



Update on Systems Transformation

City of Tacoma | City Manager's Office
City Council Meeting
7/11/2023



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Department Highlight

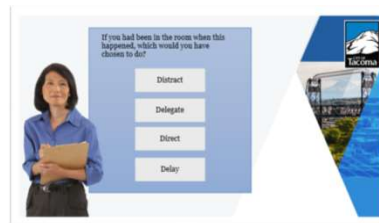
Human Resources Department



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HR: Service Delivery & Engagement

- We provide leaders tools and support to manage diverse teams
 - Core Conversations build trust between employees and supervisors
 - 13% increase in Employees of Color who responded that they can express their ideas / views without fear of negative consequences (+19% for Black/African American, +31% for American Indian / Alaskan, +13% for White)
- Supervisor Policy Training



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HR: Service Delivery & Engagement

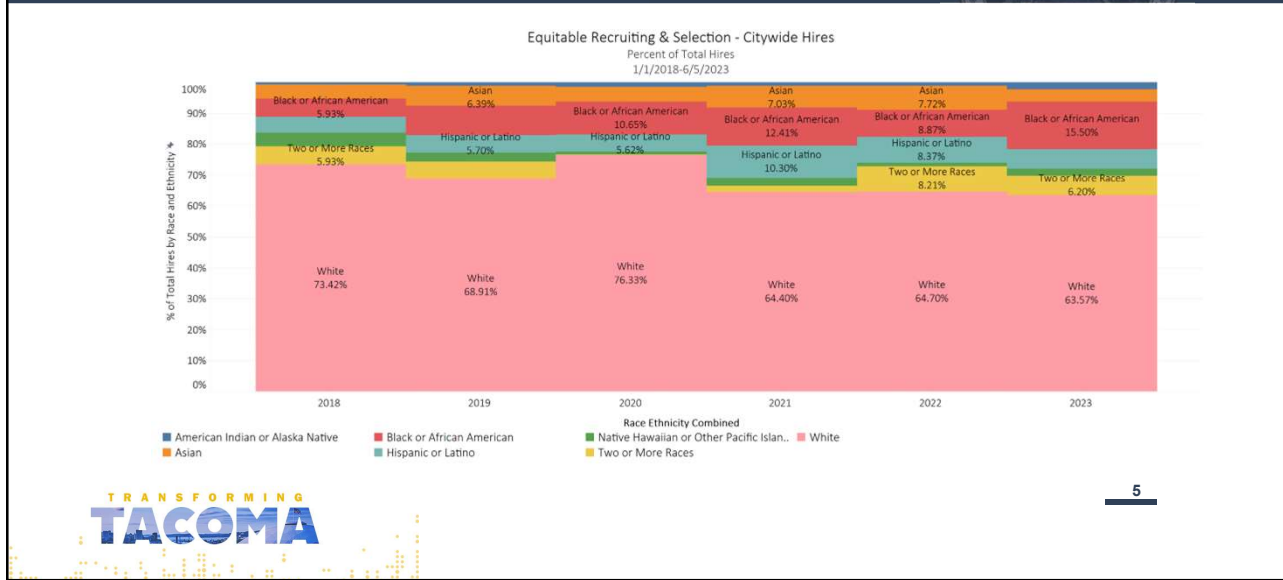
- We provide resources and support for career development, coaching, and development for employees of color
 - Implementation of Citywide Learning Management System
- We help attract and retain a diverse workforce
 - Completed and implemented the Class & Compensation study for our 1,128 non-represented employees

