Update on Systems Transformation
City of Tacoma | City Manager’s Office
Study Session
3/16/2021
New Items

• Council Actions and HEAL the HEART
  • HEAL the HEART Core Coordinating Team
    • Core Coordinating Team presented updated to City Council 3/16
    • Finalize Core Coordinating Team Charter 3/31

• Section 2: New Policies & Transforming Existing Programs
  • Workforce Equity Study
    • Leadership Review Group receives draft 3/19
  • PEACE and Reconciliation Job Posting
    • Job posting closed 3/15
Section 3: Current State Analysis of TPD
  • 21CP Current State Analysis
    • Received draft detailed report from 21CP with 64 recommendations 3/15
    • Report will be posted by close of business Friday 3/19

Section 4: Administrative Changes & Process Improvements
  • Procedural Justice Training
    • 4 hour sessions for all commissioned personnel 3/16 – 4/1
    • Topics Covered: Respect, Trustworthiness and Transparency, Giving Voice, Neutrality

Section 5: Legislative Agenda at the Local, State, and Federal Level
  • Mayor and Council met with our congressional delegation on 3/10:
    • Advocated for an infrastructure stimulus package
    • Advocated on private detention centers, police/criminal justice transformation, and homelessness
    • Thanked them for the American Rescue Plan
**Systems Transformation Update**

<table>
<thead>
<tr>
<th>Resolution Section</th>
<th>Status</th>
<th>Recent Accomplishments</th>
<th>In Progress/Up Next</th>
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</thead>
</table>
| **Council Action and HEAL the HEART of Tacoma** | ![Status](image) | • 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 | • 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** | ![Status](image) | • 2021-2022 Budget Book Finalized 2/22  
• Council Retreat Presentation on 2020 Actuals/2021 Calendar 2/27  
• 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** | ![Status](image) | • PEACE and Reconciliation applications closed 3/12  
• 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 | • Workforce Equity communication/roll out plan in development  
• Review draft of workforce equity study 3/19  
• NCS position to support community safety transformation to be hired in March/April |

| **Section 3: Current State Assessment of TPD Systems** | ![Status](image) | • Received draft detailed report from 21CP 3/15  
• Independent Investigation Team (IIT) Recruitment Completed 2/16  
• City reviewing 64 initial recommendations  
• 21CP Provided 64 initial recommendations 1/29  
• NNSC Meetings with Project PEACE, Police Chief, CPAC 1/27-2/2 | • First Draft of Divertible Calls Study 4/1  
• 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** | ![Status](image) | • 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** | ![Status](image) | • HB 1267 (Office of Independent Investigations) passed the House 3/3  
• US House passed the George Floyd Justice in Policing Act 3/3  
• Several Council Members, DM, and Mayor provided testimony on | |

*New items in orange text*
Next Steps Timeline

- **3/9**
  - Mayor and Council Met with Congressional Delegation

- **3/16**
  - PEACE and Reconciliation Applications Close
  - 21CP Final Report Received
  - Leadership Reviews Draft Workforce Equity Study with Keen Independent

- **3/23**
  - Workforce Equity Study Draft Provided to Leadership

- **3/30**
  - Workforce Equity Rollout Plan meeting with City Leadership
  - Core Coordinating Team Charter

- **Today**
  - Core Coordinating Team Update to City Council

Additional points:
- Develop Workforce Equity Study Roll Out and Communication Plan
- Procedural Justice Training Begins at TPD
### Long Range Transformation Timeline

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<thead>
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<th>Event</th>
<th>Jan</th>
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<th>Mar</th>
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<td><strong>Section 1:</strong> Keep anti-racism as a top priority in the process of budget development and economic recovery from COVID-19</td>
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<td><strong>Section 2:</strong> Prioritize anti-racism in new policies and programs and the transformation of existing programs (starting with policing)</td>
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All sections will be informed by community involved processes.
## Long Range Transformation Timeline

| 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 |

<table>
<thead>
<tr>
<th>Section 4: Improve transparency and accountability in policing via interim administrative changes and process improvements</th>
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<tbody>
<tr>
<td><strong>Body Worn Cameras</strong></td>
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<tr>
<td>80 Officer Pilot Deployment</td>
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<td>255 Cameras Deployed to All Patrol Officers</td>
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<td>17 Additional Cameras Deployed to Special Teams</td>
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<tr>
<th>Section 5: Build a legislative platform at the local, state, and federal levels that works to transform institutions impacted by systemic racism</th>
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<tr>
<td>Legislative Session Begins 1/11/2021</td>
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### 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

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