



Update on Systems Transformation

City of Tacoma | City Manager's Office

Study Session

3/9/2021



New Items



- Heal the Heart of Tacoma



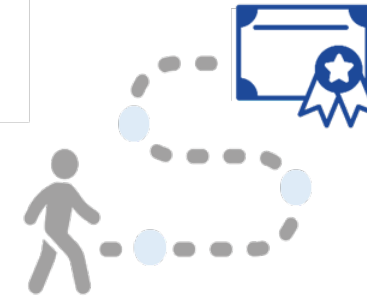
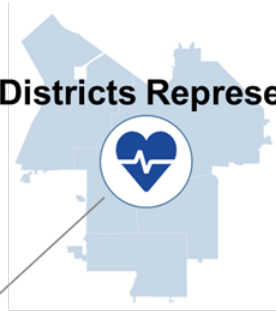
Diverse Community Voices

Representing lived experience of racism & disability
 Activists, youth, LGBTQ+, immigrants
 Members of faith, social justice & business communities



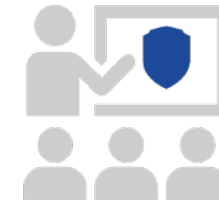
17 Members

All Districts Represented



Foundational Work

Policing Transformation





- Council Actions and HEAL the HEART
 - Mayor met with the Core Coordinating Team (CCT) about the vision for the policing transformation team 3/8
- Section 2: New Policies & Transforming Existing Programs
 - Workforce Equity Study
 - Developing communication & roll out plan week of 3/8
 - Leadership Review Group receives draft 3/12
 - Meeting with Keen Independent to present draft of Workforce Equity Study report to Leadership Review Group week of 3/15



New Items



- Section 3: Current State Analysis of TPD
 - Divertible Calls Study (Matrix)
 - Completed TPD Interviews
 - Analyzing Computer Aided Dispatch (CAD) data and 311 data
 - Developing descriptive profile that outlines TPD's current approach and an analysis of its activity, workload, surrounding context, and issues
- Section 4: Administrative Changes & Process Improvements
 - Deadly Force Review Board
 - Human Resources developing list of diverse community members to serve on review boards as needed

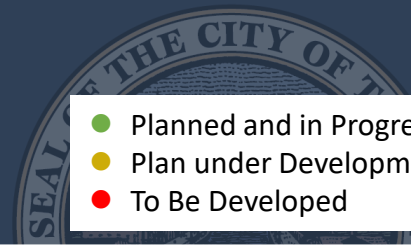


- Section 4: Administrative Changes & Process Improvements
 - Procedural Justice Training
 - 4 hour sessions for all commissioned personnel 3/16 – 4/1
 - Topics Covered:
 - Respect
 - Trustworthiness and Transparency
 - Giving Voice
 - Neutrality
 - Conducted by Lorie Fridell, PhD with [Fair and Impartial Policing, Inc.](#) the #1 provider of implicit-bias-awareness training for law enforcement in North America.
 - Logistical meeting to facilitate transition to virtual classes to avoid any delays due to COVID restrictions 3/11



- Section 5: Legislative Agenda at the Local, State, and Federal Level
 - HB 1267 establishing the Office of Independent Investigations passed the House of Representatives 3/3
 - Included amendment requested by City of Tacoma to include in-custody deaths in addition to use of deadly force incidents.
 - US House of Representative passed the George Floyd Justice in Policing Act 3/3