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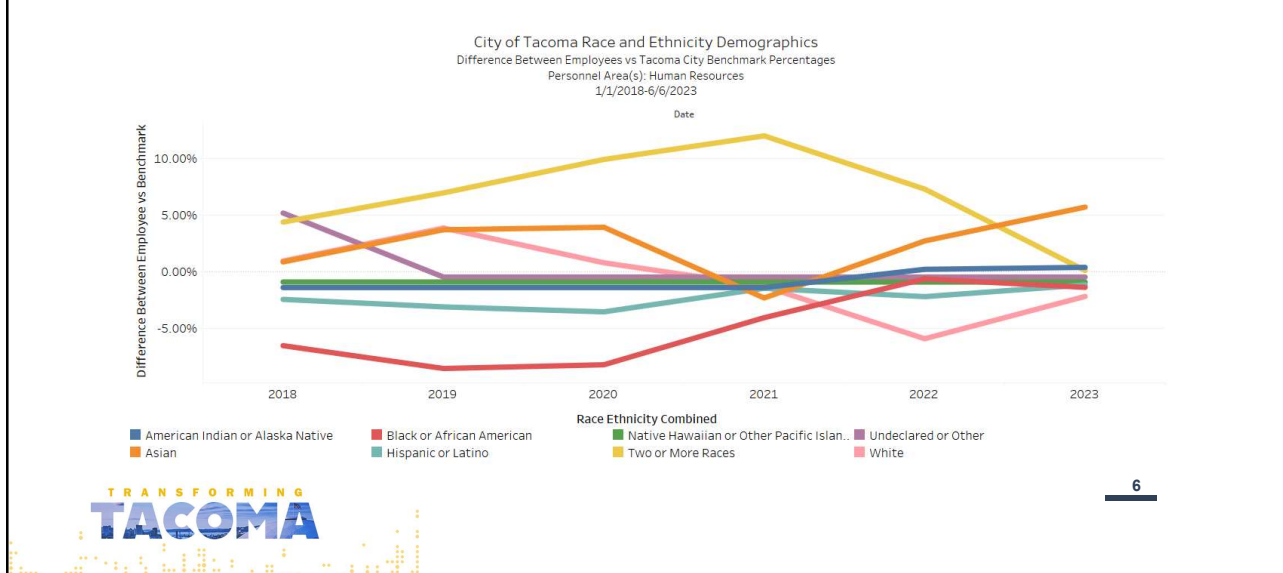
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Equitable Recruiting & Selection Program - Hires



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Workforce Reflects the Community



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Next Steps and/or Challenges

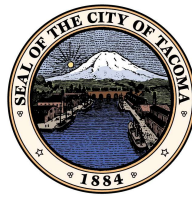


- **Round 2 – EEO Community of Practice Cohort**
 - 6-month, in-depth review of 9 subject areas that will aid leaders in their growth toward creating equitable, EEO-compliant workplaces
- **Tuition Reimbursement Review**
 - Analyzing the Tuition Reimbursement Program as an opportunity to more equitably support employee development
- **General Leadership Training Developments**
 - Reviewing and renewing our general leadership training to more fully incorporate principles of equity and anti-racism for our current and future supervisors

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Department Highlight

Finance Department

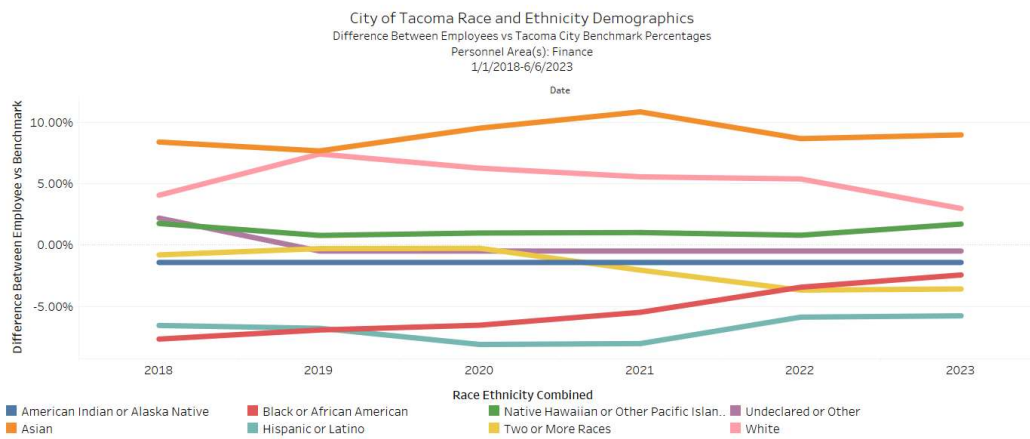
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●●● Finance: Service Delivery & Engagement

- Jobs 253 Workforce Development Program - Streamlined the registration and payment process as the program increases the number of high school students employed while learning and exploring career pathways
- Equity in Contracting - Continued partnering with the Equity and Contracting (EIC) team in Community & Economic Development Department (CEDD) to assure consistency in the EIC bidding process and help meet EIC goals
- Language Access – Tax & License is in the process of adding the ability to pay pet licenses using the City’s IVR (phone) system which offers multiple language options



●●● Finance: Workforce Reflects the Community



●●● Finance: Procurement & Payables



Paying Vendors Faster “Net 10 days”

- Significant increase in number of vendors in being paid under “Net 10” (within 10 days of invoice)

Bloomberg Harvard – City Leadership Initiative – Leading City Procurement Reform 2023

- Finance Procurement & Payables accepted as one of 20 cities in US and Canada
- Harvard Kennedy School Government Performance Lab and Bloomberg Harvard City Leadership
- Focus on City-funded community engagement grant contracting and compensation
- Goal is to streamline processes and increase community participation

Gift Card Policy

- Over 200 community members participated in focus groups, surveys, panels, stakeholder meetings and voluntary transcreation with over \$20,000 distributed via gift cards for their contributions

Vendor Training

- 2023 Alliance Northwest conference, providing education to local businesses and access to local government contacts.
- Sharing bidding tips in EIC’s “How to do Business with the City” training sessions.

