



# Update on Systems Transformation

City of Tacoma | City Manager's Office

**City Council Meeting**

**December 13, 2022**





# Departmental Highlight

Planning and Development Services



# REAP Goal Summary



## Planning and Development Services (PDS) REAP Goals:

- Workforce Reflects the Community
  - Goal: Increase the diversity of candidates interviewed, new hires, and promotions; and maintain racial and ethnic diversity during staffing reductions.
- Purposeful Outreach and Engagement
  - Goal: Enhance outreach to the community and engage citizens in ways that better suit their needs.
- Equitable Service Delivery
  - Goal: Provide service enhancements for members of the community who have been under-resourced.



# ● ● ● Workforce Reflects the Community

Goal: Increase the diversity of candidates interviewed, new hires, and promotions; and maintain racial and ethnic diversity during staffing reductions.

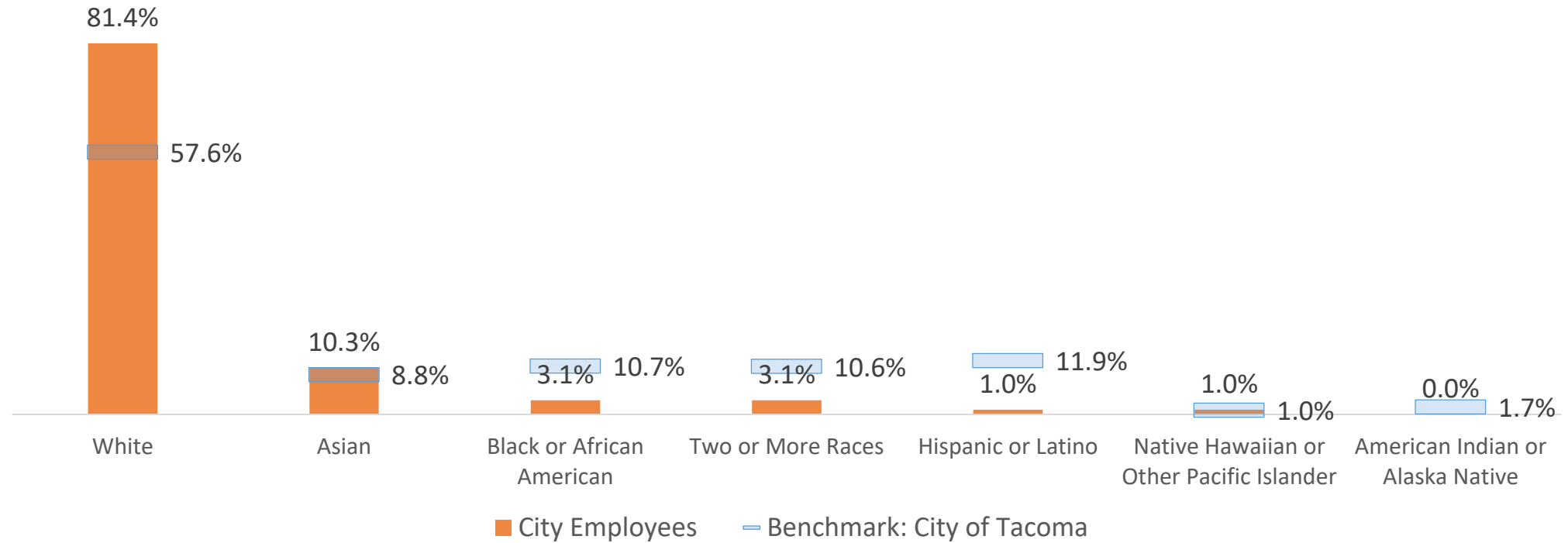
## **Action Items:**

- Every PDS recruitment works with HR to review the job announcement to include language to reduce barriers and include BIPOC advertising locations.
- Created PDS REAP Hiring Guidelines in May 2022
  - Must be used for every PDS recruitment

# Workforce Reflects the Community



City of Tacoma Employee Racial Demographics compared to Tacoma Population  
 Planning and Development Services  
 As of 12/2/2022



# Purposeful Outreach and Engagement



Goal: Enhance outreach to the community and engage citizens in ways that better suit their needs.

