



Update on Systems Transformation

City of Tacoma | City Manager's Office

Study Session
8/4/2020



New Items 8/4/2020



- Section 1: Anti-Racist Budget Development
 - 7/31 community workshop with anti-racism emphasis & 35 attendees
 - Balancing Act Survey – received 3,000 responses; analyzing results
- Section 2: Transforming Existing Programs
 - Further incorporating equity into “ci4i” process improvement framework
 - Resourcing transformation efforts with CI team
- Section 3: Current State of TPD Systems
 - Analyzing alignment of staffing study recommendations with transformation opportunities

New Items 8/4/2020

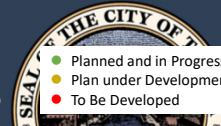


- Section 4: Administrative Changes in TPD
 - Body Camera Vendor Selected – AXON
 - Body camera contracting process and CMO identification of funding sources
 - Preliminary Trainings on 3 Newly Adopted 8 Can't Wait Policies (7/30 & 8/6)
 - Practical training for 3 newly adopted 8 Can't Wait Policies 9/3
- Administrative Items
 - Weekly reporting & project management approach
 - Transformation website live 8/4

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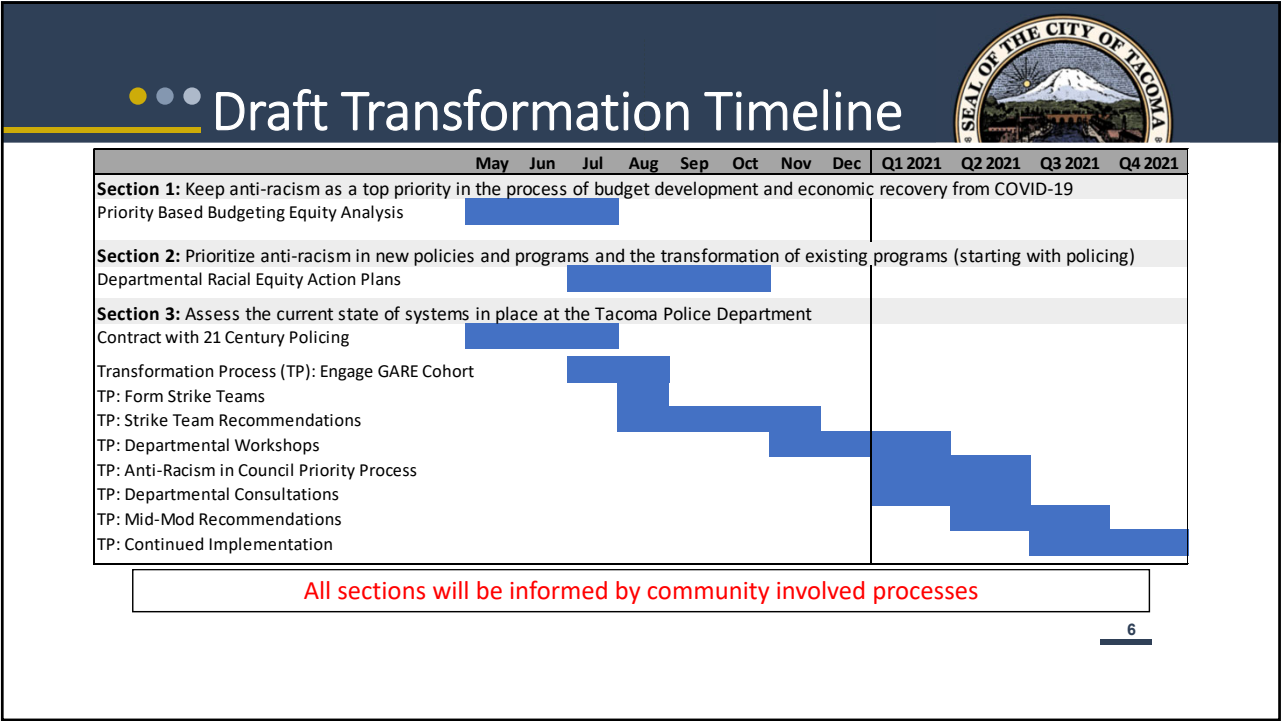
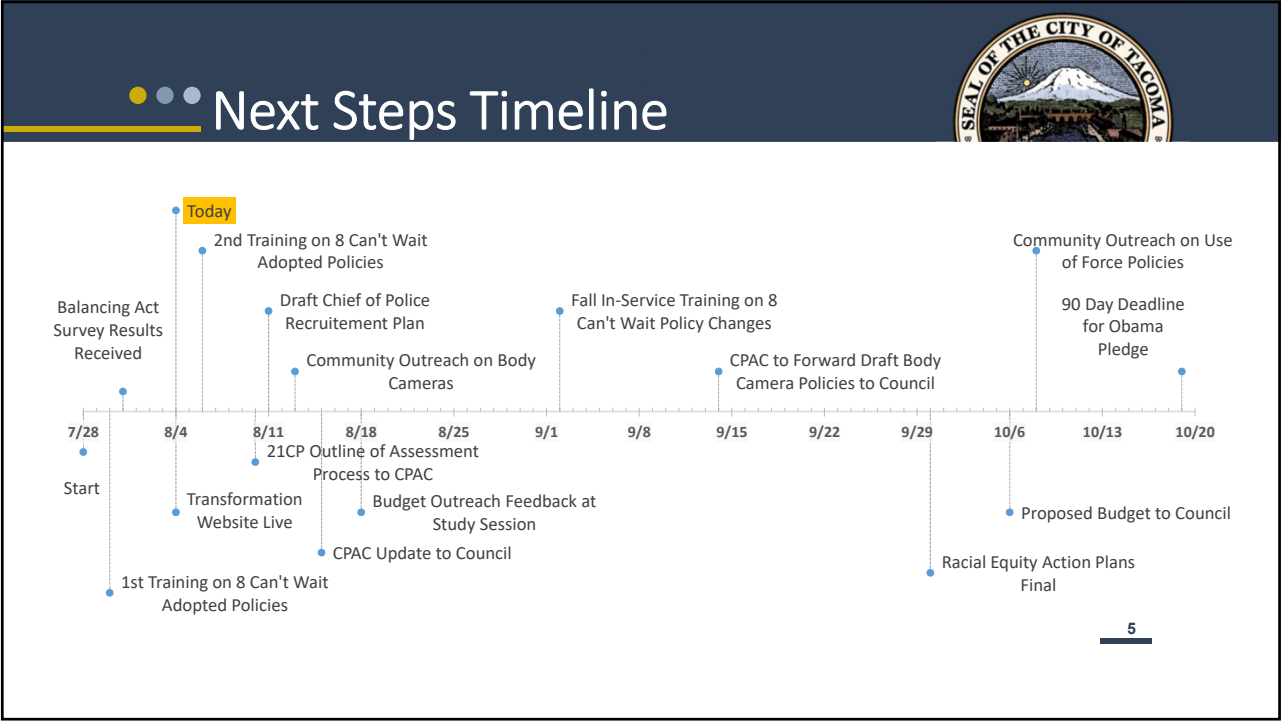
*New items in orange text