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●●● Finance: Participatory Budgeting



- Funding for tennis court lighting at Lincoln Playfield and a covered basketball court in Lincoln Park
- Funding a short-term job training program to improve neighborhood health and beauty through hiring Eastside residents to plant trees, improve parks, and implement other climate actions
- Expanding community garden work to provide 3 years of collaborative work (business training, cultural food education, community kitchen, etc.)
- Creating community connections through a grant program funding cultural events, out-of-school youth programming, and community activities

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Next Steps and/or Challenges



• Challenges:

- Timely and accurate data collection/analysis and utilization of information
- Data gathering for upcoming Disparity Study update
- Getting representative feedback from diverse stakeholders in all council districts

• Solutions:

- Complete hiring processes
- Staff training in data visualization tools
- Increase communication and support with our partners
- Expand capacity through collaboration between workgroups

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Finance: 2023 Planned Action Visual



Bloomberg Harvard City Leadership Initiative

Past (March - May 2023)	Present (June - September 2023)	Future (October 2023 through 2024)
Participated in labs, workshops, and intensive one-week course at the Harvard Kennedy School of Government	Engage key city stakeholders, analyze the current processes, and form a plan of action to address the challenge, drawing on a network of leading peers for support	Goal is to streamline and build process consistency across departments, which will ultimately lead to more positive outcomes for community members

Participatory Budgeting

Past (2022)	Present (2023)	Future (2024)
Establish East Tacoma steering committee, collect ideas, develop proposals	Voting and outreach	Fund winning project in District 4, establish steering committee for District 2, collect ideas, develop proposals

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City Manager Update

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Recent Accomplishments



- Office of Equity and Human Rights, Boards & Commissions and Tacoma Police Department Convening April 26th.
- Chief Avery Moore and Chief of Staff Curtis Hairston, newly assigned TPD liaison to Northwest ICE Processing Center.
- Disparity Study Launches Spring 2023.

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Recent Accomplishments



- The Community Safety Strategy is Underway.
- Tacoma Public Utilities Had Their First Equity Committee Retreat On June 2nd.
- OEHR is working with an external consulting company to pilot an advanced equity training opportunity, which is geared toward supporting leaders' foundations on equity, empowering equity and implementing equity .

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OEHR REAPS Update



- Office of Equity and Human Rights work with Equity Counterparts will reconvene with Equity Counterparts in June to discuss their body of work related to REAPs and the usage of the transformation timeline webpage form.
- Equity Assessment Update.
 - OEHR is working with IT currently building a Smartsheet survey to share with the org, should be ready by end of July.
- Equity and Empowerment Framework Update
 - OEHR is in the initial stages of building indicators into the Equity and Empowerment Framework to provide more structure to the departmental wide REAP refresh.

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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 priorities.	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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Standard operating Procedure

- **Timeline (needs to coordinate with REAP update process)**
 - Monthly form sent to departments to fill out all REAP updates and non-REAP transformational items
 - Updates due from Departments in the form the Tuesday prior to Council Presentation
 - CI pushes the updates into the cityoftacoma.org/transformation timeline on Wednesday
 - OEHR reviews timeline Wednesday afternoon to Populate Last 2 slides / CMO Update:
 - Filter cityoftacoma.org/transform timeline for the previous month
 - Note any **major accomplishments/results/highlights** NOT from the focus department
 - Populate the slide with relevant updates
 - Avoid items that have already had their own presentation to Council / Study Session
 - OEHR to identify future community engagement opportunities in the next 30 days (form will be programmed to help identify engagement opportunities)
 - Filter cityoftacoma.org/transform timeline for the next month
 - Filter for engagement opportunities
 - Populate the slide with relevant updates
- **Departmental Presentation**
 - OEHR to determine the monthly presentation schedule in alignment with REAP updates
 - Determine if it's one department or multiple in any given month
 - HR to provide data for the Reap Goal 1 Slide on department demographics
 - OEHR to inform department(s) with adequate notice to prepare their presentation
 - OEHR to send the PowerPoint template/link to the department
 - Department populates the monthly presentation
- **Final City Manager Presentation**
 - CMO/OEHR reviews the department's draft presentation
 - MCO uploads the PowerPoint to the cityoftacoma.org/transform website
 - Management Fellow provides update in Council Packet
 - Management Fellow "drives" presentation in the meeting



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