



# Update on Systems Transformation

City of Tacoma | City Manager's Office

**Study Session**

**1/5/2021**





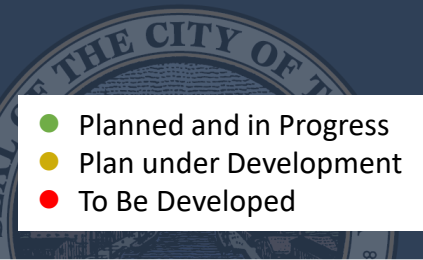
- Section 2: New Policies & Transforming Existing Programs
  - Chief Equity Officer recruitment
    - SME panel has reviewed applications and has requested supplemental information from candidates in preparation for semi-finalist interviews
    - Semi-finalist interviews are projected to begin the last week of January
    - Final interviews projected for mid-February
  - Social Conditioning on Race trainings scheduled every-other-month for 2021
- Section 4: Administrative Changes & Process Improvements
  - Interim Police Chief Mike Ake Announced 12/28 (Started 1/1)
  - Body Worn Cameras
    - Training officers field evaluation of Axon BWC is proceeding as planned
    - Deployment to 80 Patrol and Community Oriented Policing Officers 1/4

**COMMUNITY INPUT NEEDED**  
on Current State of TPD Operations

[voicesoftacoma@21cpsolutions.com](mailto:voicesoftacoma@21cpsolutions.com)



\*New items in orange text



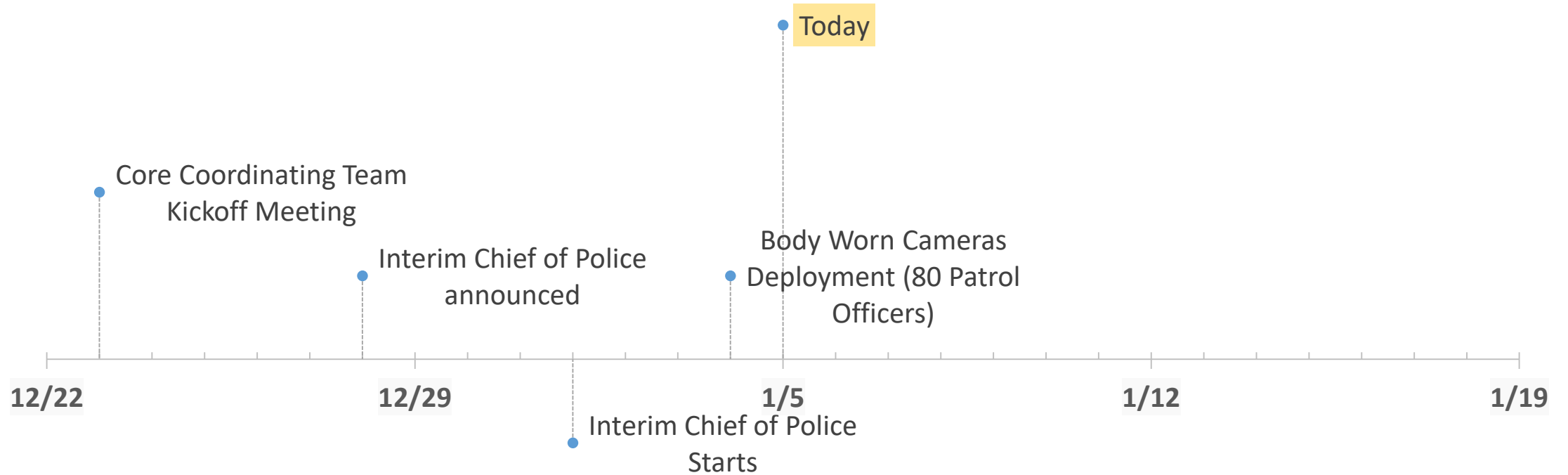
- Planned and in Progress
- Plan under Development
- To Be Developed

