

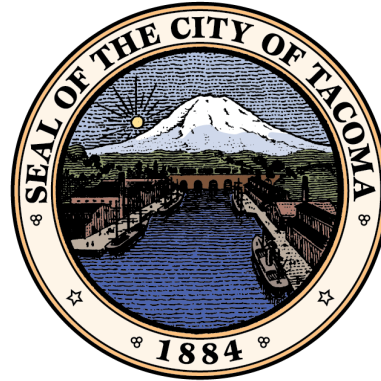


# Update on Systems Transformation

City of Tacoma | City Manager's Office

**City Council Meeting**

**2/8/2022**



# Information Technology Departmental Highlight

Daniel Key, Information Technology Director  
Kipling Morris, Infrastructure Services Manager



# Transformation Highlight



Project or Highlight Area

Digital Equity

Council Priority Area

Access

- **Context:** Digital access and literacy are now prerequisites for engaging in many aspects of society and the economy. As such, Council adopted Digital Equity as a goal and established a program within the Information Technology Department (ITD) in 2016.
- **Actions:**
  - From 2016 to 2018, ITD performed research on community needs via survey and focus group.
  - In 2018, in collaboration with GPFC and the Mayor, we arrived at a shared definition and strategy for addressing Digital Equity.
  - The adopted priority for ITD is to improve internet access (connection) for individuals via education, policy, and advocacy.

# Transformation Highlight



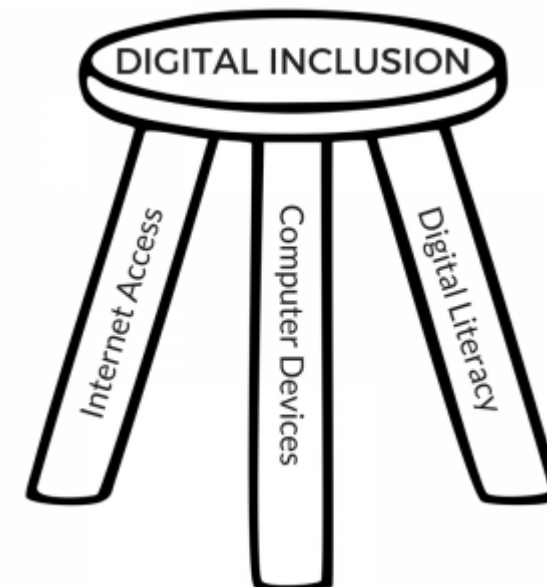
Project or Highlight Area

Digital Equity

Council Priority Area

Access

- **Actions, cont.:**
- For context, our shared definition includes the following elements:
  - For the individual (public):
    - Connection
    - Devices
    - Skills and Literacy
  - For the provider (City or other):
    - Applications, content and support accessible to all constituencies



# Transformation Highlight



Project or Highlight Area

Digital Equity

Council Priority Area

Access

- **Result:** Within this framework, the IT Department, along with partners have recently:
  - Rebuilt the City's Digital Equity webpage to emphasize wayfinding to affordable access and literacy resources.
  - Focused direct internet access to other City services, e.g. TEMS sites.
  - Partnered with Tacoma Public Schools and Graduate Tacoma to source and distribute devices and access during remote learning.
  - Educated regional telecom executives on the Equity Index and how it can inform their investments in the community.
  - Partnered with Public Works to install infrastructure for future public WiFi along the Links to Opportunity corridor.



