



# Update on Systems Transformation

City of Tacoma | City Manager's Office  
 City Council Meeting  
 8/10/2021



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## New Items



- **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

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## 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

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## New Items



- Section 2: New Policies & Transforming Existing Programs (cont.)
  - Police Chief Recruitment
    - Completing contract with Bob Murray and Associates to assist with the recruitment for the next police chief.
    - Discussions with members of the community regarding desired characteristics of the next police chief 7/29
  - Human Resources Director Recruitment
    - Council confirmation of candidate 8/10
  - Supervisor Policy Learning Program Update
    - Final deadline for vendors to submit proposals 8/10

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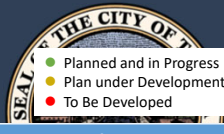


## New Items

- 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

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\*New items in orange text




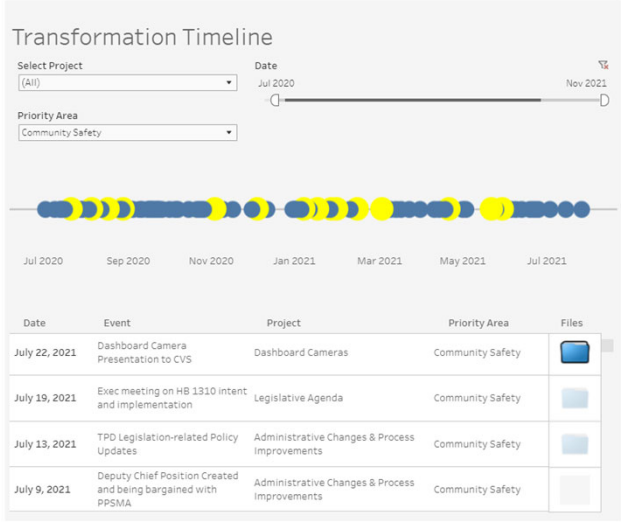
## Systems Transformation Update

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

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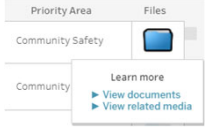
## New Transformation Website Feature





Date	Event	Project	Priority Area	Files
July 22, 2021	Dashboard Camera Presentation to CVS	Dashboard Cameras	Community Safety	
July 19, 2021	Exec meeting on HB 1930 intent and implementation	Legislative Agenda	Community Safety	
July 13, 2021	TPD Legislation-related Policy Updates	Administrative Changes & Process Improvements	Community Safety	
July 9, 2021	Deputy Chief Position Created and being bargained with PPSMA	Administrative Changes & Process Improvements	Community Safety	


- Timeline of transformation activities reported to Council since passing Resolution 40622
- Filter by Council Priority Area or for selected projects
- Filter by time period
- Click on the file icons to see related documents and meeting recordings

