



# Update on Systems Transformation

City of Tacoma | City Manager's Office

**Study Session**

**3/2/2021**



- Council Actions and HEAL the HEART of Tacoma
  - Council Retreat session on transformation 2/27
- **Section 1: Anti-Racist focused Budget Development**
  - Provided update on 2020 budget actuals, and 21 budget calendar at Council Retreat 2/27
  - Published 2021-2022 Adopted Budget Book 2/22



- Section 2: New Policies & Transforming Existing Programs
  - Affordable Housing
    - [Affordable Housing Action Strategy \(AHAS\)](#) update at Study Session 2/23
    - [Rental Housing Code Update](#) at Study Session 2/23
    - [Presentation on House Bill 1590](#) / RCW 82.14.530 allowing for 1/10<sup>th</sup> of 1% sales tax for affordable housing 2/23
  - City of Tacoma People Data Analytics
    - Connected data from NEOGOV recruiting software to central database for improved analytics and reporting to support equitable hiring 2/26



# New Items



- Section 2: New Policies & Transforming Existing Programs
  - PEACE and Reconciliation Coordinator Recruitment
    - [Job posted](#) 2/26
    - Applications close 3/12
  - Workforce Equity Study
    - HR finalized review comments on preliminary draft of executive summary and returned to consultant 2/26
    - Created first draft of review process for draft report; communication plan; possible implementation plan 2/26
      - Meeting with consultant to discuss week of 3/1



# New Items



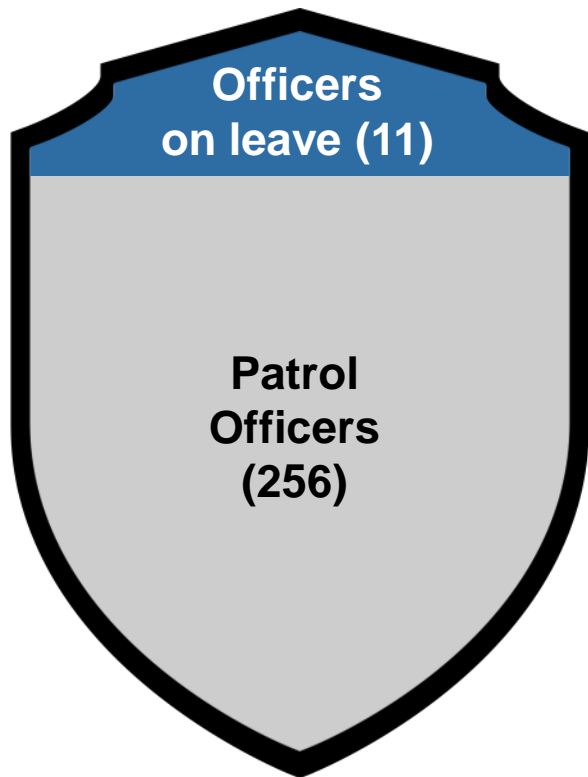
- Section 3: Current State Analysis of TPD
  - 64 Initial Recommendations
    - Provided questions/feedback by recommendation to 21CP to help inform final report 3/2
      - Final report due mid-March
- Section 4: Administrative Changes & Process Improvements
  - Independent Investigation Team (IIT)
    - Recruiting Completed 2/16
      - Final 3 (of 5 total) Community Representatives completed Introductory Session and are ready to serve on IITs as needed
      - Will participate in next available formal Pierce County Force Investigation Team (PCFIT) training (currently unscheduled)

# New Items



- Section 4: Administrative Changes & Process Improvements

## Body Worn Cameras (BWC)



100%

Patrol Officer Cameras Deployed

256

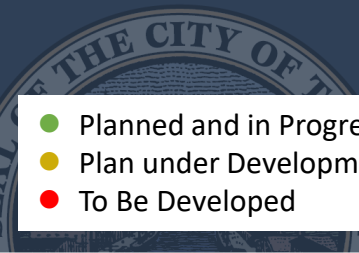
Total BWC Deployed as of 2/28

256



- Section 5: Legislative Agenda at the Local, State, and Federal Level
  - Legislative Session Update
    - Dead Bills List update provided to City Council 2/23
  - House Bill 1090, banning private detention centers in Washington State, passed in the House of Representatives by a bipartisan vote of 76-21 2/23

