



Update on Systems Transformation

City of Tacoma | City Manager's Office

City Council Meeting

4/13/2021





- Section 2: New Policies & Transforming Existing Programs
 - Workshops to identify high-level Anti-Racist objectives aligned with Council and organizational priority areas:
 - Housing 2/5
 - Access to Infrastructure 3/25
 - Jobs 3/29
 - Organizational Effectiveness 3/30
 - Health 3/31
 - Belief and Trust 4/7
 - Community Safety 4/8
 - Organizational Culture 4/15
 - Next steps: identify City programs and services that align with those objectives, identify potential opportunities to create anti-racist outcomes, and prioritize the work/allocate resources



- Section 2: New Policies & Transforming Existing Programs
 - Workforce Equity Study
 - Legal review of draft report completed 4/5
 - Final Workforce Equity Study report will be provided to HR by Keen Independent 4/27
 - Keen Independent scheduling presentations for:
 - City Directors and Superintendents 5/5
 - Civil Service Board 5/6
 - Joint Labor Committee 5/10
 - City Council/Utility Board 5/11
 - Tacoma Public Library Board TBD
 - Employee Town Hall TBD

New Items

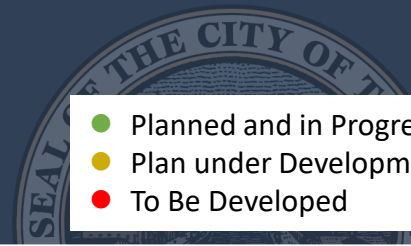


- Section 3: Current State Analysis of TPD
 - 21CP Current State Analysis
 - [Detailed report from 21CP with 64 recommendations posted 3/19](#)
 - 21CP meeting with CPAC to review results 4/12
 - 21CP presentation to City Council 4/20
 - Discussing and applying rubric for prioritization and implementation
 - Matrix TPD Alternative Response Study
 - Analyzing 311, encampment, Computer Aided Dispatch and Records Management System data
 - Preliminary analysis available to City by 4/16



- Section 5: Legislative Agenda at Local, State, and Federal Level
 - Transformation legislation that has passed:
 - ESHB 1267 establishing the Office of Independent Investigations
 - HB 1054 on police tactics, including the banning of chokeholds and no-knock warrants.
 - SB 5066 establishing a peace officer's duty-to-intervene in wrongful conduct situations
 - SB 5051 strengthening the grounds for decertification
 - HB 1310 on a statewide use-of-force standard
 - HB 1069 allows for cities imposing the mental health and chemical dependency sales tax to use the dollars for building modifications to address health and safety needs.

