



## **Update on Systems Transformation**

City of Tacoma | City Manager's Office  
City Council Meeting  
7/12/2022



## **Departmental Highlight**

Neighborhood and Community Services (NCS)



# Transformation Highlight

**Project or Highlight Area**

**Internal Improvements**

Growth in all ten key performance indicators!

1. Policies & Procedures
2. Training & Development
3. Infrastructure & Capacity
4. Data & Evaluation
5. Engagement & Partners
6. Inclusion
7. Language & Lexicon
8. **DEI Mission**
9. **Leadership**
10. **Decision Making**

**Council Priority Area**

**Organizational Culture**

**DEI BASELINE ASSESSMENT**

Scale

<b>Not Yet Started</b>	Generally means that DEI work has not been approached in any formalized way.
<b>Just Beginning</b>	Generally means that DEI work has been discussed by a few, but only in theory.
<b>Launched/Emerging</b>	Generally means that DEI work has started in some areas but remains disconnected.
<b>Developing/Evolving</b>	Generally means that DEI work is underway and others (staff/constituencies) are engaged.
<b>Integrated</b>	Generally means that DEI work is becoming institutionalized.

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# Workforce Reflects the Community

NCS Employees Racial Demographics compared to Tacoma Population as of 7/5/22

Racial Demographic	NCS Employees (%)	Benchmark (%)
White	60.71%	55.11%
Black / African Am	10.71%	9.96%
Two or More	10.71%	9.22%
Asian	10.71%	9.15%
Hispanic/Latino	7.14%	13.31%
Native HI / Pac Isl.	0.00%	1.92%
Am Ind or AK Native	0.00%	1.34%

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# Workforce Reflects the Community



- Equitable Hiring
  - DEI Team Member Reviews
  - BIPOC and/or Women in Leadership
- Retention and Inclusion
  - Director 1:1 Meetings and Listening Sessions
  - Inclusive Leadership Training
  - Reformatting Department Structure



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# Transformation Highlight



Project or Highlight Area

Code Compliance

Council Priority Area

Belief and Trust

## Recommendations:

1. Create a flexible toolkit for Code Enforcement
  - Inspector handbook
2. Resident Engagement
  - Increased communication
  - Automation allowing for quicker response times
3. Training and Procedures
  - Increased training and updated documents
4. Governance
  - Legislative changes to the Tacoma Municipal Code

A well maintained property meets the following standards:



1. Nuisance (junk) vehicles are in an enclosed building.
2. Windows do not have cracks or breaks that allow moisture inside.
3. Trees are alive and show no signs of disease.
4. Shed is clean and all shingles are intact and in good condition. Material does not allow leaks and has proper ventilation.
5. Chimney bricks and mortar are intact with no cracking.
6. Exterior doors properly close and lock. Materials used are sealed from weather and provide protection from leaks.
7. Handrail, guardrail, and stairs provide safe, stable access for routine and emergency use.
8. Siding is properly painted for weather protection and has no missing sections.
9. Gutters are clear of debris and allow roof drainage to the storm drain or other approved area.
10. Accessory buildings (e.g. detached garage) meet the same quality conditions as the main structure.
11. Blackberries are cultivated and do not provide harborage for rodents.
12. Fences provide no safety hazards and are properly supported.
13. Property/yard is free of excess garbage and debris.
14. Grass is cut below 12 inches tall.

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## Equitable Service Delivery



- COVID Response
  - Adaptability and increased resources
- Targeted Programming
  - Yard Assistance and Resources for Disabled and Elderly (YARD) Program
  - Private Property Encampment Abatement
  - Transitional Employment Pathway (TEP) Program
- Diversifying Providers
  - Shelter
  - Youth and Young Adult Violence Reduction



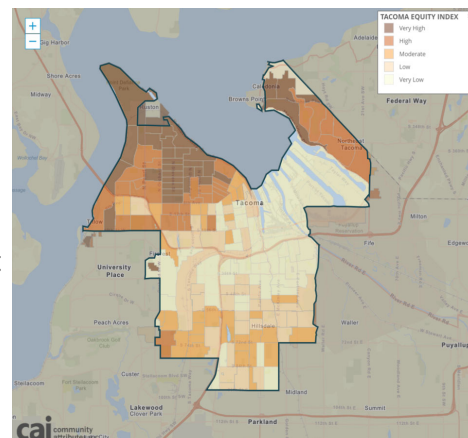
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## Purposeful Outreach and Engagement



- Targeted Community Outreach
  - Rapid Graffiti Removal Program
- Supporting Contracted Providers
  - Grants provided in partnership with Community and Economic Development
  - Technical and Logistical Assistance
  - Diversity, Equity and Inclusion (DEI) Communities of Practice



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## Departmental Look Forward



- NCS will thoughtfully invest in resources and will provide assistance to stakeholders to reduce systemic disparities throughout Tacoma.
- NCS will utilize an inclusionary lens and will implement inclusionary practices to cultivate a sense of belonging for all staff members.



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## City Manager Update

## Recent Accomplishments



- Partnered with Puyallup Tribal Language Program to stamp sidewalks with Lushootseed values along Fawcett Avenue. First value “Keep Your Head Up” completed on 7/6.
- 30 City Employees Completed the Equal Opportunity Community of Practice cohort on 6/16.
- The City of Tacoma celebrated Juneteenth as a paid holiday on 6/20 and hosted an event at the Tollefson Plaza on 6/15.
- In four 2020-2021 Loan and Grants programs, CED distributed a total of \$3,323,500 to small businesses.

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## Upcoming Community Engagements



- **Active Now** [City of Tacoma: City of Tacoma's Balancing Act - English - Balancing Act \(abalancingact.com\)](#)
- [Black Lives Matter Mural](#) Community Kickoff is 7/13 and BLM Handprint Day is 7/30, [Volunteer July 16-27](#)

### Council Committee Meetings

- Economic Development - 7/26 and 8/29
- Infrastructure Planning and Sustainability - 7/27
- Governance Performance and Finance - 8/02

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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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