Update on Systems Transformation
City of Tacoma | City Manager’s Office
City Council Meeting
4/13/2021
• 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
New Items

• Section 2: New Policies & Transforming Existing Programs
  • Workforce Equity Study
    • Legal review of draft report completed 4/5
    • Final Workforce Equity Study report will be provided to HR by Keen Independent 4/27
    • Keen Independent scheduling presentations for:
      • City Directors and Superintendents 5/5
      • Civil Service Board 5/6
      • Joint Labor Committee 5/10
      • City Council/Utility Board 5/11
      • Tacoma Public Library Board TBD
      • Employee Town Hall TBD
New Items

- Section 3: Current State Analysis of TPD
  - 21CP Current State Analysis
    - Detailed report from 21CP with 64 recommendations posted 3/19
    - 21CP meeting with CPAC to review results 4/12
    - 21CP presentation to City Council 4/20
    - Discussing and applying rubric for prioritization and implementation
  - Matrix TPD Alternative Response Study
    - Analyzing 311, encampment, Computer Aided Dispatch and Records Management System data
    - Preliminary analysis available to City by 4/16
Section 5: Legislative Agenda at Local, State, and Federal Level

Transformation legislation that has passed:

- ESHB 1267 establishing the Office of Independent Investigations
- HB 1054 on police tactics, including the banning of chokeholds and no-knock warrants.
- SB 5066 establishing a peace officer’s duty-to-intervene in wrongful conduct situations
- SB 5051 strengthening the grounds for decertification
- HB 1310 on a statewide use-of-force standard
- HB 1069 allows for cities imposing the mental health and chemical dependency sales tax to use the dollars for building modifications to address health and safety needs.
<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 Study Final Draft to HR 4/27  
• NCS position to support community safety transformation to be hired in June                                                                                                                                 |
| Section 3: Current State Assessment of TPD Systems                                 |                   | • 21CP meeting with CPAC 4/12  
• 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                                                                 | • Preliminary Analysis from Alternative Response Study 4/16  
• 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
- Jobs Objectives Workshop
- NCS Community Safety Position Posted
- Community Safety Objectives Workshop
- Belief and Trust Objectives Workshop
- Organizational Culture Objectives Workshop
- Organizational Effectiveness Objectives Workshop
- Matrix TPD Alternative Response Study preliminary analysis
- 21CP Meeting with CPAC
- Workforce Equity Study Presentation to CMO
- Workforce Equity Study Final Draft Delivered to HR from Keen

Dates:
- 3/23
- 3/30
- 4/6
- 4/13
- 4/20
- 4/27
# Long Range Transformation Timeline

**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
- CouncilADOpts 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

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All sections will be informed by community involved processes.
### Long Range Transformation Timeline

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<tr>
<th>Section</th>
<th>Activities</th>
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<td>Advanced Racial Equity Training: Social Conditioning on Race</td>
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<td>Section 3: Assess the current state of systems in place at the Tacoma Police Department</td>
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<td>Section 5: Build a legislative platform at the local, state, and federal levels that works to transform institutions impacted by systemic racism</td>
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