Update on Systems Transformation
City of Tacoma | City Manager’s Office
City Council Meeting
5/11/2021
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 presented to:
      • City Directors and Superintendents 5/5
      • Joint Labor Committee 5/10
      • City Council/Utility Board 5/11
    • Keen Independent provides final Workforce Equity Study report to HR after 5/11
  • Anti-Racist Strategic Plan Development
    • Creating inventory of projects and initiatives throughout the City that align with transformation objectives.
    • Interdepartmental alignment workshops by Council Priority Area to be held in late May.
Section 3: Current State Analysis of TPD

- Preliminary Alternative Response (Matrix Study) Recommendations
  - Received full report 4/30
  - Staff submitted comments to Matrix on 5/7
  - Revised report from Matrix by 5/14

- 21CP Current State Analysis of TPD
  - 21CP follow up presentation to Council on 5/18
  - 21CP Final report under review by TPD
    - Prioritization and implementation matrix to be shared 5/18
  - TPD to formally forward 21CP’s policy related recommendations to CPAC for their consideration and recommendation by 5/14
• Section 4: Administrative Changes & Process Improvements
  
  • Community Trauma Response Team
    • Applications due 5/31 for June Training
    • To apply for the CTRT training academy visit https://www.ctrt-tacoma.org/
    • Volunteers trained to provide emotional first aid to community members within 20 minutes of a crisis
    • Volunteers on call a minimum of 20 hours per month working alongside emergency responders
• Section 5: Legislative Agenda
  • End of Session Wrap up:
    • Passage of more than 10 policing/criminal justice transformation bills, including the cornerstone bill of police accountability – House Bill 1267, establishing an independent office of investigations.
    • Passage of HB 1090 prohibiting for-profit detention centers
    • Passage of HB 1070 expanding the use of the affordable housing sales tax
    • $2 million for the City’s Links to Opportunity project in Hilltop
    • Millions of dollars for housing in Tacoma – including Forterra’s site, Shiloh Baptist Housing development, Tacoma Housing Authority housing, and more.
    • Passage of the Climate Commitment Act (cap-and-invest) and Low-Carbon Fuel Standard
### Systems Transformation Update

<table>
<thead>
<tr>
<th>Resolution Section</th>
<th>Status</th>
<th>Recent Accomplishments</th>
<th>In Progress/Up Next</th>
</tr>
</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  
• 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** | | • Workforce Equity Study Report Roll Out 5/3-5/11  
• 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 | • NCS position to support community safety transformation to be hired in June  
• Anti-Racist Transformation Strategic Plan Initiative Inventory late-May |

• 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 | • 21CP presenting again to Council 5/18  
• 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 | • Community Trauma Response Team Volunteer Training Application Deadline 5/31 |

| **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 | |
Short Range Timeline

- HEAL Established 2 of 6 Transformation Teams Prioritizing Public Safety
- Kickoff: City program alignment with Anti-Racist Strategic Plan
- Received Final Draft of Divertible Calls Study from Matrix

Today

- Workforce Equity Study Final Draft Delivered to HR from Keen
- NCS Community Safety Position Closes
- TPD Forward 21CP Policy Recommendations to CPAC

4/27

- 5/4
- WFE presentation to City of Tacoma Employees
- WFE presentation to City Council/Utility Board

5/11

- 5/18
- 21CP Presentation to City Council
### 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>
<th>Jul</th>
<th>Aug</th>
<th>Sept</th>
<th>Oct</th>
<th>Nov</th>
<th>Dec</th>
</tr>
</thead>
<tbody>
<tr>
<td>Finalize Core Coordinating Team Admin Contract</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>CCT meeting twice monthly to establish foundation</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Establish CCT Charter</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>CCT appoints the Policing Transformation Team</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**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

All sections will be informed by community involved processes.
All sections will be informed by community involved processes