Update on Systems Transformation
City of Tacoma | City Manager’s Office
Study Session
2/23/2021
New Items

• HEAL the HEART of Tacoma
  
  • Establishing Core Coordinating Team (CCT) Operating Norms and Charter (Colemon & Associates)
  
  • Finalizing Contract for CCT Participation Stipends (Greater Tacoma Community Foundation)
New Items

• Section 2: New Policies & Transforming Existing Programs
  • Hiring Timeline (2021)
Section 3: Current State Analysis of TPD

- 64 Initial Recommendations
  - Compiling high-level insights, questions, and comments from internal subject matter experts

- Divertible Calls Study with Matrix
  - Conducted interviews in the Police Department
  - Analyzing policing data related to current response types

- Next Steps:
  - Identify alternative providers
  - Begin external interviews (regional providers)
  - Interview NCS Human Service Staff
  - Interview Fire Department Staff – TFD Cares

- First draft report - beginning of April
New Items

- Section 4: Administrative Changes & Process Improvements

Body Worn Cameras (BWC)

- Patrol Officers (256)
  - Officers on leave (11)
  - 99% Patrol Officer Cameras Deployed
  - 253

Total BWC (Deployed by 2/28)
- 256
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| Council Action and HEAL the HEART of Tacoma   |        | • Staff presentation on policing transformation Work & timelines 2/8  
• Mayor Presentation on vision to CCT 1/11  
• Core Coordinating Team Kickoff 12/23  
• Community partner identified for CCT stipend administration 12/9  
• Core Coordinating Team appointed 12/8                                                                                                                                                                                                                                              | • Establishing CCT Norms and Stipends  
• CCT to provide an update to Council on foundation building work 3/16  
• 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**

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|        | • 2021-2022 Biennial Budget Adopted 11/24  
• Selected to participate in What Works Cities Budgeting for Equity and Recovery Program                                                                                                                                                                                                                                                      |                                                                                                                                                                                                              |

**Section 2: New Policies and Programs / Transforming Existing Programs**

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|        | • Chief Equity Officer Recruitment video interviews 2/13 and scheduling final interviews 2/16  
• First draft of workforce equity study reviewed 2/8 - 2/15  
• Accelerated BWC implementation timeline by one month 2/1  
• Executive Anti-Racist Transformation Discussion 1/25,20,29, 2/4                                                                                                                                                                                                                               | • NCS position to support community safety transformation to be hired in March/April  
• All additional BWC deployed by 2/28  
• Chief Equity Officer applications being reviewed by SME panel                                                                                                                                                                                                                                           |

**Section 3: Current State Assessment of TPD Systems**

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|        | • City reviewing 64 initial recommendations  
• 21CP Provided 64 initial recommendations 1/29  
• NNSC Meetings with Project PEACE, Police Chief, CPAC 1/27-2/2  
• People’s Public Forum with LegallyBLACK 1/8                                                                                                                                                                                                                                          | • First Draft of Divertible Calls Study 4/30  
• Body Worn Cameras deployed to special teams 2/28  
• 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**

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|        | • 253/255 body worn cameras deployed 2/22  
• 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**

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|        | • HB 1267 passed House Committee Executive Session 2/4  
• Several Council Members, DM, and Mayor provided testimony on numerous items of legislature                                                                                                                                                                                                                                                      |                                                                                                                                                                                                              |
# Draft Transformation Timeline

**HEAL the HEART of Tacoma**
- Finalize Core Coordinating Team Admin Contract
- CCT meeting twice monthly to establish foundation
- 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
- 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)
- Racial Equity Action Plans (REAPs)
- Pilot accountability mechanisms
- Mid Year Review of REAPs
- Project PEACE 2.0
- Project PEACE Position Filled
- Project PEACE Policy and Community Engagement Work Begins

**Chief Equity Officer Recruitment**
- Candidate Review
- Interim Chief Equity Officer Appointed

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