


Update on Systems Transformation


City of Tacoma | City Manager's Office
City Council Meeting
January 10, 2023

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Presentation Overview

- Transformation Guiding Document
 - Presenting Vision, Mission, and Values
- Targeted Universalism
 - Framework, TPU Pilot, and Looking Forward
- Racial Equity Action Plan (REAP) Refresh
 - Including Recommendations from Workforce Disparity Study
 - Making REAPs dynamic for Reporting and Dashboarding
- Continued Departmental Consulting with OEHR
 - Integrating more Equity in Budgeting
- 2023 Department Presentations Resume in February
 - Including Employment Demographic Trends in New Template



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Transformation Guiding Document, 1

OUR VISION (Our Ideal State)

We are an anti-racist organization creating just and equitable outcomes for all; focusing on long-term, systemic change, and accountability to the community.

OUR MISSION (What we will do to achieve our vision)

We dismantle institutional and structural racism. We listen to the voices of people of color and utilize data to identify, understand and actively work to adopt anti-racist policies and eliminate barriers to success for people of color. We acknowledge and repair the harm caused by the City of Tacoma.

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Transformation Guiding Document, 2

OUR VALUES

CHANGE:

We are bold in leading change internally and with our partners.
We focus on systems and power.

COMMUNITY:

We value and amplify the voices of those most impacted by systemic racism, seeking their input, and guidance, and honoring the wisdom of their experience.

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Transformation Guiding Document, 3

OUR VALUES

COMPASSION:

We meet people where they are along their journey and support each other in navigating the challenges of antiracism work, recognizing and addressing the unique impact on people of color.

CULTURAL COMPETENCE:

We expect ongoing individual and organizational learning to understand the history and implications of racism in order to undo the institutional structures that perpetuate it.

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Transformation Strategic Plan

Anti-Racist Transformation Strategic Plan

Safety

Objective — Ensure race is no longer a predictor of:

- Likelihood and outcome of police and criminal justice interactions
- Community perceptions of safety

Potential Measures

- Decrease of BIPOC resident negative interactions with law enforcement
- Percentage of residents that respond positively to the community survey about perceptions of overall quality of life in Tacoma

Housing and Homelessness

Objective — Ensure race is no longer a predictor of:

- Homelessness or housing instability
- Involuntary displacement

Potential Measures

- Increase of BIPOC residents entering stable housing
- Decrease of BIPOC residents being evicted

Jobs

Objective — Ensure race is no longer a predictor of access to:

- Jobs/training/ apprenticeships/ internships/ pathways to livable wage employment
- Business resources and support

Potential Measures

- Increase in local BIPOC community with job placement or enrollment in higher education from education and internship programs
- Increase improvement in dollars spent on MBEs

Access

Objective — Ensure race is no longer a predictor of:

- Access to quality infrastructure and utilities (Equitable digital access, infrastructure projects, neighborhood and business development, transit, Vision Zero)

Potential Measures

- Increase in dollars spent on infrastructure projects in low-opportunity areas
- Increase in tree canopy cover in low-opportunity areas

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Draft

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Transformation Communication Plan

Communication Plan Approach:

Multiple levels of engagement and communication are needed to inform the community and the organization of our strategies and progress related to Anti-Racist System Transformation.

- City Council and Public Utility Board Report Outs
- Transformation Website Updates
- Directors Forum, TPU Management Meetings, Staff Meetings
- Departmental REAP Check Ins
- Citywide Townhall
- Tacoma Hub Postings
- Digital Signage Campaigns

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Targeted Universalism

Targeted Universalism Framework

1. Establish a universal equity goal
2. Assess performance relative to the universal equity goal
3. Identify the performance of groups who have been systemically oppressed and the overall population
4. Assess and understand the persistent drivers of inequity
5. Develop and implement targeted strategies to remove barriers to achieving our universal equity goal

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Targeted Universalism



Tacoma Public Utility Pilot Success

- TPU strategically designed equity into their business unit goals which allowed workspace for employees to easily grasp and apply the concept of Targeted Universalism in practice and in thought.
- Select employees in certain positions, who were advocates for equity, were able to influence culture and practice change very quickly.
- Precise and effective when performance and analysis were able to be strengthened by data from the City of Tacoma's Equity Index.
- Change was also very quick when targeted strategies were designed as micro-goals.

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Targeted Universalism



Looking forward to 2023 we plan to incorporate Targeted Universalism and integrate micro goals into Racial Equity Action Plans (REAPS) within the General Government.

1. Redesign REAP goals to reflect Targeted Universalism language.
2. Determine common measurements and indicators of success.
3. Collaborate with departments to create multiple strategies that meet our universal goals.

