Update on Systems Transformation
City of Tacoma | City Manager’s Office
City Council Meeting
4/27/2021
New Items

• Section 2: New Policies & Transforming Existing Programs
  • Organizational Culture workshop to identify high-level Anti-Racist objectives aligned with Council and organizational priority areas 4/15
    • Final in series of 8 workshops for internal and Council Priority Areas

• Kickoff meetings – Identifying City work that aligns with Anti-Racist Transformation Strategic Plan Objectives 4/22 & 4/27
  • Senior staff from throughout the organization will be working to identify City programs, budget initiatives, work outlined in Racial Equity Action Plans (REAPs), recommendations from consultant studies (e.g. 21CP Current State TPD Analysis and Keen Independent’s Workforce Equity Study), etc. that will contribute to the City’s portfolio of Anti-Racist Transformation work
New Items

• Section 2: New Policies & Transforming Existing Programs
  • Workforce Equity Study
    • Final Workforce Equity Study report provided to HR by Keen Independent 4/27
    • Keen Independent scheduling presentations to:
      • City of Tacoma Employees 5/3
      • City Directors and Superintendents 5/5
      • Civil Service Board 5/6
      • Joint Labor Committee 5/10
      • City Council/Utility Board 5/11
• Section 3: Current State Analysis of TPD
  • Body Worn Cameras
    • Presentation to Community Vitality and Safety Committee (CVS) on current status of TPD’s body worn camera program and initial evaluation of potential future project phases to be considered for prioritization 4/22
  • Preliminary Alternative Response (Matrix Study) Recommendations
    • Received preliminary recommendations related to homelessness and encampments late last week
    • Will receive full preliminary report later this week
## 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**

### 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 – 4/27**
- **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**
- **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**

### In Progress/Up Next
- **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**

*New items in orange text*
Next Steps Timeline

- Organizational Culture Objectives Workshop
- Matrix TPD Alternative Response Study preliminary analysis
- Workforce Equity Study Presentation to CMO
- Bodyworn Camera at CVS
- 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 Directors and Superintendents
- WFE presentation to Civil Service Board
- NCS Community Safety Position Closes
## Long Range Transformation Timeline

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**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 Approves 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

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

#### PEACE and Reconciliation
- Coordination with NNSC
- Project PEACE Position Filled
- Project PEACE Policy and Community Engagement Work Begins

#### Retention Strategies
- Retention Team provides recommendations
- Initial implementation support for organization-wide BIPOC retention efforts

#### Advanced Racial Equity Training: Social Conditioning on Race
- Citywide Roll Out

#### 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

#### Divertible Calls Study
- Data Gathering, Interviews
- Final Draft of Report

#### Section 4: Improve transparency and accountability in policing via interim administrative changes and process improvements
- Body Worn Cameras
  - 80 Officer Pilot Deployment
  - 255 Cameras Deployed to All Patrol Officers
  - 17 Additional Cameras Deployed to Special Teams

#### 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

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*All sections will be informed by community involved processes*