# Systems Transformation Update

Resolution Section	Status	Recent Accomplishments	In Progress/Up Next
<b>Council Action and HEAL the HEART of Tacoma</b>	<span style="color: green;">●</span>	<ul style="list-style-type: none"> <li>• Core Coordinating Team Kickoff 12/23</li> <li>• Community partner identified for CCT stipend administration 12/9</li> <li>• Core Coordinating Team appointed 12/8</li> <li>• Mayor’s Youth Commission Presentation 11/21</li> <li>• CVS Interviews Applicants 11/19 &amp; 23</li> </ul>	<ul style="list-style-type: none"> <li>• In discussions with National Network for Safe Communities (NNSC) for grant-funded reconciliation process in Tacoma</li> </ul>
<b>Section 1:</b> Anti-Racist focused Budget Development	<span style="color: green;">●</span>	<ul style="list-style-type: none"> <li>• 2021-2022 Biennial Budget Adopted 11/24</li> <li>• Selected to participate in What Works Cities Budgeting for Equity and Recovery Program</li> </ul>	
<b>Section 2:</b> New Policies and Programs / Transforming Existing Programs	<span style="color: green;">●</span>	<ul style="list-style-type: none"> <li>• REAP Alignment workshops, 12/8 - 11</li> <li>• Final Senior Leader Trainings Social Conditioning on Race 12/11</li> <li>• Citywide employee engagement survey – survey closed 11/13</li> <li>• Advanced Racial Equity Training (Cohort 1 of 3) 10/9</li> </ul>	<ul style="list-style-type: none"> <li>• Chief Equity Officer semi-finalist interviews (late January)</li> <li>• Chief Equity Officer final interviews (mid-February)</li> </ul>
<b>Section 3:</b> Current State Assessment of TPD Systems	<span style="color: green;">●</span>	<ul style="list-style-type: none"> <li>• 21CP Meetings w/ Community Groups (ongoing)</li> <li>• 2<sup>nd</sup> virtual site visit with TPD 10/14</li> <li>• Established <a href="mailto:voicesoftacoma@21cpsolutions.com">voicesoftacoma@21cpsolutions.com</a></li> </ul>	
<b>Section 4:</b> Administrative Changes and Process Improvements to Increase Transparency in Policing	<span style="color: green;">●</span>	<ul style="list-style-type: none"> <li>• 80 Body Worn Cameras to be deployed to patrol officers 1/4/21</li> <li>• Interim Chief of Police Michael Ake 1/4</li> <li>• Body Worn Cameras deployed to training officers 12/14</li> <li>• CPAC meetings with 21CP and Nick Brown on oversight 12/2-3</li> <li>• IIT – 2 Community representatives trained, 3 additional selected</li> <li>• Second Public Disclosure Analyst Started 11/23</li> </ul>	
<b>Section 5:</b> Legislative Platform to Transform Institutional Racism	<span style="color: green;">●</span>	<ul style="list-style-type: none"> <li>• Legislative Agenda for State and Federal Priorities adopted 12/1</li> <li>• Federal political landscape and priorities discussion with Council— Committee of the Whole 10/13</li> </ul>	



# Next Steps Timeline



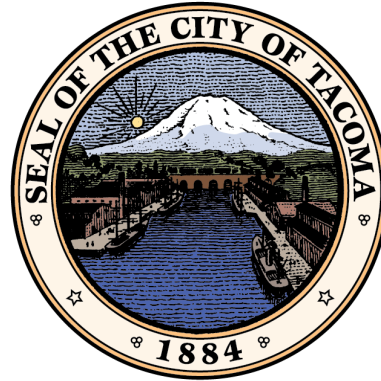


# Draft Transformation Timeline



	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec
<b>Section 1: Keep anti-racism as a top priority in the process of budget development and economic recovery from COVID-19</b>												
Reappropriation Budget Adjustment				■								
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>Racial Equity Action Plans (REAPs)</b>												
Pilot accountability mechanisms	■	■	■									
<b>Advanced Racial Equity Training: Social Conditioning on Race</b>												
Senior Leader Training												
Facilitator Training												
Broader Roll Out	■	■	■	■	■	■	■	■	■	■	■	■
<b>Section 3: Assess the current state of systems in place at the Tacoma Police Department</b>												
Contract with 21 Century Policing (21CP)												
21CP onboarding/CPAC Presentation												
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												
<b>Section 4: Improve transparency and accountability in policing via interim administrative changes and process improvements</b>												
<b>Body Worn Cameras</b>												
80 Officer Pilot Deployment	■	■										
<b>Chief of Police Recruitment</b>												
Interim Chief of Police Begins	■	■										
<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



# Police Body Worn Cameras

City of Tacoma  
**City Council Study Session**  
**January 5, 2021**





# Body Worn Camera Updates

- Body Worn Camera Policy
  - Local 6 and 26 have agreed to initial BWC policy and timeline
  - Community Police Advisory Committee Recommendations
    - Presented to Council Dec. 8, negotiations to take place Q1, 2021
  - Continue to work with Labor Partners to include CPAC Recommendations
- Vendor Selection: Axon
- Funding
  - Estimated annual costs: First Year: \$1.2 M; Ongoing: \$800K
- Redaction Civilian Staffing
  - 2 hired, 1 pending
  - Fee schedule adopted Nov. 24, set redaction fee at \$0.49/min



