



Update on Systems Transformation

City of Tacoma | City Manager's Office

City Council Meeting

7/27/2021



New Items



- Section 2: New Policies & Transforming Existing Programs
 - Human Resources Director Recruitment
 - In person interviews with Director of Utilities and City Manager & mock staff meeting 7/19
 - Government Performance and Finance Committee interviews 7/20
 - Council review of qualifications 7/27
 - Supervisor Policy Learning Program Update
 - Rebuilding supervisory training program to incorporate principles of anti-racist transformation, best-management principles, and other City values to build supervisors' ability to manage a diverse workforce
 - Proposals are due by 11 AM Pacific time 8/10
 - Eviction Moratorium
 - CVS committee presentation including updates and recommendations on city strategy for the end of the state eviction moratorium 7/22

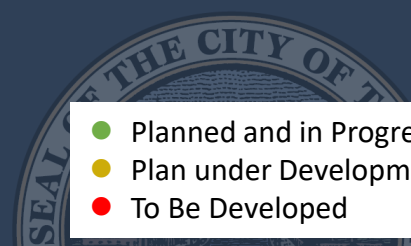


- Section 3: Current State Analysis of TPD
 - Body Worn Cameras & Dashboard Cameras
 - Presentation to CVS on ARPA funding and project timeline 7/22
 - Next steps include pilot project for dash cameras
- Section 4: Administrative Changes & Process Improvements
 - Executive meeting on HB 1310 intent and implementation 7/19
 - Legislation-related TPD Policy Updates (in Union negotiation process)
 - P1.6 Fairness and Equality (Off Duty Bias Free 21CP)
 - P2.3 Uniforms, Grooming, Equip (ECT Carry)
 - P3.2 Use of Force Vehicle Operations (21CP recommended changes)
 - P3.1 Use of Force (HB1310/21CP changes)
 - New Policy: De-Escalation procedure (21CP/I-940) Final draft competed



- Section 4: Administrative Changes & Process Improvements (cont.)
 - Policy Updates Related to New State Legislation
 - Working with Lexipol to assist TPD with ensuring policy compliance and updates required by legislative changes
 - Related Training
 - All officers have received initial training on the laws and their impacts to operations and service delivery over the past two weeks
 - Coordinated Response to Legislative Changes and Consultant Recommendations
 - Lieutenant assigned to coordinate recommendations and ensure implementation of TPD related anti-racist transformation objectives 7/12
 - TPD Technology Roadmap
 - Developing a statement of work with consultant 7/20