# Transformation Highlight

Project or Highlight Area

**Digital Equity**

Council Priority Area

**Access**

- **Insight:**

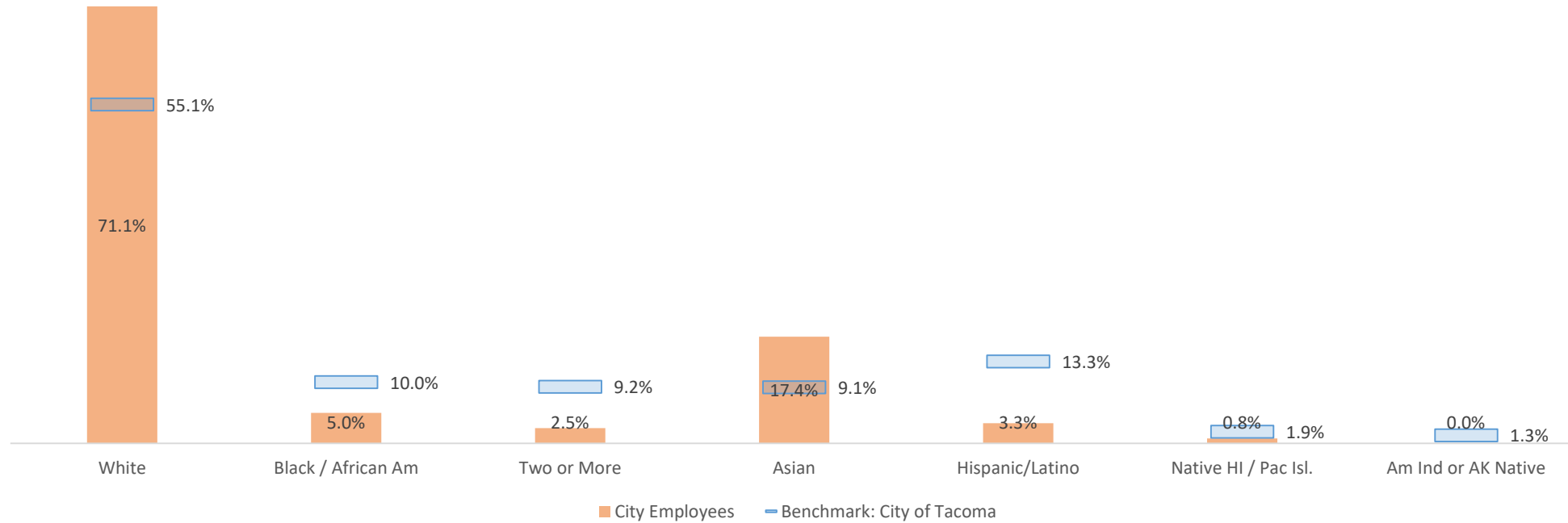
A clearly documented strategy, in support of broader community goals, allows timely and effective action as needs and opportunities arise.

It is time to reconfirm or refresh this strategy. We are ready to join the Council in a deeper conversation whenever appropriate as you set new priorities.

# Workforce Reflects the Community



Employee Racial / Ethnic Diversity  
IT Only  
EOY 2021





# ••• Workforce Reflects the Community

- ITD has a different pattern of employee diversity than the broader City, but we still do not represent our community as desired.
- ITD is an active partner with HR as we develop and implement new tools and practices throughout the recruitment and retention cycle.



# Purposeful Outreach and Engagement



- Equity Index tool was expanded and enhanced
  - Larger service area for utilities
  - Time series data for historical comparison
  - Ease of integration with other data sets
- Improved virtual and hybrid meeting tools
  - In partnership with MCO, we've implemented platforms and processes that have increased public access and participation in public meetings and forums

# ●●● Equitable Service Delivery



- ITD has a robust process for selecting and implementing new technology or processes in partnership with City departments.
- In 2021, we explicitly added Equity Impact as a characteristic to be tracked and weighed in decision making.
- As a result, just over 10% of IT investments during the year had an explicit benefit impact.

# ●●● Equitable Service Delivery



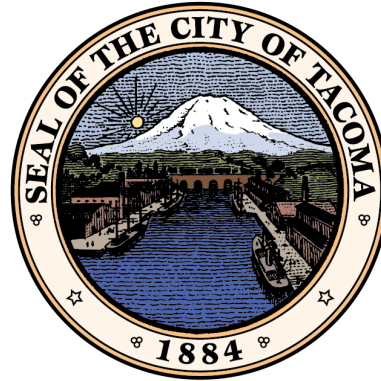
- These investments include, but are not limited to:
  - Grant and loan programs for Water, Sewer, and CED
  - COVID Relief Funding tracking and management
  - Utility rate, assistance program, and self-service enhancements
  - Home occupation licensing
  - Police IT staff integration, service and data strategy
  - Police body cameras



# Departmental Look Forward

ITD, as an internal service, is primarily an enabler and amplifier. Wherever improved data access, quality or automation can improve outcomes, we are ready to assist.

