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 competed
**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** | ✔️ | ● 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 | ● Establishing 2 Transformation Teams  
 ● Finalizing contract extensions with Coleman & Associates for CCT facilitation & support  
 ● Finalizing contract extensions with Greater Tacoma Community Foundation for CCT honorariums |
| **Section 1: Anti-Racist focused Budget Development** | ✔️ | ● CMs recorded webinar for AWC Workshop 7/29  
 ● ARPA funding priority buckets established | |
| **Section 2: New Policies and Programs / Transforming Existing Programs** | ✔️ | ● 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 | ● 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** | ✔️ | ● 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  
| **Section 4: Administrative Changes and Process Improvements to Increase Transparency in Policing** | ✔️ | ● 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 | ● 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** | | | |

*New items in orange text*
Short Range Timeline

- Developing Statement of Work with TPD Tech Roadmap Consultant
- Roadmap Consultant HR Director Interviews at GPFC
- Eviction Moratorium Presentation to CVS
- Dashboard Camera Presentation to CVS
- HB 1310 Compliance Deadline
- City Council Executive Session for HR Director Finalists
- CAU Racial Data Collection Tool Presentation to Labor
- Selection of HR Director
- Council Members Record Equity in Budgeting Webinar for AWC
- OEHR/IT Begin to Develop REAP Dashboard Pilot
- OEHR/HR Alignment on Retention Strategy Recommendations
- PEACE and Reconciliation Project Overview to City Council
- Supervisor Policy Learning Program Proposals Due
- Racial Data Collection Tool Presentation to CPAC
- Council Confirmation of HR Director
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
- Md 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
- Md 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**

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

All sections will be informed by community involved processes
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
Update on Systems Transformation
City of Tacoma | City Manager’s Office
Study Session
8/3/2021