



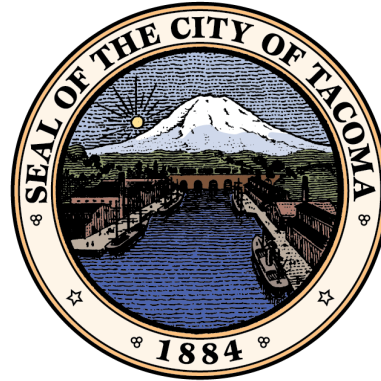
# Update on Systems Transformation

City of Tacoma | City Manager's Office

**City Council Meeting**

**October 17, 2023**





# Department Highlight

Planning and Development Services



# ●●● PDS: Service Delivery & Engagement



## Workforce Representation and Employee Retention

- Created PDS Equity Hiring Guidelines in May 2022
- Advertise all positions including promotional opportunities and appointive positions
- Hiring focus on adding employees who are multi-lingual and also increase representation for the community

## Community Engagement

- Established Permit Compliance Team in 2021
- Translation services available at all public meetings

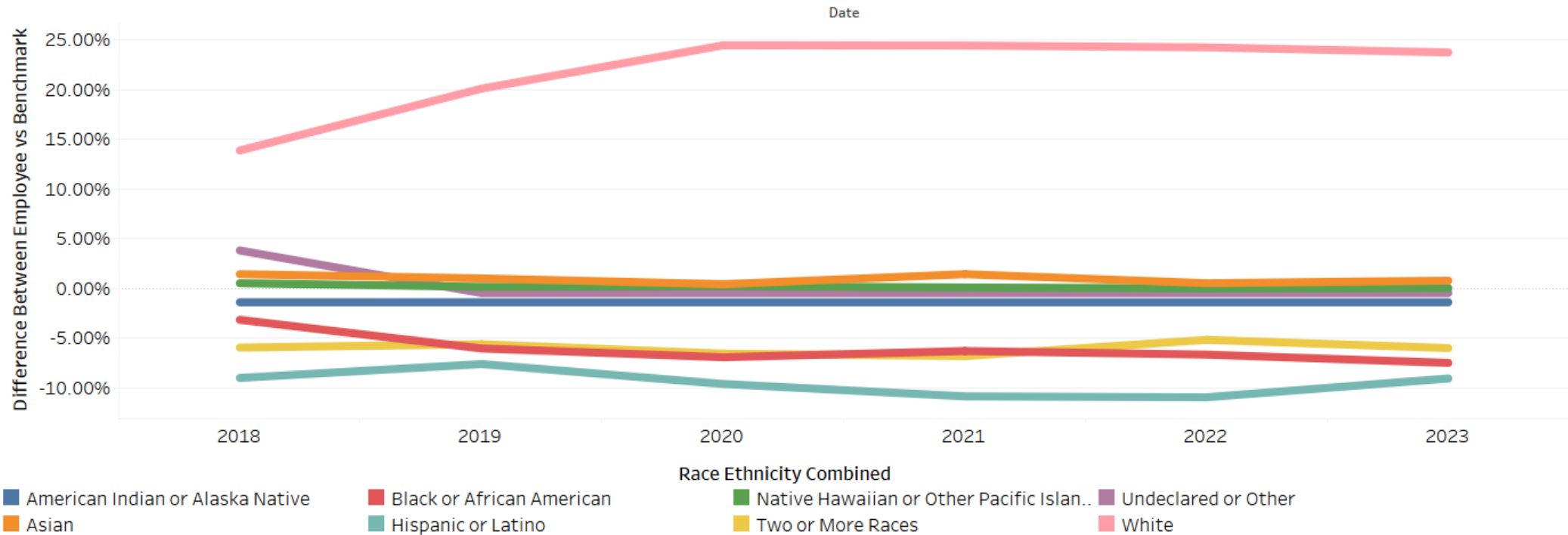
## Equitable Service Delivery

- Restaurant Pilot Program

# Workforce Reflects the Community



City of Tacoma Race and Ethnicity Demographics  
 Difference Between Employees vs Tacoma City Benchmark Percentages  
 Personnel Area(s): Planning & Development Svcs  
 2018-01-01-2023-09-06





# Next Steps and/or Challenges

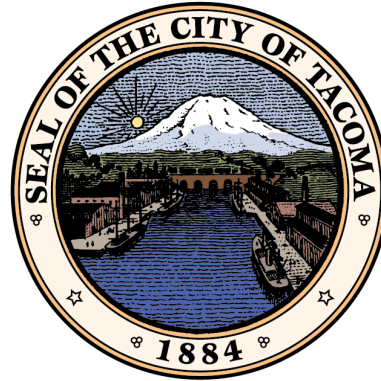
- Continue to commit available capacity to continue efforts to address needs including:
  - Small Business Program
  - Affordable Housing
  - Home in Tacoma
- Barriers/challenges
  - Difficulty balancing permitting goals with goals of transformation
  - Development community measures our success based more on permitting performance rather than transformational change



# 2023 Planned Action Visual

PDS' goal is to work with existing resources and programs to continue equity in hiring efforts and pilot programs to meet and assist customers in their communities.

