administrative Changes and Process Improvements to Increase Transparency in Policing</b>	<span style="color: green;">●</span>	<ul style="list-style-type: none"> <li>• <span style="color: orange;">TPD Administrative Policy Updates in Response to State Legislation (pending final approval)</span></li> <li>• <span style="color: orange;">Executive meeting on HB 1310 intent and implementation 7/19</span></li> <li>• Priority Area Initiative Inventory Regroup Meetings 5/25 – 6/2</li> <li>• 256/256 body worn cameras deployed 2/28</li> </ul>	<ul style="list-style-type: none"> <li>• <span style="color: orange;">Implementation of Policies to respond to recent state legislation</span></li> </ul>
<b>Section 5: Legislative Platform to Transform Institutional Racism</b>	<span style="color: green;">●</span>		



# Short Range Timeline





# Long Range Transformation Timeline

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec
<b>HEAL the HEART of Tacoma</b>												
Finalize Core Coordinating Team Admin Contract	█											
CCT meeting twice monthly to establish foundation	█	█	█	█	█	█						
Establish CCT Charter			█	█	█	█						
CCT appoints the Policing Transformation Team						█	█	█				
<b>Section 1: Keep anti-racism as a top priority in the process of budget development and economic recovery from COVID-19</b>												
Equity Analysis in Budget Proposals			█	█								
Reappropriation Budget Adjustment				█	█							
Council Adopts Reappropriation					█	█						
Equity Analysis in Budget Proposals								█	█			
Mid Biennium Modification									█	█		
<b>Section 2: Prioritize anti-racism in new policies and programs and the transformation of existing programs (starting with policing)</b>												
<b>Anti-Racist Strategic Plan</b>												
Anti-Racist Transformation Objective Development			█	█	█							
City Program & Transformation Objective Alignment					█	█						
Identify Priority Transformation Projects					█	█	█					
Deploy Centralized Resources to Support Anti-Racist Transformation Projects					█	█	█	█				
<b>Racial Equity Action Plans (REAPs)</b>												
Pilot Accountability Mechanisms	█	█	█	█	█	█	█					
Mid Year Review of REAPs						█	█					
<b>Workforce Equity Study</b>												
Data Analysis	█	█	█									
Final Report				█	█	█						
Prioritize Recommendations						█	█					
Deploy Solutions							█	█	█	█	█	█
<b>NCS Safety Position</b>												
Recruitment and Hiring					█	█						

All sections will be informed by community involved processes



# Long Range Transformation Timeline

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec
<b>PEACE and Reconciliation</b>												
Coordination with NNSC												
Project PEACE Position Filled												
Project PEACE Policy and Community Engagement Work Begins												
<b>Retention Strategies</b>												
Retention Team provides recommendations												
Initial implementation support for organization-wide BIPOC retention efforts												
<b>Racial Equity Training</b>												
Social Conditioning on Race Citywide Roll Out												
Implicit Bias Training with City Council												
Equity 101 with TPD												
<b>Section 3: Assess the current state of systems in place at the Tacoma Police Department</b>												
<b>21CP Analysis of TPD</b>												
Staff Review of Preliminary Recommendations												
Final Report from 21CP												
Prioritize and Implement												
<b>Divertible Calls Study</b>												
Data Gathering, Interviews												
Final Draft of Report												
Prioritize and Implement												
<b>Section 4: Improve transparency and accountability in policing via interim administrative changes and process improvements</b>												
<b>Police Chief Recruitment</b>												
Community Outreach												
Position Posted - Outreach and Advertising												
Position Closes												
Candidate Interviews												
Background Check/Reference Checks												
Appointment of Police Chief												
<b>Body Worn &amp; Dashboard Cameras</b>												
80 Officer Pilot Deployment												
255 Cameras Deployed to All Patrol Officers												
17 Additional Cameras Deployed to Special Teams												
Plan for Dashboard Cameras												
Dashboard Camera Pilot Project												
Policy evaluation and development												
<b>Section 5: Build a legislative platform at the local, state, and federal levels that works to transform institutions impacted by systemic racism</b>												
Legislative Session Begins 1/11/2021												

All sections will be informed by community involved processes



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