Update on Systems Transformation
City of Tacoma | City Manager’s Office
City Council Meeting
4/11/2023
Department Highlight

Community and Economic Development
• **Service Delivery**
  - Distributed nearly $8 million to help small and disadvantaged businesses mitigate financial challenges of the pandemic
  - Acquired nearly $1 million in state and federal funding to provide technical assistance to small businesses
  - Utilize Equity Index within Tacoma Creates for evaluation of funding

• **Outreach + Engagement**
  - Implemented Participatory Budgeting in East and South Tacoma
  - Conducted broad-based community engagement process to inform the spending plan and set priorities for the Housing 1590 Spending Strategy
Workforce Demographics

City of Tacoma Race and Ethnicity Demographics
Difference Between Employees vs Tacoma City Benchmark Percentages
Personnel Area(s): Community Economic Development
1/1/2018-6/5/2023
• **Challenges:**
  - CBC onboarding process
  - Language Access Service Needs
  - Ariba registration + insurance requirements

• **Solutions:**
  - Streamline CBC application process and increase accessibility
  - Increased staffing levels for language access service needs
  - Streamline Ariba registration process + increase flexibility in insurance requirements
### Equity in Contracting

<table>
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<tbody>
<tr>
<td>• Code Changes</td>
<td>• Code Review</td>
<td>• Additional Code Changes</td>
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<tr>
<td>• Expand Purchasing Policy for OMWBE direct buy authority</td>
<td>• Purchasing Policy for OMWBE direct buy authority - $50,000</td>
<td>• Purchasing Policy OMWBE direct buy authority - $200,000</td>
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<td></td>
<td>• Increased outreach and engagement</td>
<td>• Increased technical assistance</td>
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<td>• Equity in Contracting Advisory Board</td>
<td>• Quarterly staff/partner workshops</td>
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### Tacoma Creates

<table>
<thead>
<tr>
<th>Past</th>
<th>Present (2022-2023)</th>
<th>Future (2023-2024)</th>
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<tbody>
<tr>
<td>• Collect demographics for Arts programming</td>
<td>• Review demographics of Arts programming</td>
<td>• Work with IT on creation of external dashboard for accountability and transparency</td>
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<td></td>
<td>• Public Art Reaching Community (PARC) public art training program</td>
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Department Highlight

Neighborhood and Community Services
NCS: Service Delivery & Engagement

• Partnered with contractor to review NCS funding processes and portfolio
• Expanded outreach to increase applicant pool and number of culturally relevant service providers for 2023-2024 competitive funding processes
• Completed assessment for Youth Violence Reduction programming
• Implemented Credible Messenger Program with culturally relevant providers
• Implemented the Community Trauma Response Team
• Activated multi-generational services at Beacon Activity Center
• Diversified shelter portfolio
• Reactivated and improved Yard Assistance and Resources for Disabled and Elderly (YARD) Program
NCS: Workforce Demographics

City of Tacoma Race and Ethnicity Demographics
Difference Between Employees vs Benchmark Percentages
Personnel Area(s): Neighborhood & Community Svcs
1/1/2018-3/24/2023

Race/Ethnicity Categories:
- American Indian or Alaska Native
- Asian
- Black or African American
- Hispanic or Latino
- Two or More Races
- Unknown or Other
- White
NCS: Next Steps/Timeline

Beginning Second Quarter of 2023:

• Provide capacity building to service providers

• Complete a Mental Health and Substance Use Disorder Assessment

• Begin an equity review of the nuisance property and derelict codes

• Increase language access for the Rapid Graffiti Removal Program

• Review the NCS Diversity, Equity, and Inclusion (DEI) Team Charter and realign the DEI Team objectives to better support NCS
NCS: Challenges/Solutions

Challenges:
• Timely and accurate data collection/analysis and utilization of information
• Managing multiple priorities

Solutions:
• Complete hiring processes
• Staff training in data visualization tools
• Increase communication and support for our contracted partners
• Expand capacity through collaboration between workgroups
## Provider Capacity Building

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<tr>
<td>• Technical assistance</td>
<td>• Expanded staff capacity</td>
<td>• Increased technical assistance</td>
</tr>
<tr>
<td>• DEI Cohorts supported by external contractor for human services contracts</td>
<td>• Continued technical assistance</td>
<td>• Continue DEI Cohorts</td>
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<td></td>
<td>• Expanded DEI Cohorts to new providers</td>
<td>• Quarterly staff/provider meetings</td>
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<td>• Capacity building services</td>
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## Equitable Program Delivery

<table>
<thead>
<tr>
<th>Past (Prior to 2020)</th>
<th>Present (2020-present)</th>
<th>Future (2023-2024)</th>
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<tr>
<td>• Some supportive programming provided</td>
<td>• New &amp; updated supportive programs</td>
<td>• Update programs, codes, processes, etc.</td>
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<td>• Outreach/engagement provided</td>
<td>• Outreach/engagement focused on increased access &amp; decreased barriers</td>
<td>to decrease barriers &amp; increase access</td>
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<tr>
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<td>• Review programs, codes, processes, etc.</td>
<td>• Train staff to increase program support</td>
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<td>&amp; use of data to improve services</td>
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City Manager Update
Recent Accomplishments

- Tacoma Police Department is partnering with the Children’s Advocacy Center on their unwanted firearms buy back.
- Environmental Services, reducing barriers for signing up for the EnviroStars program to reach a broader range of community based businesses.
- Planning and Development Services established Housing Equity Champions from groups across the city to provide input on Home in Tacoma Phase 2.
- TPU Water recently held an Equity Summit creating space for conversations & connection for BIPOC staff.
Upcoming Community Engagements

- Underway: Rental Housing Code outreach for the Affordable Housing Action Strategy – Online Survey ends 4/14
- 4/14: Chief Moore and his leadership team, will continue to host “Coffee and Conversation” to strengthen relationships with community members
- 4/26: Police Department convening with key Committees, Boards, and Commissions
- 5/31–6/2: Participating in Mi Centro’s “Breaking Barriers: DV & Sexual Assault Conference”
Transformation Timeline & History

- [https://cityoftacoma.org/transform](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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