Specifically for Digital Equity, based on Council direction, I foresee a shift of emphasis to accessible service delivery, via our website, open data, or other public facing technologies.



# City Manager Update





# Recent Accomplishments

- Neighborhood and Community Services hired two (2) new Program Development Specialists to support NCS Homeless Engagement and Alternatives Liaison - HEAL (Formerly Homeless Outreach Team – HOT) 1/3/2022
- Confirmation of Chief Avery Moore 1/18/2022
- TPD assigned a Captain to coordinate and oversee transformation efforts within the department 12/20/2021



# Recent Accomplishments

- Finalized collective bargaining agreement with Local 6 – the first agreement which incorporated community members into the negotiation process 1/26/2022
  - Item 22 on the 12/14/2021 Council Meeting Agenda ([video](#))
- TPD assigns one full time employee to the Administrative Services Bureau to serve as a recruiting officer to augment existing efforts to recruit new officers with an emphasis on outreach to women and BIPOC candidates 2/7/2022
- Home in Tacoma Planning Commission Meeting for initial discussions on Phase 2 on 2/2/22. Study session scheduled for 2/22/22



# Upcoming Work & Engagements

- Postings in TFD's Behavioral Response Unit for [Advanced Registered Nurse Practitioner](#) and [Behavioral Health Crisis Responder](#) as part of a non-emergency operation team that aims to reduce the frequency of behavioral health crises routed through the 911 Emergency Medical Service (EMS) system. Postings close 2/25 on [cityoftacoma.org/jobs](http://cityoftacoma.org/jobs)
- Presentation on summary of findings expressed by Tacoma Based BIPOC Executive Round Table at Economic Development Committee 2/22/22





# Upcoming Work & Engagements

- Tacoma Police Department and Human Resources have begun work to shorten the hiring timeline with recommendations expected in March 2022
- Transitioning Alternative Response Study recommendations implementation to internal task force led by Assistant to the City Manager, TPD, HR/CI with support staff from throughout the organization
  - Recommendations expected in June/July
  - City Manager Update on Alternative Response to Community Vitality and Safety Committee (CVS) 2/10/2022



# Transformation Timeline & History

Transformation Timeline

Select Project: (All) [dropdown]

Date: Jun 2020 [slider] Feb 2022

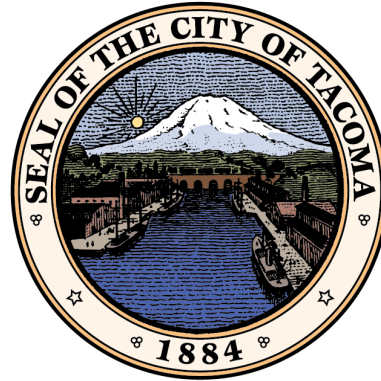
Priority Area: (All) [dropdown]

| Date             | Event  | Project  | Priority Area    | Files |
|------------------|--|--|------------------|-------|
| January 31, 2022 | TPD assigns one full time employee to the Administrative Services Bureau to serve as a r.. | Police Officer Recruitment and Onboarding                    | Community Safety |       |
| January 26, 2022 | Finalized collective bargaining agreement with Local 6. The first agreement which          | Administrative Changes & Process Improvements                | Community Safety |       |
| January 18, 2022 | Chief Avery Moore assumes command of the Tacoma Police Department.                         | Chief of Police Recruitment                                  | Community Safety |       |
| January 10, 2022 | Start of 2022 state legislative session  | 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<br>▶ View documents<br>▶ View related media |





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