



Update on Systems Transformation

City of Tacoma | City Manager's Office

Study Session

8/3/2021



- Section 1: Anti-Racist Budget Development and Economic Recovery
 - Association of Washington Cities (AWC) Equity in Budgeting Workshop
 - CM Ushka, CM Walker, and Budget Officer Johnston recorded feature webinar 7/29
- Section 2: New Policies & Transforming Existing Programs
 - PEACE and Reconciliation
 - Meetings with Council Members to orient to framework 8/2 – 8/13
 - Initial convening in late-August or September
 - Racial Equity Action Plans (REAPs) - Dashboard Development
 - Working with IT Department to create pilot dashboard for 2-4 departments 8/3



New Items



- Section 2: New Policies & Transforming Existing Programs (cont.)
 - Committees, Boards, and Commissions Racial Equity Training
 - Developing modules on common terms, national/local models for equity in local government policy & practice, anti-racism and implications of Resolution 40622
 - Pilot to be launched in mid-September
 - Retention Strategies Team
 - Meeting with Continuous Improvement to Align with Transformation Efforts 8/11
 - OEHR/HR Alignment on Final Recommendations 8/12
 - Final Recommendations to City Manager/Director of Utilities late-August
 - Human Resources Director Recruitment
 - Council confirmation of candidate 8/10
 - Supervisor Policy Learning Program Update
 - **Reminder:** Proposals are due from vendors by 11 AM Pacific time 8/10

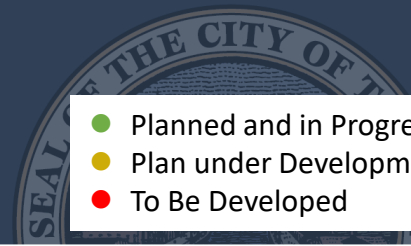


New Items



- Section 4: Administrative Changes & Process Improvements
 - Crime Analysis Unit (CAU)
 - Presented racial data collection tool to Union partners on 7/27
 - Presentation to Community Police Advisory Committee (CPAC) on 8/9
 - TPD Policy Updates Legislation-related
 - Finalizing contract with Lexipol to assist TPD with ensuring policy compliance and updates required by legislative changes
 - Additional 2 weeks of training planned on the new laws and their impacts to operations
 - Policies in Union Negotiation Process
 - P1.6 Fairness and Equality (Off Duty Bias Free 21CP) Completed- Policy has been uploaded to PowerDMS and CopWeb
 - P2.3 Uniforms, Grooming, Equip (ECT Carry) Routing for signatures
 - P3.2 Use of Force Vehicle Operations (21CP recommended changes) Being Revised
 - P3.1 Use of Force (HB1310/21CP changes) Being Revised
 - New Policy: De-Escalation procedure (21CP/I-940) Final draft completed

