



Update on Systems Transformation

City of Tacoma | City Manager's Office

Study Session

4/20/2021





- Section 2: New Policies & Transforming Existing Programs
 - Organizational Culture workshop to identify high-level Anti-Racist objectives aligned with Council and organizational priority areas 4/15
 - Final in series of 8 workshops for internal and Council Priority Areas
 - Kickoff meetings – Identifying City work that aligns with Anti-Racist Transformation Strategic Plan Objectives 4/22 & 4/27
 - Senior staff from throughout the organization will be working to identify City programs, budget initiatives, work outlined in Racial Equity Action Plans (REAPs), recommendations from consultant studies (e.g. 21CP Current State TPD Analysis and Keen Independent’s Workforce Equity Study), etc. that will contribute to the City’s portfolio of Anti-Racist Transformation work



- Section 2: New Policies & Transforming Existing Programs
 - Workforce Equity Study
 - Final Workforce Equity Study report will be provided to HR by Keen Independent 4/27
 - Keen Independent scheduling presentations to:
 - City of Tacoma Employees 5/3
 - 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



- Section 3: Current State Analysis of TPD
 - Body Worn Cameras
 - Presentation to Community Vitality and Safety Committee (CVS) on current status of TPD's body worn camera program and initial evaluation of potential future project phases to be considered for prioritization 4/22

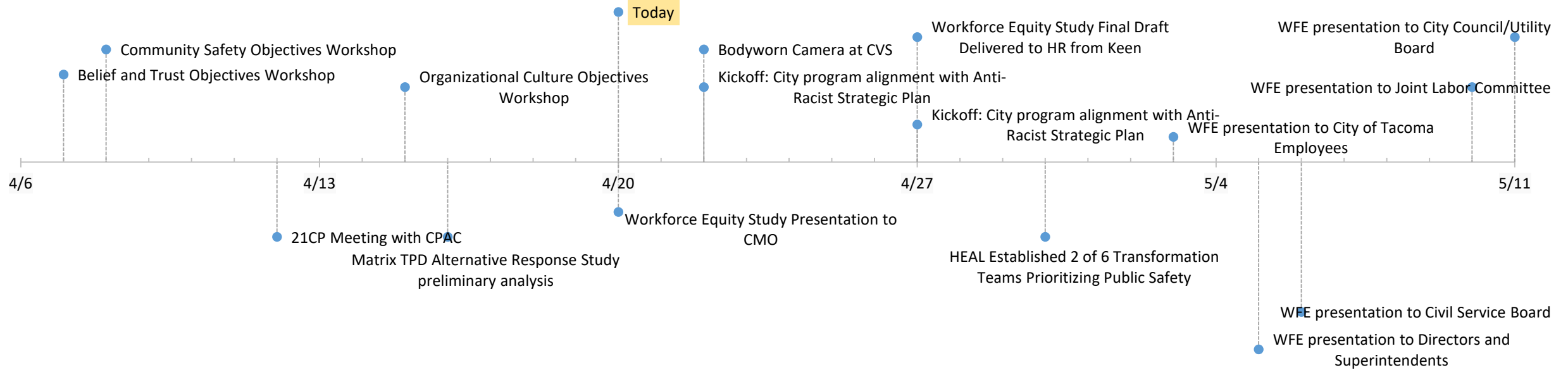
*New items in orange text

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 – 4/27 • 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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