



# Update on Systems Transformation

City of Tacoma | City Manager's Office  
City Council Meeting  
4/12/2022



# Departmental Highlight

Environmental Services



# Transformation Highlight



Project or Highlight Area  
**Solid Waste Education Outreach and Engagement**

Council Priority Area  
**Access to Services**

- Context:** According to the 2019 US Census Bureau American Community Survey, **18.1%** of the City of Tacoma’s residential community speaks a language other than English at home.
- Actions:**
  - Transcreation of Residential and Multifamily Recycling education resources in Spanish, Korean, Vietnamese, Khmer, and Russian.
  - Recycle Ambassadors trainings delivered to Spanish, English, Russian, and Asian/Pacific Islander language-speaking groups in their preferred language, engaging with 139 single-family and multifamily residential participants
  - Food/Yard Waste Ambassador training developed to be rolled out in 2022
  - Pilot with focus on Multi-family recycling to provide support and communication resources for residents and property managers



# Transformation Highlight



- Transcreation**, or creative translation, uses multicultural market research, localized language and design to transform materials into another language. Some examples of specific changes:
 

1. Quad layout with less material types

2. Culturally relevant material types

3. Key messages





# Transformation Highlight



Project or Highlight Area

Equitable Outreach and Engagement

Council Priority Area

Access to Services

## Recycle Reset education: multi-cultural, multi-lingual Community Ambassador program

- Uses Equity as a guiding principle and leverages word-of-mouth as an amplification strategy, engaging with communities of color and nonnative English speaking communities
- Based on the Community Health Worker promotora de salud (health promoters) model that is effective in spreading health information to specific communities
- Community Ambassador trainings are designed and implemented in partnership with community leaders and organizations
- The Community Ambassadors acquire knowledge, skills and professional experiences and inform members of their own community on the values of recycling, composting, and waste reduction



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# Recycle Reset Ambassadors Video

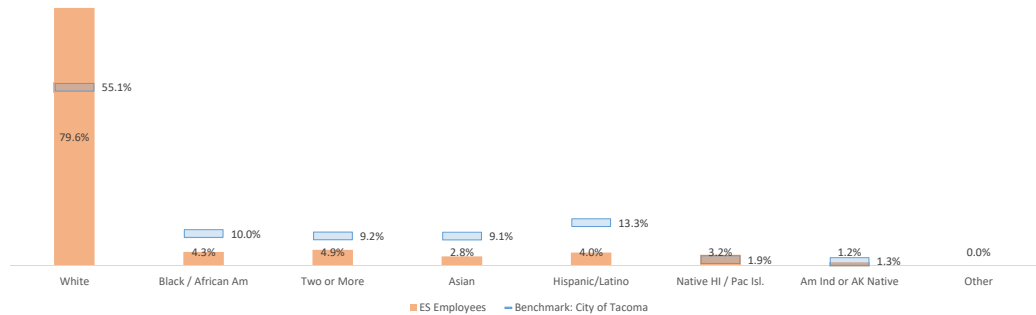


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## Workforce Reflects the Community



Employee Racial / Ethnic Diversity  
EOY 2021  
Environmental Services Only



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## Workforce Reflects the Community



### ES Equity Team – Recruitment and Retention Subcommittees

- Hiring Managers work with Equity hiring representative on all recruitments
- ES Equity Team Recruitment subcommittee formed in 2020 to develop strategies for reaching more diverse applicant pools in the recruitment process.
- Examples:
  - O&M expanded Operator in Training (OIT) program by two positions to provide additional opportunities for residents to enter the profession of water quality.
  - SWM and TAGRO working on Driver Trainee position for 2023-24
  - OEPS High School Summer EnviroChallenger ES Certificate Training focuses on underrepresented youth; EnviroChallenger coordinates Next Move interns at ES.

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## Purposeful Outreach and Engagement



### Developing an Equitable Engagement Framework

- ES team formed to develop draft Equitable Engagement Framework
- MCO initiated adaptation of ES plan to develop a Citywide Equitable Engagement Framework

### 5 step framework draft:

1. What level of engagement should we use?
2. Who should we engage?
3. How should we engage?
4. How will we measure successful engagement?
5. How will we build for the long-term?

