



# Update on Systems Transformation

City of Tacoma | City Manager's Office

**City Council Meeting**

**6/22/2021**





# New Items



- Council Actions and HEAL the HEART
  - HEAL the HEART update at Study Session 6/22
- Section 2: New Policies & Transforming Existing Programs
  - Workforce Equity Study
    - Keen consultants at TPU's Management Forum 6/22
  - PEACE and Reconciliation
    - OEHR PEACE and Reconciliation new hire started 6/21
      - Meeting with NNSC for project orientation for new hire on 6/24
  - Human Resources Director Recruitment
    - [Position posted](#) and receiving applications through 6/30
    - Council Confirmation on August 3
    - Questions should be directed to Jeff Dvonch, Shey-Harding Executive Search: [jeff@shey-harding.com](mailto:jeff@shey-harding.com); (562) 252-8515; [www.shey-harding.com](http://www.shey-harding.com)

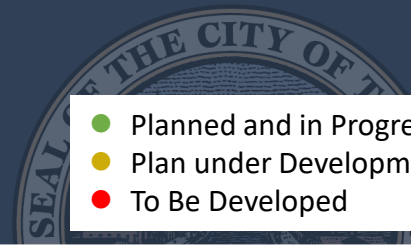


# New Items



- Section 3: Current State Analysis of TPD
  - Divertible Calls / Alternative Response Study
    - Matrix finished meeting with Councilmembers regarding the study
    - Study Session with full Council 6/29
  - 21CP Current State Analysis of TPD
    - [TPD's implementation progress related to the 64 recommendations](https://cityoftacoma.org/transform) is available on [cityoftacoma.org/transform](https://cityoftacoma.org/transform) and will be kept up-to-date weekly
- Section 4: Administrative Changes & Process Improvements
  - Body Worn Cameras/Dashboard Cameras
    - OMB and CI presenting ARPA and camera funding update at CVS on 6/24
  - Civilian Chief of Staff
    - HR has begun research and development of Chief of Staff classification

\*New items in orange text



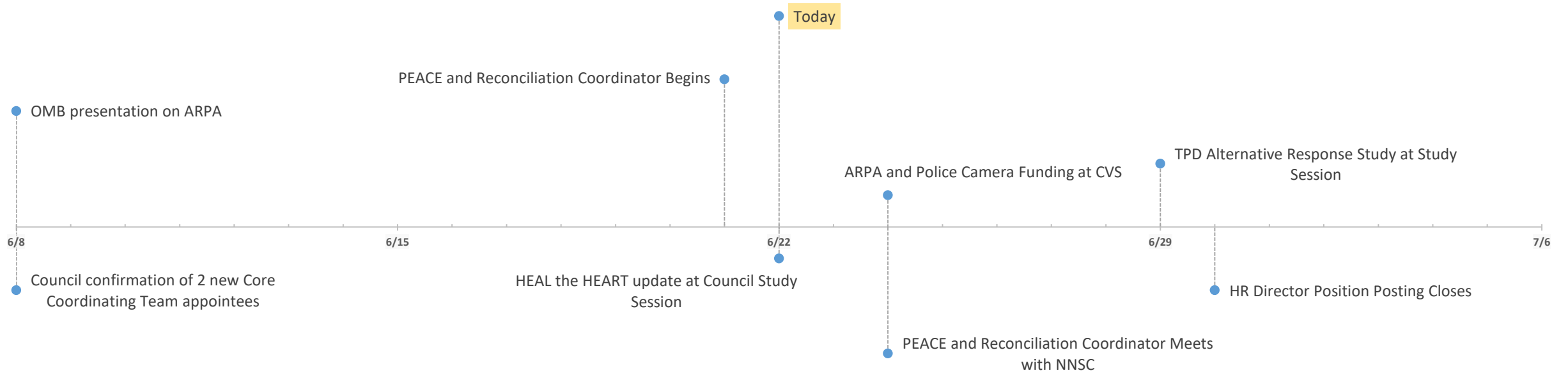
# Systems Transformation Update

- 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>	●	<ul style="list-style-type: none"> <li>● <b>Heal the Heart Update presentation at Study Session 6/22</b></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>● Finalize Core Coordinating Team Charter</li> <li>● Establishing 2 Transformation Teams</li> </ul>
<b>Section 1: Anti-Racist focused Budget Development</b>	●	<ul style="list-style-type: none"> <li>● 2021-2022 Budget Book Finalized 2/22</li> <li>● Council Retreat Presentation on 2020 Actuals/2021 Calendar 2/27</li> <li>● 2021-2022 Biennial Budget Adopted 11/24</li> </ul>	
<b>Section 2: New Policies and Programs / Transforming Existing Programs</b>	●	<ul style="list-style-type: none"> <li>● Workforce Equity Study Report Roll Out 5/3-5/11</li> <li>● Anti-racist priority area workshops 2/5 – 4/27</li> <li>● PEACE and Reconciliation applications closed 3/15</li> <li>● Affordable Housing Action Strategy update at Study Session 2/23</li> </ul>	<ul style="list-style-type: none"> <li>● <b>PEACE and Reconciliation Coordinator Begins 6/21</b></li> <li>● In discussions with National Network for Safe Communities (NNSC) for grant-funded reconciliation process in Tacoma with TPD</li> <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>	●	<ul style="list-style-type: none"> <li>● 21CP presentation to Council 5/18</li> <li>● Alternative Response Study Report Roll Out 4/30 – 5/14</li> <li>● Presentation to Community Vitality and Safety on BWC program 4/22</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>	●	<ul style="list-style-type: none"> <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>● <b>ARPA and Camera Funding at CVS 6/24</b></li> </ul>
<b>Section 5: Legislative Platform to Transform Institutional Racism</b>	●	<ul style="list-style-type: none"> <li>● HB 1267 (Office of Independent Investigations) and 1090 (Private Detention Center Ban) passed Senate Committees</li> <li>● US House passed the George Floyd Justice in Policing Act 3/3</li> </ul>	



# 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				█	█	█						
<b>NCS Safety Position</b>												
Recruitment and Hiring					█	█						

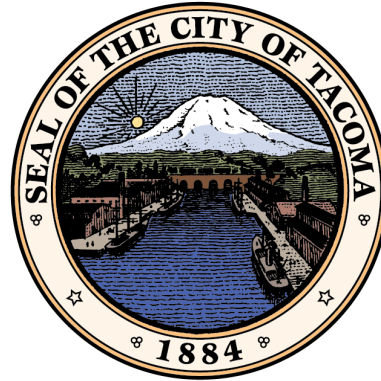
All sections will be informed by community involved processes



# 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			█	█								
<b>Divertible Calls Study</b>												
Data Gathering, Interviews		█	█									
Final Draft of Report				█								
<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	█											
255 Cameras Deployed to All Patrol Officers		█	█									
17 Additional Cameras Deployed to Special Teams												
<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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