Past	Present	Future
Permit assistance provided in person only at TMB.	Permit assistance provided in person and online via Teams, Zoom, or chat.	Pilot program to assist customers in their communities (libraries, community centers, etc.).
PDS did not have an Equity team.	PDS Equity Team consists of seven members.	Increase PDS Equity Team membership, including potential rotation to reduce workload impact/burnout.



# Departmental Highlights

Public Works Department





# ●●● Public Works REAP Goals

1. Workforce demographics reflecting the community it serves.
2. Equitable outreach and communications.
3. Equitable Mobility, Safety and Infrastructure Investments



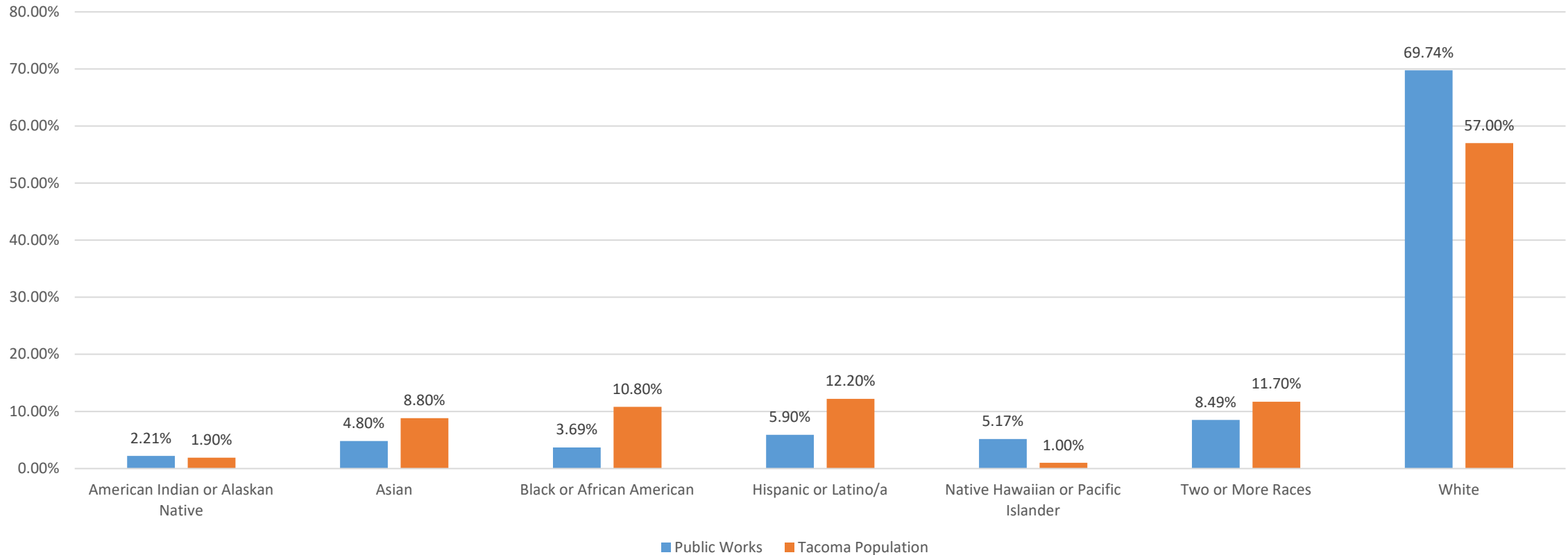




# Workforce Reflects the Community

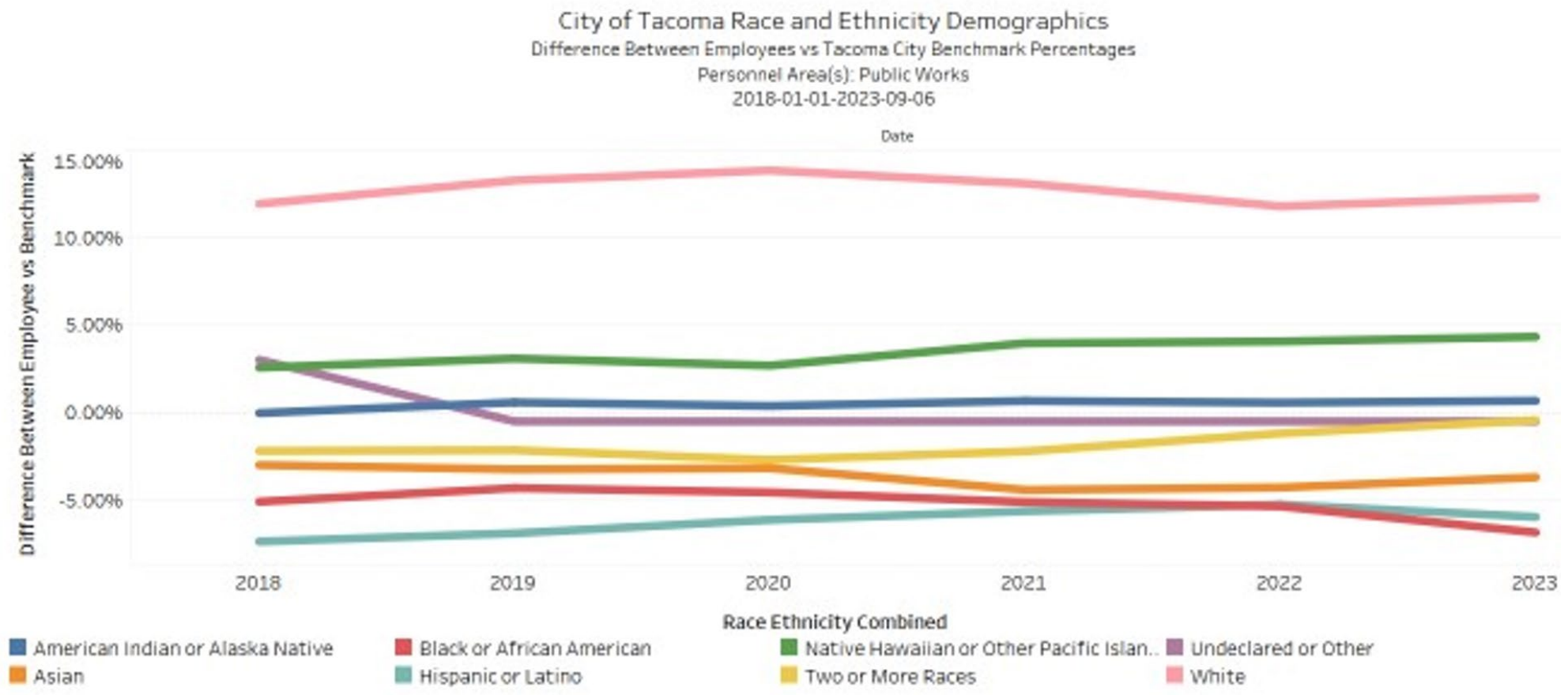
- Intent: Achieve parity between the demographics of our workforce and the overall city population.
- Specific tasks include:
  - Attend job fairs that aid in attracting people of color.
  - Challenge hiring process screening criteria.
  - Challenge current candidate testing procedures.

# Public Works and City of Tacoma Demographics (as of 2nd Quarter 2023)





# Public Works Demographic Trends





# Workforce Reflects the Community

## Status

- Job fair attendance/outreach.
  - Revised Goal 1 tasks to replace Job Fair Attendance with Develop Communications Protocol, REAP intranet site, and Equity Mission Statement
- Hiring processes
  - Street Operations Division reviewed/revised 8 positions to remove potential barriers consistent with the positions.
  - Traffic Signal and Streetlight section continues working with Bates Technical College and the Tacoma Training and Employment Program (or TTEP) to create a pathway for participants to enter its apprenticeship program.



# Departmental Equity Mission



## **PUBLIC WORKS EQUITY MISSION STATEMENT**

Public Works is a department that values diversity and the multifaceted experiences brought by each unique individual. Our greatest strength is embracing the rich identities of our workforce and the interactions surrounding diversity, inclusion and belonging, for ourselves and the communities we serve. Our inclusive culture will eliminate barriers, uphold equity in our relationships, work and goals, and empower each individual to be boldly authentic.



# Workforce Reflects the Community

- Next steps:
  - Continue to refine hiring requirements and testing criteria to increase departmental trend lines for diversity in candidate pools and hires.
  - Continue building partnerships with educational institutions in Tacoma to bring a more diverse candidate pool to the department and internship programs.

