



# Update on Systems Transformation

City of Tacoma | City Manager's Office

**Study Session**

**4/6/2021**





- Section 2: New Policies & Transforming Existing Programs
  - Workshops to identify high-level Anti-Racist objectives aligned with Council and organizational priority areas:
    - Housing 2/5
    - Access to Infrastructure 3/25
    - Jobs 3/29
    - Organizational Effectiveness 3/30
    - Health 3/31
    - Belief and Trust 4/7
    - Community Safety 4/8
    - Organizational Culture 4/15
  - Next steps: identify City programs and services that align with those objectives, identify potential opportunities to create anti-racist outcomes, and prioritize the work/allocate resources

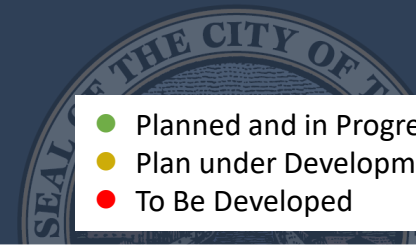


- Section 3: Current State Analysis of TPD
  - 21CP Current State Analysis
    - [Detailed report from 21CP with 64 recommendations](#) posted 3/19
    - 21CP presentation to City Council 4/20
    - Putting final recommendations into rubric for prioritization and implementation



- Section 5: Legislative Agenda at Local, State, and Federal Level
  - HB 1267, establishing the Office of Independent Investigations voted out of the Senate Ways & Means Committee on 4/2
    - Now proceeding to Senate Rules Committee for further consideration
  - HB 1070, which modifies the sales tax authority for counties and cities to levy a one-tenth of one percent sales tax for affordable housing to allow for the acquisition of property was approved by the Senate on 4/5
  - HB 1090, concerning for-profit detention centers, approved by Senate and delivered to Governor to be signed into law 4/5.

\*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 3/31</li> <li>• Exploring grant opportunity through 2021 Global Mayor’s Challenge</li> <li>• In discussions with National Network for Safe Communities (NNSC) for grant-funded reconciliation process in Tacoma</li> </ul>
<b>Section 1: Anti-Racist focused Budget Development</b>	<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: New Policies and Programs / Transforming Existing Programs</b>	<span style="color: green;">●</span>	<ul style="list-style-type: none"> <li>• <span style="color: orange;">Anti-racist priority area workshops 2/5 – 4/15</span></li> <li>• PEACE and Reconciliation applications closed 3/15</li> <li>• Affordable Housing Action Strategy update at Study Session 2/23</li> <li>• Rental Housing Code Update at Study Session 2/23</li> <li>• Presentation on sales tax for affordable housing 2/23</li> </ul>	<ul style="list-style-type: none"> <li>• Workforce Equity communication/roll out plan in development</li> <li>• Review draft of workforce equity study 3/19</li> <li>• NCS position to support community safety transformation to be hired in March/April</li> </ul>
<b>Section 3: Current State Assessment of TPD Systems</b>	<span style="color: green;">●</span>	<ul style="list-style-type: none"> <li>• Detailed report from 21CP posted online 3/19</li> <li>• Independent Investigation Team (IIT) Recruitment Completed 2/16</li> <li>• City reviewing 64 initial recommendations</li> <li>• 21CP Provided 64 initial recommendations 1/29</li> </ul>	<ul style="list-style-type: none"> <li>• First Draft of Divertible Calls Study 4/1</li> <li>• Body Worn Cameras deployed to all patrol officers 2/28</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: Administrative Changes and Process Improvements to Increase Transparency in Policing</b>	<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>	
<b>Section 5: Legislative Platform to Transform Institutional Racism</b>	<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>	

# Next Steps 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	█	█	█									
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				█								
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>Racial Equity Action Plans (REAPs)</b>												
Pilot accountability mechanisms	█	█	█	█	█	█						
Mid Year Review of REAPs						█	█					
<b>Workforce Equity Study</b>												
Data Analysis	█	█										
Final Report			█									
<b>Project PEACE 2.0</b>												
Project PEACE Position Filled					█	█						
Project PEACE Policy and Community Engagement Work Begins						█	█	█	█			

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>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>Chief of Police Recruitment</b>												
Interim Chief of Police Begins	█	█										
<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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