*New items in orange text

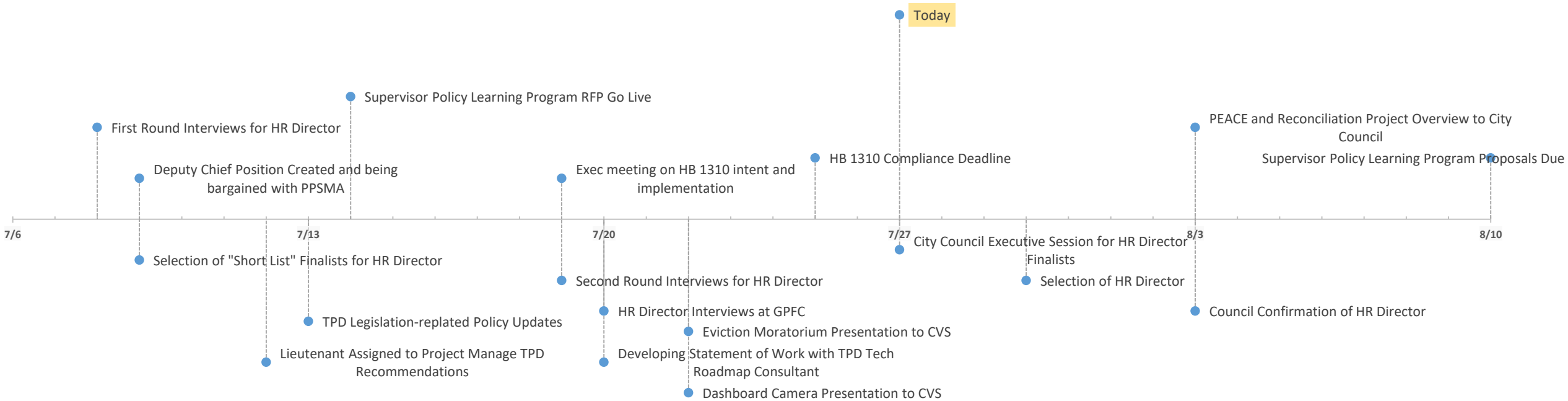


Systems Transformation Update

- 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"> • Heal the Heart Update presentation at Study Session 6/22 • Council confirmation of 2 new CCT Appointment 6/8 • CCT update to Council on foundation building work 3/16 	<ul style="list-style-type: none"> • Establishing 2 Transformation Teams • Finalizing contract extensions with Colemon & Associates for CCT facilitation & support • Finalizing contract extensions with Greater Tacoma Community Foundation for CCT honorariums
Section 1: Anti-Racist focused Budget Development	●	<ul style="list-style-type: none"> • ARPA funding priority buckets established 	
Section 2: New Policies and Programs / Transforming Existing Programs	●	<ul style="list-style-type: none"> • HR Director Recruitment (in process) confirmation expected 8/3 • Supervisory Policy Training Program Update RFP live 7/14 • CVS Presentation on Eviction Moratorium 6/24 & 7/22 • PEACE and Reconciliation Coordinator Began 6/21 • Workforce Equity Study Report Roll Out 5/3-5/11 	<ul style="list-style-type: none"> • OEHR/Project PEACE Exec Cmt. to establish role in reconciliation • NCS position to support community safety on hold • OEHR/EEO/HR Retention Strategies Recommendations to CMO/UD • 4/15 CCR – OEHR explore establishment of paid cultural or heritage holiday for City Staff. Presentation to GPFC by end of September
Section 3: Current State Assessment of TPD Systems	●	<ul style="list-style-type: none"> • Presentation to CVS on BWC and Dashboard Cameras 7/22 • ARPA and Camera Funding at CVS 6/24 • TPD Legislation-related policy updates 7/13 • 21CP presentation to Council 5/18 • Alternative Response Study Report Roll Out 4/30 – 5/14 	<ul style="list-style-type: none"> • TPD Alternative Response Study at Council Study Session 6/29
Section 4: Administrative Changes and Process Improvements to Increase Transparency in Policing	●	<ul style="list-style-type: none"> • TPD Administrative Policy Updates in Response to State Legislation (pending final approval) • Executive meeting on HB 1310 intent and implementation 7/19 • Priority Area Initiative Inventory Regroup Meetings 5/25 – 6/2 • 256/256 body worn cameras deployed 2/28 	<ul style="list-style-type: none"> • Implementation of Policies to respond to recent state legislation
Section 5: Legislative Platform to Transform Institutional Racism	●		

Short Range 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				█	█	█						
Prioritize Recommendations						█	█					
Deploy Solutions							█	█	█	█	█	█
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												
Racial Equity Training												
Social Conditioning on Race Citywide Roll Out												
Implicit Bias Training with City Council												
Equity 101 with TPD												
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												
Prioritize and Implement												
Divertible Calls Study												
Data Gathering, Interviews												
Final Draft of Report												
Prioritize and Implement												
Section 4: Improve transparency and accountability in policing via interim administrative changes and process improvements												
Police Chief Recruitment												
Community Outreach												
Position Posted - Outreach and Advertising												
Position Closes												
Candidate Interviews												
Background Check/Reference Checks												
Appointment of Police Chief												
Body Worn & Dashboard Cameras												
80 Officer Pilot Deployment												
255 Cameras Deployed to All Patrol Officers												
17 Additional Cameras Deployed to Special Teams												
Plan for Dashboard Cameras												
Dashboard Camera Pilot Project												
Policy evaluation and development												
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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