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.
# 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   |        | • 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 |        | • 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 |        | • Anti-racist priority area workshops 2/5 – 4/15  
• PEACE and Reconciliation applications closed 3/15  
• 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 |        | • Detailed report from 21CP posted online 3/19  
• Independent Investigation Team (IIT) Recruitment Completed 2/16  
• City reviewing 64 initial recommendations  
• 21CP Provided 64 initial recommendations 1/29                                                                                     | • 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 |        | • 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 |        | • 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                                                                          |                                                                                                                                                          |
Next Steps Timeline

- Workforce Equity Roll out Plan meeting with City Leadership
- Access to Infrastructure Objectives Workshop
- Core Coordinating Team Charter
- Health Objectives Workshop
- Divertible Calls Study Final Draft of Report
- NCS Community Safety Position Posted
- Jobs Objectives Workshop
- Organizational Effectiveness Objectives Workshop
- Belief and Trust Objectives Workshop
- Community Safety Objectives Workshop
- Organizational Culture Objectives Workshop
- Workforce Equity Study Presentation to CMO

Dates:
- 3/23
- 3/30
- 4/6
- 4/13
- 4/20
### Long Range Transformation Timeline

<table>
<thead>
<tr>
<th>HEAL the HEART of Tacoma</th>
<th>Jan</th>
<th>Feb</th>
<th>Mar</th>
<th>Apr</th>
<th>May</th>
<th>Jun</th>
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<th>Sept</th>
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<tbody>
<tr>
<td>Finalize Core Coordinating Team Admin Contract</td>
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<td>CCT meeting twice monthly to establish foundation</td>
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<tr>
<td>CCT appoints the Policing Transformation Team</td>
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**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

**Workforce Equity Study**

- Data Analysis
- Final Report

**Project PEACE 2.0**

- 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

<table>
<thead>
<tr>
<th>Section 3: Assess the current state of systems in place at the Tacoma Police Department</th>
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<tbody>
<tr>
<td><strong>21CP Analysis of TPD</strong></td>
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<tr>
<td>Staff Review of Preliminary Recommendations</td>
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<tr>
<td>Final Report from 21CP</td>
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<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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<tr>
<td>255 Cameras Deployed to All Patrol Officers</td>
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<tr>
<td>17 Additional Cameras Deployed to Special Teams</td>
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<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

**Data Gathering, Interviews**
- Final Draft of Report

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