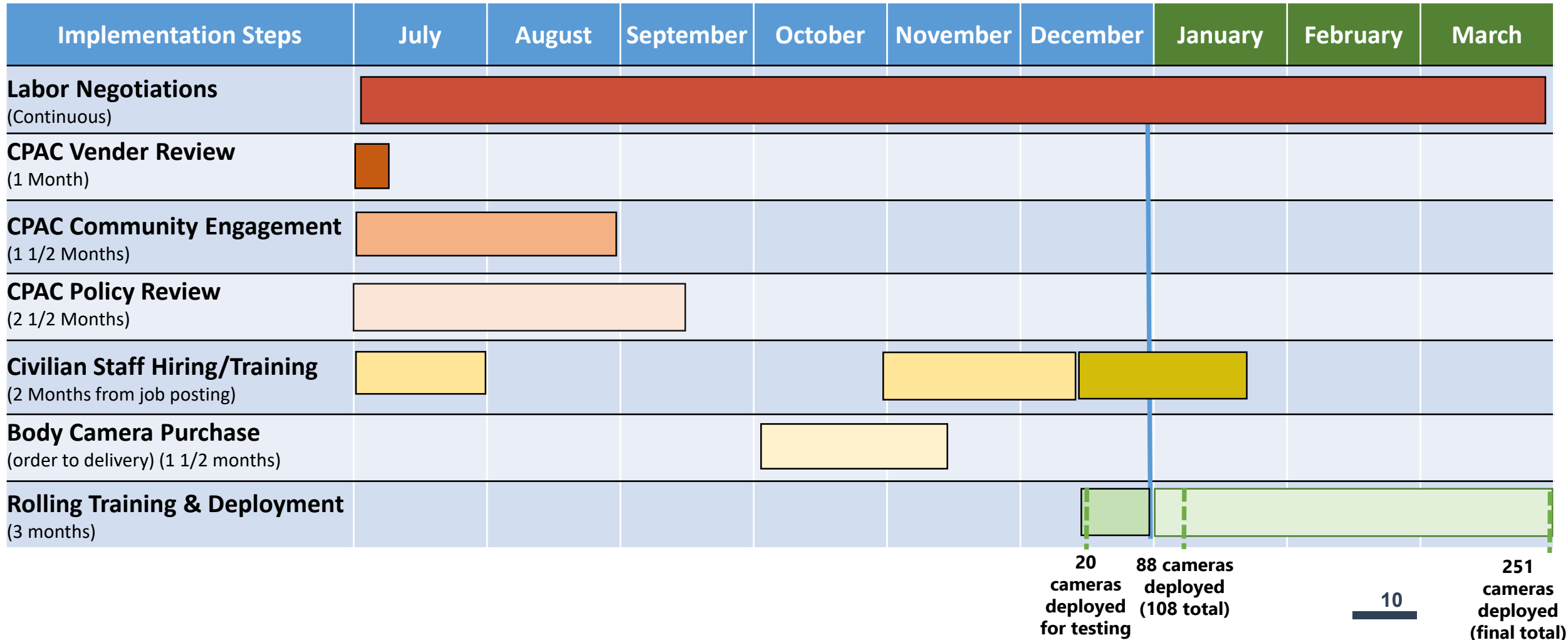
# Deployment



- Rolling deployment of 251 commissioned staff over three months
  - Prioritizing outward facing commissioned personnel
- Training included 4 hours per commissioned staff
  - Camera system operations
  - Policies / procedures
- Rollout balances effectiveness, equity, costs, officer backfill, and urgency

	December	January	February	March
Advance Deployment (Testing)	20			
Initial Rollout		88		
Remaining Rollout		143		

# Committed Timeline

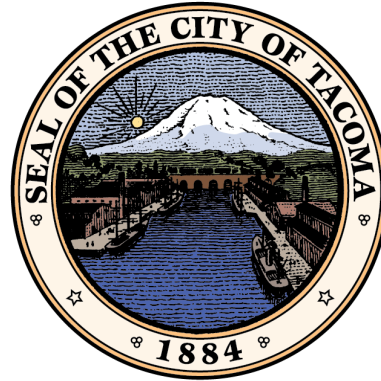




# Next Steps



- Updates to City Council after initial rollout
- Public Engagement
  - [Press Release 12/11/20](#)
  - [BWC program website](#)
  - Media
    - [BWC program explained](#)
    - [Quick overview](#)
    - [Recording process](#)
    - [Video uploading](#)
    - [Video review and redaction](#)
    - [Requesting a video](#)



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