*New items in orange text



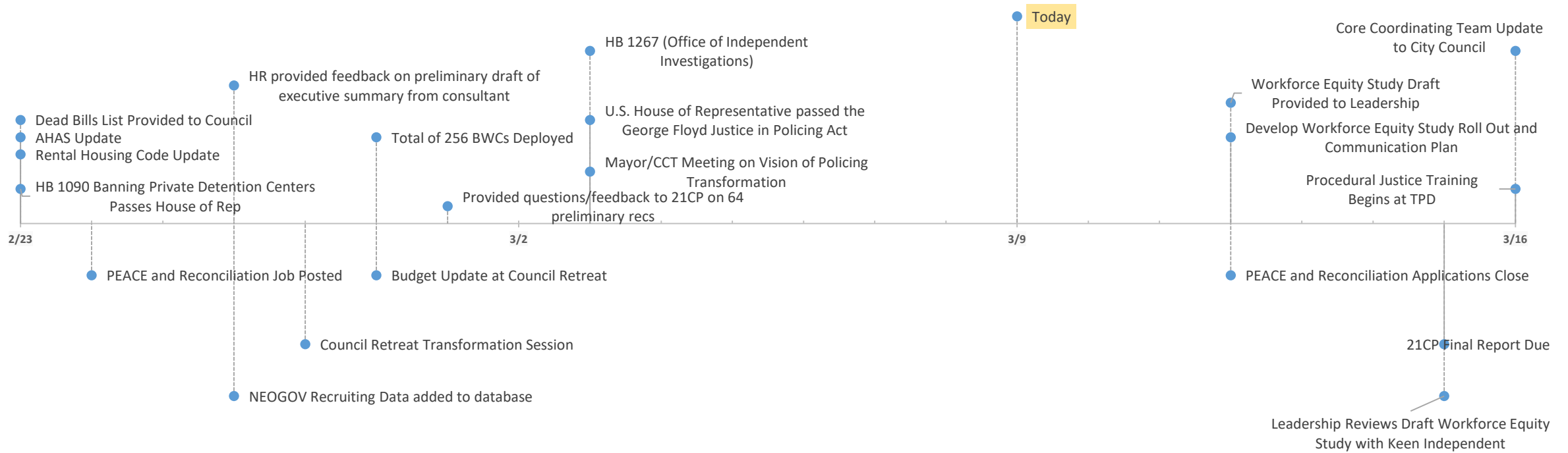
Systems Transformation Update

- 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"> • 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 • Staff presentation on policing transformation Work & timelines 2/8 	<ul style="list-style-type: none"> • CCT to provide an update to Council on foundation building work 3/16 • 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 • Selected to participate in What Works Cities Budgeting for Equity and Recovery Program 	
Section 2: New Policies and Programs / Transforming Existing Programs	●	<ul style="list-style-type: none"> • PEACE and Reconciliation Coordinator Position Posted 2/26 • 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 communication/roll out plan in development • Review draft of workforce equity study 3/15 • PEACE and Reconciliation applications close 3/12 • NCS position to support community safety transformation to be hired in March/April
Section 3: Current State Assessment of TPD Systems	●	<ul style="list-style-type: none"> • Independent Investigation Team (IIT) Recruitment Completed 2/16 • City reviewing 64 initial recommendations • 21CP Provided 64 initial recommendations 1/29 • NNSC Meetings with Project PEACE, Police Chief, CPAC 1/27-2/2 	<ul style="list-style-type: none"> • First Draft of Divertible Calls Study 4/1 • 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) passed the House 3/3 • US House passed the George Floyd Justice in Policing Act 3/3 • Several Council Members, DM, and Mayor provided testimony on numerous items of legislature 	



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	█	█	█									
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				█								
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)												
Racial Equity Action Plans (REAPs)												
Pilot accountability mechanisms	█	█	█	█	█	█						
Mid Year Review of REAPs						█	█					
Workforce Equity Study												
Data Analysis	█	█										
Final Report			█									
Project PEACE 2.0												
Project PEACE Position Filled					█	█						
Project PEACE Policy and Community Engagement Work Begins						█	█	█	█			

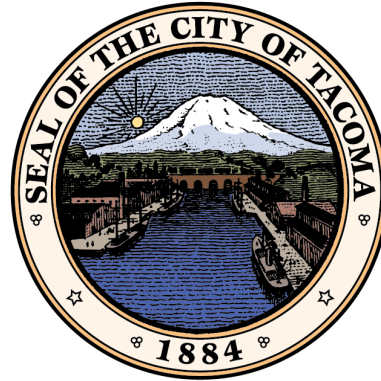
All sections will be informed by community involved processes



Long Range Transformation Timeline

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec
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		█	█									
Chief of Police Recruitment												
Interim Chief of Police Begins	█	█										
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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