Update on Systems Transformation

City of Tacoma | City Manager’s Office

Study Session

5/4/2021
New Items

• Section 2: New Policies & Transforming Existing Programs
  • Workforce Equity Study
    • Keen Independent presentation took place for City of Tacoma Employees 5/3
    • Keen Independent scheduling presentations to:
      • City Directors and Superintendents 5/5
      • Civil Service Board 5/6
      • Joint Labor Committee 5/10
      • City Council/Utility Board 5/11
    • Keen Independent provides final Workforce Equity Study report to HR after 5/11
New Items

- Section 3: Current State Analysis of TPD
  - Preliminary Alternative Response (Matrix Study) Recommendations
    - Full preliminary report received last week
  - 21CP presenting to Council again on 5/18
  - 21CP Final report under review by TPD
    - Prioritization and implementation matrix to be shared 5/18
# Systems Transformation Update

## 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
- Workforce Equity Study Final Draft to HR 5/11
- NCS position to support community safety transformation to be hired in June

## Section 2: New Policies and Programs / Transforming Existing Programs
- Anti-racist priority area workshops 2/5 – 4/27
- 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
- 21CP presenting again to Council 5/18
- Preliminary Analysis from Alternative Response Study 4/16
- Final report with substantial discussion of analyzed data, rationale for recommendations, and examples of best/promising practices by 3/15

## Section 3: Current State Assessment of TPD Systems
- Presentation to Community Vitality and Safety on BWC program 4/22
- 21CP meeting with CPAC 4/12
- Detailed report from 21CP posted online 3/19
- Body Worn Cameras deployed to all patrol officers 2/28
- Independent Investigation Team (IIT) Recruitment Completed 2/16
- City reviewing 21CP’s 64 initial recommendations

## 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

- Organizational Culture Objectives Workshop
- Bodyworn Camera at CVS
- Kickoff: City program alignment with Anti-Racist Strategic Plan
- Workforce Equity Study Presentation to CMO
- TPD Alternative Response Study preliminary analysis
- Kickoff: City program alignment with Anti-Racist Strategic Plan
- HEAL Established 2 of 6 Transformation Teams Prioritizing Public Safety
- WFE presentation to City of Tacoma Employees
- WFE presentation to City Council/Utility Board
- Workforce Equity Study Final Draft Delivered to HR from Keen
- WFE presentation to Joint Labor Committee
- 21CP Presenting to Council
- NCS Community Safety Position Closes
- WFE presentation to Civil Service Board
- WFE presentation to Directors and Superintendents
### 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
- Council Adopts 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
  - Develop action plan based upon Final Report, REAPs, Class and Comp Study, etc.
  - Implementation of action plan

- 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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<th><strong>Long Range Transformation Timeline</strong></th>
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<tr>
<td>PEACE and Reconciliation</td>
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<td>Retention Strategies</td>
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<td>Advanced Racial Equity Training: Social Conditioning on Race</td>
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<td><strong>Section 3:</strong> Assess the current state of systems in place at the Tacoma Police Department</td>
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<td>21CP Analysis of TPD</td>
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<td>Divertible Calls Study</td>
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<td><strong>Section 4:</strong> Improve transparency and accountability in policing via interim administrative changes and process improvements</td>
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<td>Body Worn Cameras</td>
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<td><strong>Section 5:</strong> 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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