



Update on Systems Transformation

City of Tacoma | City Manager's Office

City Council Meeting

6/8/2021



- Council Actions and HEAL the HEART
 - Council confirmation of 2 new Core Coordinating Team members 6/8
 - Heal the Heart Update scheduled at Study Session 6/22
- Section 1: Anti-Racist Budgeting and Economic Recovery
 - OMB presentation on ARPA at Study Session 6/8
 - Body worn camera expansion and dash cameras are under consideration by City Council for American Rescue Plan funding.



New Items



- Section 2: New Policies & Transforming Existing Programs
 - Human Resources Director Recruitment
 - [Position posted](#) and receiving applications through 6/30
 - To Apply: Please submit your resume and cover letter to shey-harding.com/jobs
 - Questions should be directed to Jeff Dvonch, Shey-Harding Executive Search: jeff@shey-harding.com; (562) 252-8515; www.shey-harding.com
 - Two OEHR New Hires
 - Senior Policy Analyst to support departmental REAPS and staff liaison to CIRA 6/7
 - PEACE and Reconciliation selection process finalization 6/11
 - Anti-Racist Strategic Plan Development
 - Interdepartmental alignment workshops by Council Priority Area 5/25-6/2
 - OEHR check-ins with City Departments on REAPS throughout June



New Items



- Section 3: Current State Analysis of TPD
 - Divertible Calls / Alternative Response Study
 - Matrix in process of 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 and will be updated weekly
 - [CPAC provided preliminary feedback on policy-related recommendations](#) 6/7
 - TPD assigned officers to be direct representatives to CIRA and Latinx community groups
 - Ongoing work to identify officers to liaise with other community groups not yet represented
 - TPD forming policy review and state law compliance group
 - Deputy Chief classification has been created and is currently being bargained with PPSMA

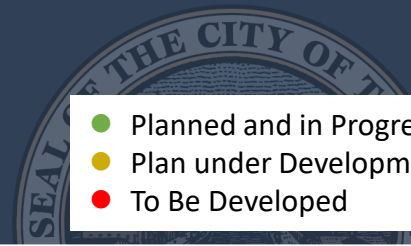


New Items



- Section 4: Administrative Changes & Process Improvements
 - Police Chief Recruitment
 - Internal planning process in development for recruitment of permanent police chief

*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"> • 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"> • Finalize Core Coordinating Team Charter • Heal the Heart Update scheduled for Study Session 6/22 • Establishing 2 Transformation Teams
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"> • Workforce Equity Study Report Roll Out 5/3-5/11 • 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 	<ul style="list-style-type: none"> • In discussions with National Network for Safe Communities (NNSC) for grant-funded reconciliation process in Tacoma with TPD • OEHR/Project PEACE Exec Cmt. to establish role in reconciliation • NCS position to support community safety to be hired in June • 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"> • 21CP presentation to Council 5/18 • Alternative Response Study Report Roll Out 4/30 – 5/14 • Presentation to Community Vitality and Safety on BWC program 4/22 	<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"> • 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 	<ul style="list-style-type: none"> • Community Trauma Response Team Volunteer Training Application Deadline 5/31 • Priority Area Initiative Inventory Regroup Meetings 5/25 – 6/2
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 	



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				█	█	█						
NCS Safety Position												
Recruitment and Hiring					█	█						

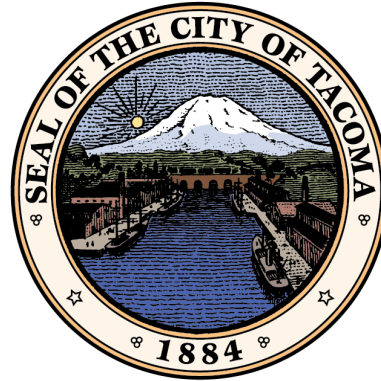
All sections will be informed by community involved processes



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			█	█								
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



Update on Systems Transformation

City of Tacoma | City Manager's Office

City Council Meeting

6/8/2021