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Department Consultation with OEHR

As an internal office, the Office of Equity and Human Rights is focused on ensuring City transformation efforts continue. One of the primary ways the office supports is to provide departmental consults on ongoing equity efforts.

OEHR Staff Work Includes:

- Meet with each department annually to review REAP plan.
- Support in the preparation of reports to the City Council.
- Collaborating with departments and the Office of Management and Budget to review equity alignment with the budget.
- Coordinate ongoing improvements to the REAP process.
- Annual Performance Reporting as directed in Ordinance 28866.
- Provide cross-departmental work consultation.

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Racial Equity Action Plan Refresh, 1

REAP Refresh work requires multi-faceted engagement

Work Overview:

- **Incorporate Targeted Universalism**
 - Review REAP goals and reframe using Universal Language, Q1 – Q2
 - Identify the measurements and baselines for overall goals, Q2 – Q3
 - Design Targeted Universalism workshops and expectations, Q3 – Q4
- **Integrate into Budget**
 - Attend citywide departmental budget check-in meetings, Q1 – Q4
 - Understand and develop strategies to address equity gaps in the budget development process, Q1 – Q 3
 - Recommend greater equity checkpoints in the budget process, Q4


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Racial Equity Action Plan Refresh, 2

- **Incorporate Recommendations and Plan Coordination**
 - Review plans, recommendations from studies, and council initiatives that can be prescribed in and reported through REAPs, Q1 – Q2
- **Refine Progress Reporting and Plan Updating**
 - Identify the technology that can report REAP goals and work progress with qualitative and quantitative measures, Q1 – Q2
 - Revise written departmental strategies incorporating metrics and language from citywide plans and recommendations, Q3 – Q4
- **Support OEHR Staff**
 - Enhance skill set through training in Equity, Diversity, and Inclusion, Targeted Universalism, Reducing Disparities, and Data-Based Decision Making, Q1 – Q4


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2023 Department Presentations

- **Department Workforce Employment Trends Chart**
 - Departments will now present their workforce demographic chart that reflects trends over time rather than a single snapshot of a current demographics bar graph.

Race/Ethnicity	City Employees (%)	Tacoma Population (%)
White	81.4%	57.6%
Asian	10.3%	8.8%
Black or African American	3.1%	10.7%
Two or More Races	3.1%	10.6%
Hispanic or Latino	1.0%	11.9%
Native Hawaiian or Other Pacific Islander	1.0%	1.0%
American Indian or Alaska Native	0.0%	1.7%


Year	American Indian or Alaska Native	Asian	Black or African American	Hispanic or Latino
2018	~18%	~2%	~1%	~1%
2019	~17%	~2%	~1%	~1%
2020	~16%	~2%	~1%	~1%
2021	~15%	~2%	~1%	~1%
2022	~14%	~2%	~1%	~1%

- **Combined and Modified Presentations**
 - Departmental updates will be condensed and combined in order to have citywide reporting to City Council.



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2023 Presenters




- **First Quarter**
 - City Manager, Office of Equity and Human Rights, Neighborhood and Community Service Department, Community and Economic
- **Second Quarter:**
 - Tacoma Venues and Events, Neighborhood and Community Services, Community and Economic Development, Tacoma Public Utilities
- **Third Quarter:**
 - Environmental Services, Public Works, Tacoma Police Department, Tacoma Fire Department
- **Fourth Quarter:**
 - Internal Services (Finance, Human Resources, Information Technology), Planning and Development Services

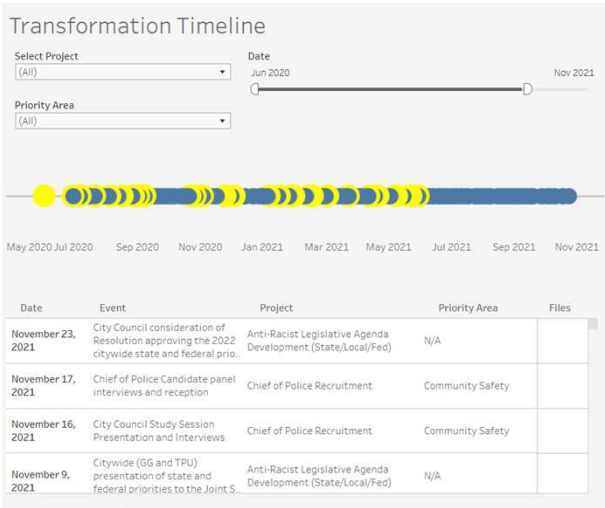


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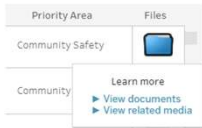
Transformation Timeline & History





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



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