Systems Transformation Update



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

Resolution Section	Status	Recent Accomplishments	In Progress/Up Next
Section 1: Anti-Racist focused Budget Development	●	<ul style="list-style-type: none"> • 3,000 responses to Balancing Act survey • Budget workshop on 7/31 (anti-racist emphasis) • Priority Based Budgeting evaluation of racial and other equity impacts for general government programs • All (400+) budget proposals included analysis of equity impacts & Racial Equity Action Plans (REAP) 	<ul style="list-style-type: none"> • Analysis of Balancing Act survey data by demographic and location breakdowns • Evaluation of financial impacts and mitigation approaches through service delivery transformation • Proposed budget to Council by 10/6
Section 2: New Policies and Programs / Transforming Existing Programs	●	<ul style="list-style-type: none"> • 6 person cross-departmental team reviewing departmental REAPs and providing feedback to staff • Contracted with Nick Brown 	<ul style="list-style-type: none"> • Incorporating equity into "ci4i" process improvement Framework • Final Departmental Racial Equity Action Plans due 9/30 • Forming Strategic Leadership Team for Transformation Process
Section 3: Current State Assessment of TPD Systems	●	<ul style="list-style-type: none"> • Contracted with 21 Century Policing (21CP) 	<ul style="list-style-type: none"> • Analyzing alignment of staffing study recommendations with transformation opportunities • 21CP will present to CPAC on outline of assessment process 8/10
Section 4: Administrative Changes and Process Improvements to Increase Transparency in Policing	●	<ul style="list-style-type: none"> • First Preliminary Training on newly adopted 8 Can't Wait Policies (Banning Choke Holds, Duty to Intervene, and Warning Before Shooting) 7/30 • Body Camera Vendor Selected - AXON • Adoption of 8 Can't Wait • Adoption of Obama Pledge 	<ul style="list-style-type: none"> • Second Preliminary Training on Newly Adopted 8 Can't Wait Policies 8/6 • 8 Can't Wait Practical Training at TPD in Service 9/3 • Purchasing and contacting process with AXON; identification of funding sources • Negotiations with Police Labor Unions • CPAC currently reviewing body camera policies • Working on CTRT & creating outreach plan (early August) • Draft recruitment plan for Chief of Police to CMO 8/11 • Obama commitments
Section 5: Legislative Platform to Transform Institutional Racism	●		<ul style="list-style-type: none"> • State-level priorities workshop in late September • Draft for Council/Board discussion in November • Developing draft legislative agenda for state and federal priorities for 2021



Draft Transformation Timeline



	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Q1 2021	Q2 2021	Q3 2021	Q4 2021
Section 4: Improve transparency and accountability in policing via interim administrative changes and process improvements												
8 Can't Wait: Review Use of Force Policy												
8 Can't Wait: Best Practices Research												
8 Can't Wait: Initial Training on Adopted Policies												
8 Can't Wait: Practical Policy Training at Fall In-Service												
Body Cameras: CPAC Vendor Review												
Body Cameras: CPAC Policy Review												
Body Cameras: Civilian Staff Hiring/Training												
Body Cameras: Purchase												
Body Cameras: Rolling Training/Deployment												
Section 5: Build a legislative platform (local, state, and federal) that works to transform institutions impacted by systemic racism												
Developing agenda for state and federal priorities for 2021												

All sections will be informed by community involved processes

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OVERVIEW



- Resolution 40622 passed on June 30th
- Weekly report at Council Study Sessions on 5 sections:

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OVERVIEW



Be it resolved:

1. That the City Manager is hereby directed to **keep anti-racism as a top priority in the process of budget development** and prioritize anti-racism in the planning of an **economic recovery strategy following COVID-19**.
2. That the City Manager is hereby directed **to prioritize anti-racism in the evaluation of new policies and programs**, as well as the sustained **and comprehensive transformation of existing services**, with initial priority being given to policing.

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OVERVIEW



3. That the City Manager is hereby directed to **assess the current state of systems in place at the Tacoma Police Department** in consultation with police reform experts, and give specific attention to how current policies and existing studies, agency composition, hiring, promotions, staffing levels, training, and accountability systems align to create just outcomes and use this assessment as a foundation for the work of comprehensive transformation.
4. That the City Manager is hereby directed to **actively seek and implement interim administrative changes and process improvements** that can legally be taken immediately to improve transparency and accountability in policing.
5. That the City Manager is hereby directed to work with the Mayor and City Council to **build a legislative platform** at the local, state, and federal levels that works to transform institutions impacted by systemic racism for the greater equity and wellbeing of all residents of Tacoma, Washington State, and the United States.