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## Equitable Service Delivery



### ES Strategic Plan – Equity Toolkit for Evaluating Programs and Services

- **Watershed Plan:** Toolkit process helped guide community engagement process for plan development, including multilingual flyers and translation services offered at community workshops; GIS Tool includes Equity Index layer for ranking priority areas for stormwater solutions in low opportunity neighborhoods
- **Tree Coupons:** Identified strategies to increase participation in communities of low opportunity. The City's Grit City Trees program provides free trees, prioritizing underserved neighborhoods, to directly address Tacoma's environmental justice inequities. Hazardous Tree Assistance program pilot is also starting in 2022.

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# Departmental Look Forward



- MCO working on Citywide Equitable Outreach and Engagement Framework in 2022
- SWM and TAGRO plan to implement Driver Trainee program in 2023
- Stormwater Comprehensive Plan (2023-24) will be informed by the Watershed Plan equity priorities to identify opportunities for infrastructure improvements in underserved neighborhoods
- SWM continuing Transcreation of Recycling, Food/Yard Waste, and other resources into 5 languages



# Questions?





## City Manager Update



### Recent Accomplishments



- Cross-functional teams evaluated 516 programs for influence on anti-racism and equity in preparation for 23-24 budget process.
- Added Equal Employment Opportunity Investigator to increase support for addressing employee complaints – 4/11
- Resolution authorizing the establishment of an Equity in Contracting Advisory Committee to monitor compliance of the Equity in Contracting program as codified in TMV 1.07 – 4/12

## Recent Accomplishments



- Management and Local 6 reached a tentative agreement on 60-day pilot to test Survey 123 system for collecting demographic information - 3/31
- First reading of Civilian TPD Chief of Staff Classification ([ORD28810](#)) - 4/12
- TPD participated in Military Career Fair at Joint Base Lewis-McChord to promote hiring with an emphasis on female and minority applicants - 3/24

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## Upcoming Items



- The City will post a Request for Information (RFI) for Mental Health Crisis Civilian Response in mid-April on the [Services Solicitations - City of Tacoma](#) website
- Council Study Session update on Reconciliation process by Office of Equity and Human Rights (OEHR) and National Network for Safe Communities (NNSC) - 4/26

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# Transformation Timeline & History



## Transformation Timeline

Select Project: (All) | Date: Jun 2020 - Nov 2021

Priority Area: (All)

Date	Event	Project	Priority Area	Files
November 23, 2021	City Council consideration of Resolution approving the 2022 citywide state and federal prio...	Anti-Racist Legislative Agenda Development (State/Local/Fed)	N/A	
November 17, 2021	Chief of Police Candidate panel interviews and reception	Chief of Police Recruitment	Community Safety	
November 16, 2021	City Council Study Session Presentation and Interviews	Chief of Police Recruitment	Community Safety	
November 9, 2021	Citywide (GG and TPU) presentation of state and federal priorities to the Joint S...	Anti-Racist Legislative Agenda Development (State/Local/Fed)	N/A	

- <https://cityoftacoma.org/transform>
- Timeline of transformation activities since passing Resolution 40622:
  - Filter by:
    - Council Priority Area
    - Selected Projects
    - Time period
  - Click on the file icons to see related documents and meeting recordings

Priority Area: Community Safety | Files: [Icon]

Community: [Icon]

Learn more  
 ▶ View documents  
 ▶ View related media



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 1/11/2022

Recycle Reset Community Ambassadors

Subtitles:

**Valorie (Vietnamese)**

**Community Ambassador**

After learning about the recycling program, I had the opportunity to learn and know more about what can be put in the trash. And what can be put in the recycling bin so I can share it with the people around me.

I teach Vietnamese to children. I showed them, and they were very excited to practice whether throwing it into the trash bin or putting it into the recycling bin.

Thank you.

**Chris Lopez-Moreno (Spanish)**

**Community Partner**

I decided to join this initiative because I think that it's everyone's job and we all have to do something.

Maybe starting with those of us that are the most motivated and giving this same motivation to our neighbors, or even our own family.

Starting with my own children who are the next generation.

It is true that we want to leave a clean planet that is in good condition, but we also need to leave good inhabitants that maintain that care and responsibility when I or we are no longer here.