*New items in orange text



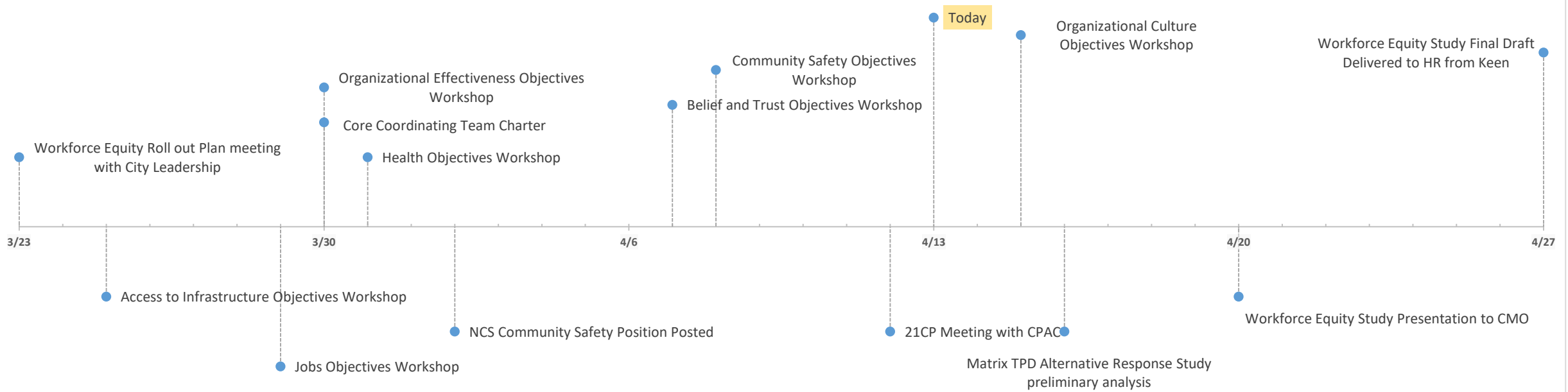
Systems Transformation Update

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

Resolution Section	Status	Recent Accomplishments	In Progress/Up Next
Council Action and HEAL the HEART of Tacoma	●	<ul style="list-style-type: none"> CCT update to Council on foundation building work 3/16 Meeting with congressional delegation 3/10 Mayor met with the Core Coordinating Team (CCT) about the vision for the policing transformation team 3/8 Council retreat session on transformation 2/27 	<ul style="list-style-type: none"> Finalize Core Coordinating Team Charter 3/31 Exploring grant opportunity through 2021 Global Mayor’s Challenge In discussions with National Network for Safe Communities (NNSC) for grant-funded reconciliation process in Tacoma
Section 1: Anti-Racist focused Budget Development	●	<ul style="list-style-type: none"> 2021-2022 Budget Book Finalized 2/22 Council Retreat Presentation on 2020 Actuals/2021 Calendar 2/27 2021-2022 Biennial Budget Adopted 11/24 	
Section 2: New Policies and Programs / Transforming Existing Programs	●	<ul style="list-style-type: none"> Anti-racist priority area workshops 2/5 – 4/15 PEACE and Reconciliation applications closed 3/15 Affordable Housing Action Strategy update at Study Session 2/23 Rental Housing Code Update at Study Session 2/23 Presentation on sales tax for affordable housing 2/23 	<ul style="list-style-type: none"> Workforce Equity Study Final Draft to HR 4/27 NCS position to support community safety transformation to be hired in June
Section 3: Current State Assessment of TPD Systems	●	<ul style="list-style-type: none"> 21CP meeting with CPAC 4/12 Detailed report from 21CP posted online 3/19 Independent Investigation Team (IIT) Recruitment Completed 2/16 City reviewing 64 initial recommendations 21CP Provided 64 initial recommendations 1/29 	<ul style="list-style-type: none"> Preliminary Analysis from Alternative Response Study 4/16 Body Worn Cameras deployed to all patrol officers 2/28 Final report with substantial discussion of analyzed data, rationale for recommendations, and examples of best/promising practices by 3/15
Section 4: Administrative Changes and Process Improvements to Increase Transparency in Policing	●	<ul style="list-style-type: none"> 256/256 body worn cameras deployed 2/28 2,115 videos uploaded to date 1/11 80 Body Worn Cameras to be deployed to patrol officers 1/4/21 Interim Chief of Police Michael Ake 1/4 	
Section 5: Legislative Platform to Transform Institutional Racism	●	<ul style="list-style-type: none"> HB 1267 (Office of Independent Investigations) and 1090 (Private Detention Center Ban) passed Senate Committees US House passed the George Floyd Justice in Policing Act 3/3 	



Next Steps Timeline





Long Range Transformation Timeline

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

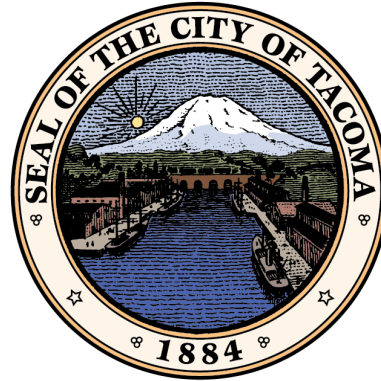
All sections will be informed by community involved processes



Long Range Transformation Timeline

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

All sections will be informed by community involved processes



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