\*New items in orange text



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



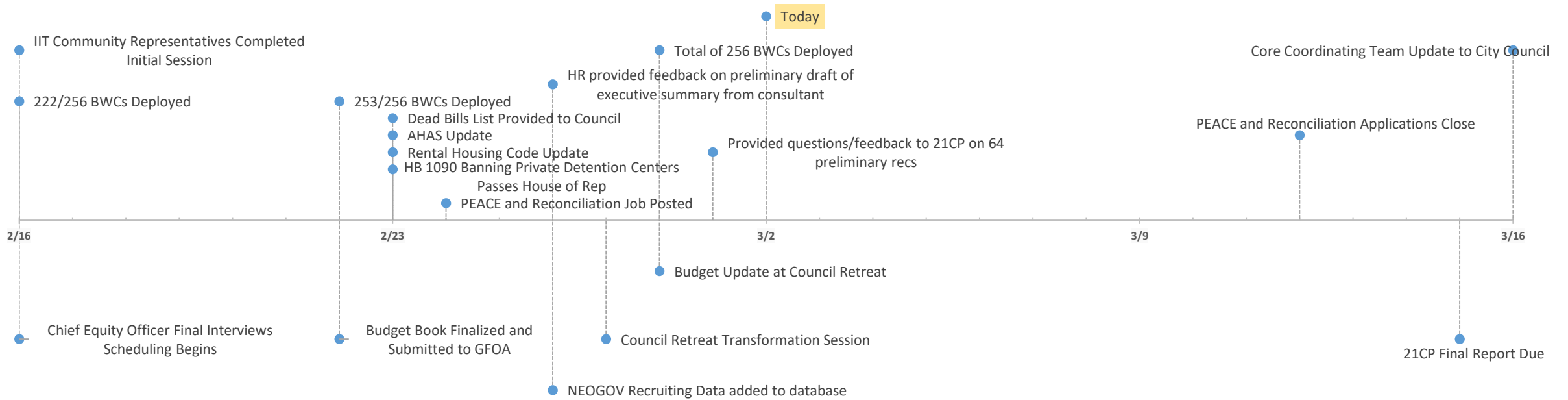
# Systems Transformation Update

Resolution Section	Status	Recent Accomplishments	In Progress/Up Next
<b>Council Action and HEAL the HEART of Tacoma</b>	●	<ul style="list-style-type: none"> <li>• <b>Council retreat session on transformation 2/27</b></li> <li>• Staff presentation on policing transformation Work &amp; timelines 2/8</li> <li>• Mayor Presentation on vision to CCT 1/11</li> <li>• Core Coordinating Team Kickoff 12/23</li> </ul>	<ul style="list-style-type: none"> <li>• Establishing CCT Norms and Stipends</li> <li>• CCT to provide an update to Council on foundation building work 3/16</li> <li>• Exploring grant opportunity through 2021 Global Mayor's Challenge</li> <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	●	<ul style="list-style-type: none"> <li>• <b>2021-2022 Budget Book Finalized 2/22</b></li> <li>• <b>Council Retreat Presentation on 2020 Actuals/2021 Calendar 2/27</b></li> <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	●	<ul style="list-style-type: none"> <li>• <b>PEACE and Reconciliation Coordinator Position Posted 2/26</b></li> <li>• <b>Affordable Housing Action Strategy update at Study Session 2/23</b></li> <li>• <b>Rental Housing Code Update at Study Session 2/23</b></li> <li>• <b>Presentation on sales tax for affordable housing 2/23</b></li> </ul>	<ul style="list-style-type: none"> <li>• <b>PEACE and Reconciliation applications close 3/12</b></li> <li>• NCS position to support community safety transformation to be hired in March/April</li> </ul>
<b>Section 3:</b> Current State Assessment of TPD Systems	●	<ul style="list-style-type: none"> <li>• <b>Independent Investigation Team (IIT) Recruitment Completed 2/16</b></li> <li>• City reviewing 64 initial recommendations</li> <li>• 21CP Provided 64 initial recommendations 1/29</li> <li>• NNSC Meetings with Project PEACE, Police Chief, CPAC 1/27-2/2</li> </ul>	<ul style="list-style-type: none"> <li>• First Draft of Divertible Calls Study 4/30</li> <li>• Body Worn Cameras deployed to all patrol officers 2/28</li> <li>• Final report with substantial discussion of analyzed data, rationale for recommendations, and examples of best/promising practices by 3/15</li> </ul>
<b>Section 4:</b> Administrative Changes and Process Improvements to Increase Transparency in Policing	●	<ul style="list-style-type: none"> <li>• <b>256/256 body worn cameras deployed 2/28</b></li> <li>• 2,115 videos uploaded to date 1/11</li> <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> </ul>	
<b>Section 5:</b> Legislative Platform to Transform Institutional Racism	●	<ul style="list-style-type: none"> <li>• <b>HB1090 (Banning Private Detention Centers) Passed House 2/3</b></li> <li>• HB 1267 passed House Committee Executive Session 2/4</li> <li>• Several Council Members, DM, and Mayor provided testimony on numerous items of legislature</li> </ul>	





# Next Steps 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	█	█										
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				█								
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>Racial Equity Action Plans (REAPs)</b>												
Pilot accountability mechanisms	█	█	█	█	█	█						
Mid Year Review of REAPs						█	█					
<b>Project PEACE 2.0</b>												
Project PEACE Position Filled					█	█						
Project PEACE Policy and Community Engagement Work Begins						█	█	█	█			
<b>Chief Equity Officer Recruitment</b>												
Candidate Review	█											
Interim Chief Equity officer Appointed		█										

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>Retention Strategies</b>												
Retention Team provides recommendations	█											
Initial implementation support for organization-wide BIPOC retention efforts				█								
<b>Advanced Racial Equity Training: Social Conditioning on Race</b>												
Citywide Roll Out	█											
<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>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



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