## Action Items:

### • **Project Coordination**

- Helps customers navigate the permitting system and provides a single point of contact to resolve issues.
- 2023-2024 budget request approved for an additional Project Coordinator to focus solely on affordable housing projects.

### • **New Permit Compliance Team**

- Increased in-person field engagements for permit/construction related concerns.

# Purposeful Outreach and Engagement (Continued)



- **Restaurant Pilot Program**
  - Staff travels to business locations to better understand the applicant's challenges and offer alternative solutions to keep the project on track.
  - Pilot program will evolve into a Small Business Program.
- **Residential Projects Group**
  - Provides coaching meetings and virtual assistance, including a recently launched chat feature; and other in-person services.
  - Offers assistance to residential customers who are trying to permit a project on their own and are not always familiar with various development rules and regulations.

# ●●● Equitable Service Delivery



Goal: Provide service enhancements for members of the community who have been under-resourced.

## Action Items:

### • Translation Services

- Tip sheets using Google Translate on both our Accela and Tacomapermits.org websites.
- Signs at each counter station offering translation services for in-person meetings.
- Option for customers to request translation services when calling the permitting main phoneline.



# ••• Equitable Service Delivery (Cont.)



- **Partnership Project with Public Works (PW) for Housing Equity**
  - PDS/PW requested \$500,000 in REET funds to be used by PW to partner with developments within low equity index areas; or low, very low, or moderate accessibility index areas to build new accessible infrastructure such as curb ramps or sidewalks.
- **Expedited Review: Affordable Housing**
  - Incentivize Affordable Housing Projects by reducing the level of service or permitting timeline for projects that voluntarily include affordable housing as defined by Director's Rule 21-01
- **Expedited Review: Environmentally Sustainable Projects**
  - Incentivize Environmentally Sustainable Projects by reducing the level of service or permitting timeline for projects that voluntarily include specific sustainability criteria as defined by Director's Rule 21-01

# Transformation Highlights



## Creation of the PDS REAP Team

- Eight staff members (at least one from each division)
- Helped develop the PDS REAP, including goals and action items
- Created PDS Hiring Guidelines

## PDS REAP Hiring Guidelines (May 2022)

- Eight staff members (at least one from each division)
- One REAP Team member must participate on every PDS recruitment, including subject matter expert review panels, development of interview questions, and interview panels.
- Goal = increase access to opportunities for those who may not have been afforded such opportunities in the past.
- Supports PDS REAP Vision – that we are an anti-racist organization creating just and equitable outcomes for all, focusing on long-term, systemic change, and accountability to the community.

# Departmental Look Forward



- **Tribal Sensitivity Training**
  - Coordinating with the Puyallup Tribe of Indians Historic Preservation Office to provide sensitivity training to PDS staff. The intent is to improve communication, share the Tribe's perspectives and concerns, and building relationships.
- **Affordable Housing Prioritization**
  - Enhance Staff Capacity Dedicated to Affordable Housing Projects
  - Onboard new Housing Advocate/Coordinator
- **Establish Small Business Permitting Program**
  - Advance Long Term Goal for New Small Business Permit Program



# City Manager Update





# 2022 Department Presentations

- January Community and Economic Development
- February Information Technology Department
- March Human Resources Department
- April Environmental Services Department
- May Finance Department
- June Tacoma Police Department
- July Neighborhood and Community Services
- August Tacoma Public Utilities
- September Tacoma Fire Department
- November Public Works Department
- December Planning and Development Services

**Thank you for presenting on Racial Equity Action Plans!**



# 2023 Look Ahead

- Transformation Guiding Document
  - Presenting Vision, Mission, and Values
- Targeted Universalism Workshops and Case Studies
  - Realizing Equity Citywide
- 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

# 2023 Preliminary Calendar



- First Quarter
  - City Manager, Office of Equity and Human Rights, Office of Health and Safety, City Attorney's Office, Customer Service
- 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



# Transformation Timeline & History

Transformation Timeline

Select Project: (All) | Date: Jun 2020 to 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	Files
Community Safety	
Community	Learn more ▶ View documents ▶ View related media





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