# ●●● Equitable Outreach and Engagement



- Intent: Continue to build on efforts to deliver projects in an equitable manner by engaging in meaningful communications with community members.
- Specific tasks include:
  - Working with other departments in the development of an equitable engagement framework.
  - Create tools and guidelines for use with our various projects, programs, and other city-wide initiatives.
- Past example: Streets Initiative After Action Survey, Hilltop Street Fair, Gas Station Park Grand Opening, Local Improvement District Project Outreach



# Equitable Service Delivery

- Intent: Public Works needs a greater ability to overlay infrastructure information with the City's Equity Index.
- Specific tasks include:
  - Developing a central source of spatial data to better understand potential inequities of City provided programs and projects.
  - Developing tools to:
    - Reference and overlay equity related graphic information to assist in planning and allocating resources within the community.
    - Visualize inequities and adapt strategy and operations accordingly.



# Equitable Service Delivery



## Status

- Positioning ourselves to take advantage of the SAP Now! project to completely revamp our asset management capabilities.
- Completed a State Title VI audit and systems update.
- Traffic Streetlight replacement project and ESRI Special Achievement Award.

# 2023 Planned Action Visual



- Diversifying the Public Works Job Candidate Pool

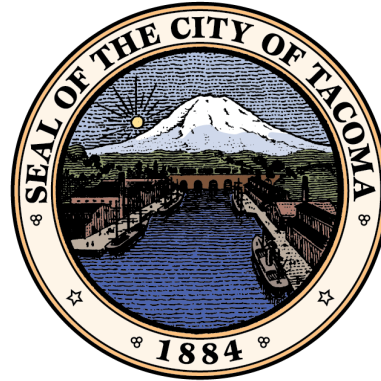
Past	Present	Future
Attending job fairs to attract applicants to PW jobs, task revised	Refocused tasks to targeting educational institution outreach (i.e. college programs)	Building positions and internship experiences for potential PW candidates
January 2023-August 2023	August 2023-November 2023	November 2023 – January 2024

# 2023 Planned Action Visual



- Positioning ourselves to take advantage of the SAP Now! project to completely revamp our asset management capabilities.

Past	Present	Future
Assessing PW IT needs and forming the PW IT Advisory Group	PW IT Advisory Group formed, scope of projects determined	Using fully developed IT tools to deliver service equitably to the Tacoma community
January 2023-August 2023	August 2023-October 2023	October 2023 – Ongoing



# City Manager Update





# Recent Accomplishments

- Equity in Contracting Team hosted an “Equity in Contracting Workshop Series”
- Tacoma Creates support of community cultural festivals and creation of Program Location map to ensure equitable service delivery.
  - Dia De Lost Muertos event coming up on 10/28 at Eastside Community Center
  - Program Locations Map is currently posted with 2021-2022 data. 2022-2023 data will be posted end of November.
- New Citywide CBC Orientation developed for all Commissioners with an intentional lens towards equity.



# Recent Accomplishments

- CBC Advanced Demographic Collection to ensure our Committees, Boards and Commissions represent our community.
  - This effort will also support our efforts to measure transformation in our service delivery.
- Tacoma Venues & Events is growing the pipeline of diverse staff for the venues and events industry, targeting education and outreach to high school students and hosting three interns from Tacoma School of the Arts and the Science and Math Institute.



# Upcoming Community Engagements

- City's Event's and Recognition Committee funding opportunity launched 10/9.
  - Applications accepted from 10/9 until 11/10
  - Applicants may request up to \$10K for expenses associated with direct costs of producing an event.
  - Applications measured on merit, equity, community impact and other measures.
- Informational virtual Q&A session will be held:
  - Monday, October 16<sup>th</sup> at 4pm
  - Monday, October 30<sup>th</sup> at 11:30am



# Upcoming Community Engagements

- Equity in Contracting 101 & Small Business Technical Assistance Workshop
  - Wednesday, October 25<sup>th</sup>
  - 11am – 12:30m
    - Overview of Equity in Contracting (EIC) Program
    - Minority Business Development Agency (MBDA) Consultative Services Overview
    - City of Tacoma Small Business Financing
    - Business Impact Northwest Technical Assistance Information
    - Washington APEX Accelerator, formerly known as PTAC Technical Assistance Center





# Transformation Timeline & History

Transformation Timeline

Select Project: (All) [v]

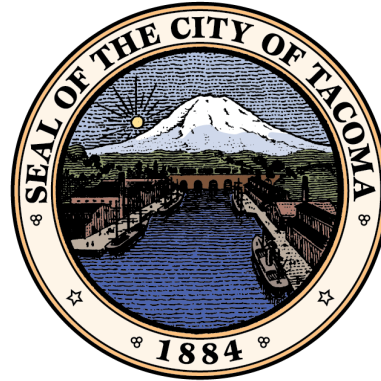
Date: Jun 2020 [slider] Nov 2021

Priority Area: (All) [v]

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	Files
Community Safety	
Community	Learn more ▶ View documents ▶ View related media



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