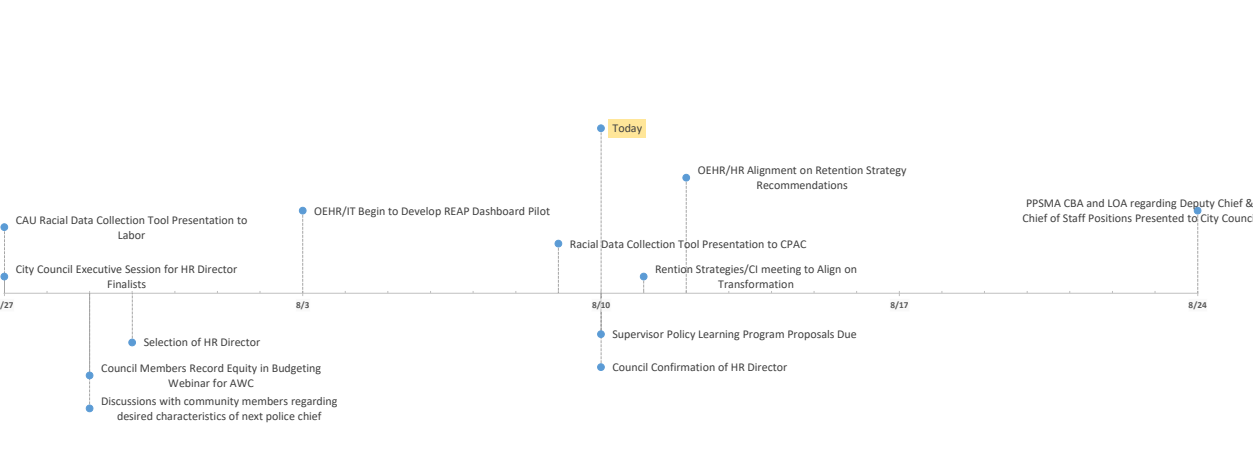


<https://cityoftacoma.org/transform>

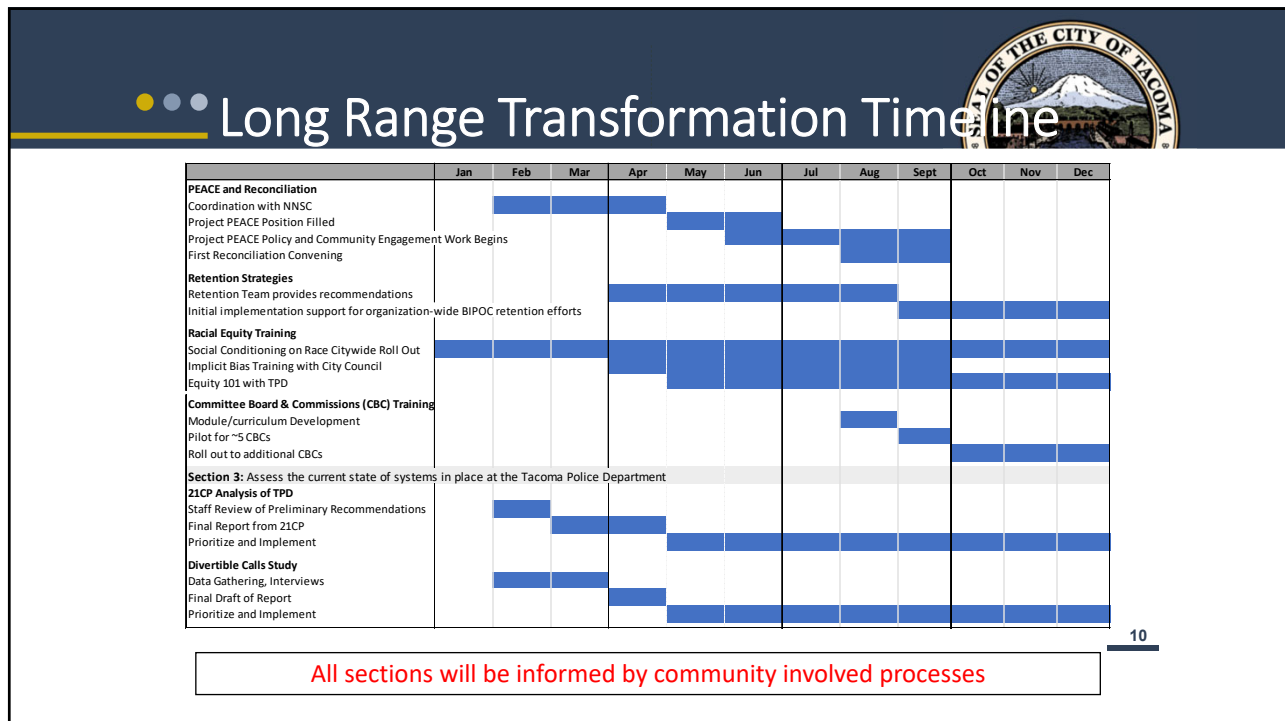
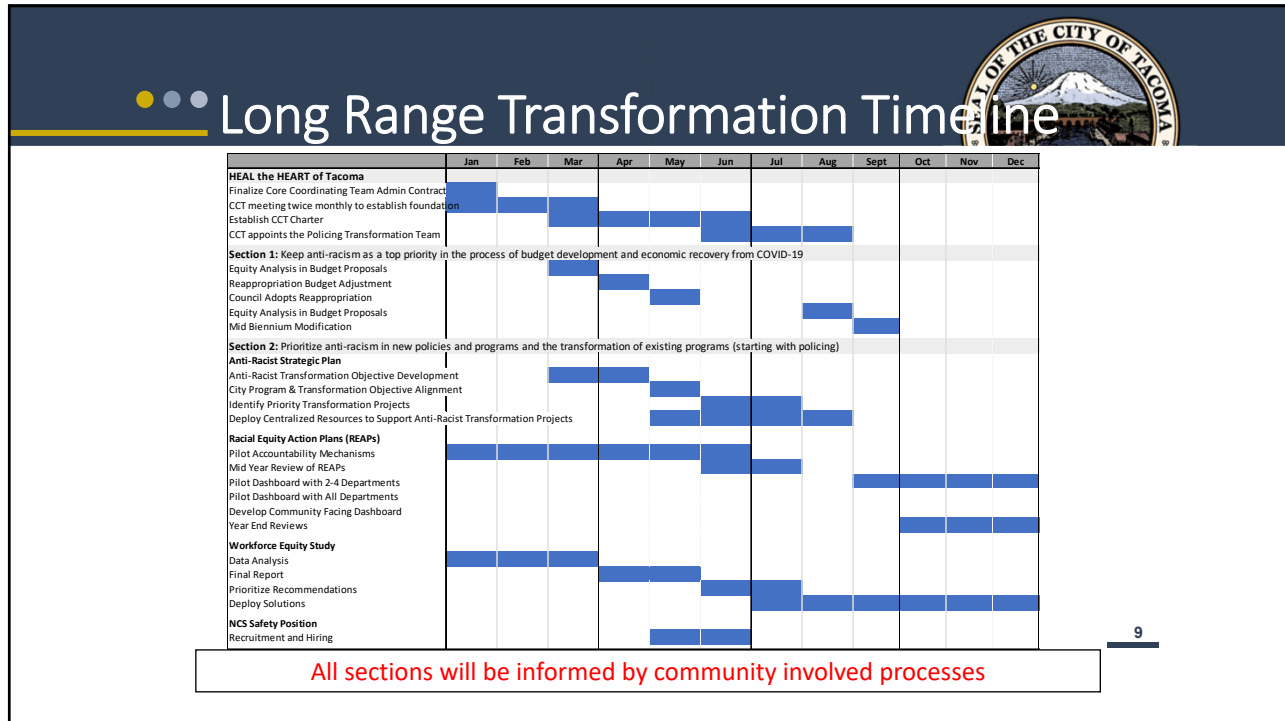
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## Short Range Timeline





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# Long Range Transformation Timeline

Task	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10
<b>Section 4: Improve transparency and accountability in policing via interim administrative changes and process improvements</b>										
<b>Police Chief Recruitment</b>										
Community Outreach										
Position Posted - Outreach and Advertising										
Position Closes										
Candidate Interviews										
Background Check/Reference Checks										
Appointment of Police Chief										
<b>Body Worn &amp; Dashboard Cameras</b>										
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										
<b>Section 5: Build a legislative platform at the local, state, and federal levels that works to transform institutions impacted by systemic racism</b>										
Legislative Session Begins 1/11/2021										

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All sections will be informed by community involved processes

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- Council Actions and HEAL the HEART
- Section 1: Anti-Racist Budget Development and Economic Recovery
- Section 2: New Policies & Transforming Existing Programs
- Section 3: Current State Analysis of TPD
- Section 4: Administrative Changes & Process Improvements
- Section 5: Legislative Agenda at the Local, State, and Federal Level

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