

# Update on Systems Transformation

City of Tacoma | City Manager's Office

**City Council Meeting**

**5/11/2021**





- Section 2: New Policies & Transforming Existing Programs
  - Workforce Equity Study
    - Keen Independent presentation took place for City of Tacoma Employees 5/3
    - Keen Independent presented to:
      - City Directors and Superintendents 5/5
      - Joint Labor Committee 5/10
      - City Council/Utility Board 5/11
    - Keen Independent provides final Workforce Equity Study report to HR after 5/11
  - Anti-Racist Strategic Plan Development
    - Creating inventory of projects and initiatives throughout the City that align with transformation objectives.
    - Interdepartmental alignment workshops by Council Priority Area to be held in late May.



- Section 3: Current State Analysis of TPD
  - Preliminary Alternative Response (Matrix Study) Recommendations
    - Received full report 4/30
    - Staff submitted comments to Matrix on 5/7
    - Revised report from Matrix by 5/14
  - 21CP Current State Analysis of TPD
    - 21CP follow up presentation to Council on 5/18
    - 21CP Final report under review by TPD
      - Prioritization and implementation matrix to be shared 5/18
    - TPD to formally forward 21CP's policy related recommendations to CPAC for their consideration and recommendation by 5/14

- Section 4: Administrative Changes & Process Improvements
  - Community Trauma Response Team
    - Applications due 5/31 for June Training
    - To apply for the CTRT training academy visit <https://www.ctr-tacoma.org/>
    - Volunteers trained to provide emotional first aid to community members within 20 minutes of a crisis
    - Volunteers on call a minimum of 20 hours per month working alongside emergency responders



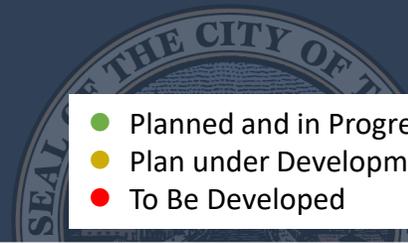


- Section 5: Legislative Agenda

- End of Session Wrap up:

- Passage of more than 10 policing/criminal justice transformation bills, including the cornerstone bill of police accountability – House Bill 1267, establishing an independent office of investigations.
    - Passage of HB 1090 prohibiting for-profit detention centers
    - Passage of HB 1070 expanding the use of the affordable housing sales tax
    - \$2 million for the City’s Links to Opportunity project in Hilltop
    - Millions of dollars for housing in Tacoma – including Forterra’s site, Shiloh Baptist Housing development, Tacoma Housing Authority housing, and more.
    - Passage of the Climate Commitment Act (cap-and-invest) and Low-Carbon Fuel Standard

\*New items in orange text

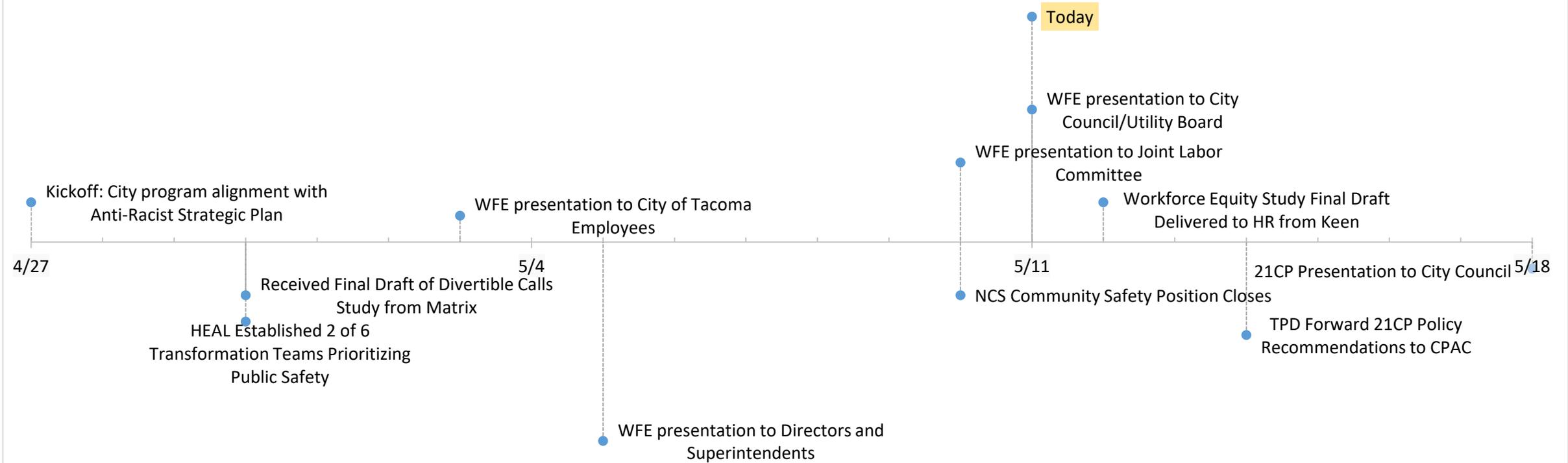


# Systems Transformation Update

- 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>	<span style="color: green;">●</span>	<ul style="list-style-type: none"> <li>CCT update to Council on foundation building work 3/16</li> <li>Meeting with congressional delegation 3/10</li> <li>Mayor met with the Core Coordinating Team (CCT) about the vision for the policing transformation team 3/8</li> <li>Council retreat session on transformation 2/27</li> </ul>	<ul style="list-style-type: none"> <li>Finalize Core Coordinating Team Charter</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	<span style="color: green;">●</span>	<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:</b> New Policies and Programs / Transforming Existing Programs	<span style="color: green;">●</span>	<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>NCS position to support community safety transformation to be hired in June</li> <li>Anti-Racist Transformation Strategic Plan Initiative Inventory late-May</li> </ul>
<b>Section 3:</b> Current State Assessment of TPD Systems	<span style="color: green;">●</span>	<ul style="list-style-type: none"> <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> <li>21CP meeting with CPAC 4/12</li> <li>Detailed report from 21CP posted online 3/19</li> <li>Body Worn Cameras deployed to all patrol officers 2/28</li> <li>Independent Investigation Team (IIT) Recruitment Completed 2/16</li> </ul>	<ul style="list-style-type: none"> <li>21CP presenting again to Council 5/18</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	<span style="color: green;">●</span>	<ul style="list-style-type: none"> <li>256/256 body worn cameras deployed 2/28</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>	<ul style="list-style-type: none"> <li>Community Trauma Response Team Volunteer Training Application Deadline 5/31</li> </ul>
<b>Section 5:</b> Legislative Platform to Transform Institutional Racism	<span style="color: green;">●</span>	<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				█	█	█						
Develop action plan based upon Final Report, REAPs, Class and Comp Study, etc.					█	█	█	█	█	█	█	█
Implementation of action plan						█	█	█	█	█	█	█
<b>NCS Safety Position</b>												
Recruitment and Hiring					█	█						

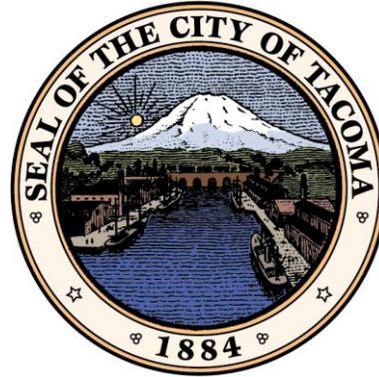
All sections will be informed by community involved processes



# 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>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>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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