*New items in orange text



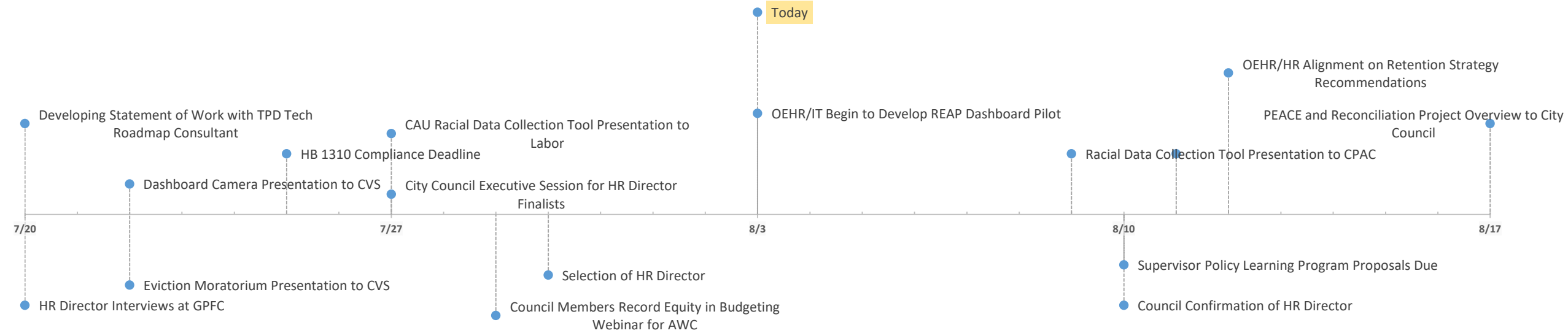
Systems Transformation Update

- Planned and in Progress
- Plan under Development
- To Be Developed

Resolution Section	Status	Recent Accomplishments	In Progress/Up Next
Council Action and HEAL the HEART of Tacoma	●	<ul style="list-style-type: none"> • Heal the Heart Update presentation at Study Session 6/22 • Council confirmation of 2 new CCT Appointment 6/8 • CCT update to Council on foundation building work 3/16 	<ul style="list-style-type: none"> • Establishing 2 Transformation Teams • Finalizing contract extensions with Colemon & Associates for CCT facilitation & support • Finalizing contract extensions with Greater Tacoma Community Foundation for CCT honorariums
Section 1: Anti-Racist focused Budget Development	●	<ul style="list-style-type: none"> • CMs recorded webinar for AWC Workshop 7/29 • ARPA funding priority buckets established 	
Section 2: New Policies and Programs / Transforming Existing Programs	●	<ul style="list-style-type: none"> • HR Director Recruitment (in process) confirmation 8/10 • Supervisory Policy Training Program Update RFP live 7/14 • CVS Presentation on Eviction Moratorium 6/24 & 7/22 	<ul style="list-style-type: none"> • Reconciliation Framework Orientation Meetings with Council 8/2-13 • REAP Dashboard Development & Pilot Aug/Sept • CBC Racial Equity Training Pilot Aug/Sept • NCS position to support community safety on hold • OEHR/EEO/HR Retention Strategies Recommendations to CMO/UD • OEHR Research heritage holiday for City Staff. GPFC end of September
Section 3: Current State Assessment of TPD Systems	●	<ul style="list-style-type: none"> • Presentation to CVS on BWC and Dashboard Cameras 7/22 • ARPA and Camera Funding at CVS 6/24 • TPD Legislation-related policy updates 7/13 • 21CP presentation to Council 5/18 • Alternative Response Study Report Roll Out 4/30 – 5/14 	<ul style="list-style-type: none"> • TPD Alternative Response Study at Council Study Session 6/29
Section 4: Administrative Changes and Process Improvements to Increase Transparency in Policing	●	<ul style="list-style-type: none"> • Racial Data collection tool development and presentations 7/27-8/9 • TPD Staff Training on New Policies 7/19 – 8/13 • TPD Administrative Policy Updates in Response to State Legislation Executive meeting on HB 1310 intent and implementation 7/19 	<ul style="list-style-type: none"> • CPAC Presentation to CVS on Use of Force, 21CP Response, and Initial Thoughts on Oversight 8/26 • Implementation of Policies to respond to recent state legislation
Section 5: Legislative Platform to Transform Institutional Racism	●		



Short Range Timeline





Long Range Transformation Timeline

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec
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						█	█					
Pilot Dashboard with 2-4 Departments									█	█	█	█
Pilot Dashboard with All Departments										█	█	█
Develop Community Facing Dashboard											█	█
Year End Reviews											█	█
Workforce Equity Study												
Data Analysis	█	█	█									
Final Report				█	█							
Prioritize Recommendations						█	█					
Deploy Solutions							█	█	█	█	█	█
NCS Safety Position												
Recruitment and Hiring					█	█						

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
PEACE and Reconciliation												
Coordination with NNSC		█	█	█								
Project PEACE Position Filled					█	█						
Project PEACE Policy and Community Engagement Work Begins						█	█	█	█			
First Reconciliation Convening								█	█			
Retention Strategies												
Retention Team provides recommendations				█	█	█	█	█				
Initial implementation support for organization-wide BIPOC retention efforts									█	█	█	█
Racial Equity Training												
Social Conditioning on Race Citywide Roll Out	█	█	█	█	█	█	█	█	█	█	█	█
Implicit Bias Training with City Council				█	█	█	█	█	█	█	█	█
Equity 101 with TPD					█	█	█	█	█	█	█	█
Committee Board & Commissions (CBC) Training												
Module/curriculum Development								█	█			
Pilot for ~5 CBCs									█	█		
Roll out to additional CBCs										█	█	█
Section 3: Assess the current state of systems in place at the Tacoma Police Department												
21CP Analysis of TPD												
Staff Review of Preliminary Recommendations		█	█									
Final Report from 21CP			█	█	█							
Prioritize and Implement					█	█	█	█	█	█	█	█
Divertible Calls Study												
Data Gathering, Interviews		█	█	█								
Final Draft of Report				█	█							
Prioritize and Implement					█	█	█	█	█	█	█	█

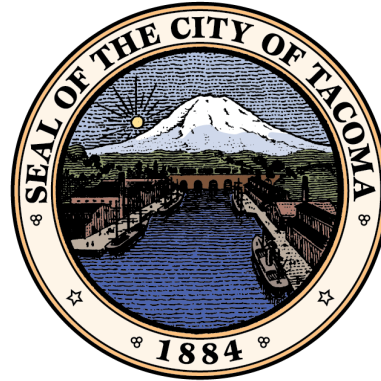
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Long Range Transformation Timeline

Section 4: Improve transparency and accountability in policing via interim administrative changes and process improvements											
Police Chief Recruitment											
Community Outreach											
Position Posted - Outreach and Advertising											
Position Closes											
Candidate Interviews											
Background Check/Reference Checks											
Appointment of Police Chief											
Body Worn & Dashboard Cameras											
80 Officer Pilot Deployment											
255 Cameras Deployed to All Patrol Officers											
17 Additional Cameras Deployed to Special Teams											
Plan for Dashboard Cameras											
Dashboard Camera Pilot Project											
Policy evaluation and development											
Section 5: Build a legislative platform at the local, state, and federal levels that works to transform institutions impacted by systemic racism											
Legislative Session Begins 1/11/2021											

All sections will be informed by community involved processes



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