



Center for Strategic Priorities Update

Tacoma City Council
Study Session

March 25, 2025



1

Introduction



- Center Organization and Development
- Center Offices
- Work Focus
- Presentation Agenda

2

2

SEAL OF THE CITY OF TACOMA

2030 Climate Action Plan

Actions Update



3

3

SEAL OF THE CITY OF TACOMA

Why Update the 2030 CAP

- Actions Expire**

 - 2021-2024 only
- Reorganize High Priority Actions**


 - 66 actions are too many to track and prioritize
- Clarity**

 - Simplify CAP for readability and engagement
- Prioritization Context**

 - Need to prioritize actions
- Alignment**

 - New plans developed since 2021 with complimentary actions

4



4

Original CAP 2030 vs CAP 2025

<ul style="list-style-type: none"> 2030 and 2050 GHG Reduction Goal 2030 Indicator Targets 	<ul style="list-style-type: none"> 2030 and 2050 GHG Reduction Goal 2030 Indicator Targets
<ul style="list-style-type: none"> 2019 GHG Inventory Better Tacoma themes across 6 categories Only '22-'24 actions 	<ul style="list-style-type: none"> 2023 GHG Inventory Add Adaptation as a separate category Reorganization & prioritization of new actions Increase alignment with other City & partner plans
<ul style="list-style-type: none"> - Continue - Update - Add 	<ul style="list-style-type: none"> Recent community engagement Web-based Dashboard Contextual narrative

5

5

Update of Actions

<p>Near Term Actions</p> <p>Longer Term Actions</p> <p>Departmental Actions</p> <p>Supporting Actions</p>	<ul style="list-style-type: none"> 20 actions to elevate and focus attention that demonstrate City leadership in '25-'27. <ul style="list-style-type: none"> Align with 2035 Actions that are transformational and key but may need a longer time to implement. Actions of City departments that further the City's climate, equity, and sustainability goals. Actions where the City is not lead in implementation but has important supporting role 	<ul style="list-style-type: none"> ✓ Refining incomplete '21-'24 actions ✓ Newly identified actions, including aligning with other Plans
--	---	--

6

6



7 Key Objectives (Categories)

Increase complete, connected neighborhoods and active and zero emission mobility

Reduce energy emissions from new and existing buildings.

Increase waste prevention and circular economy opportunities

Green our economy through a just transition

Empower climate leaders through engagement and transparency

Increase healthy natural systems & local food access

Prepare and protect our people, ecosystems and infrastructure from worsening climate impacts

7

7

	Mobility & Land Use	Buildings & Energy	Consumption & Material Management	Governance & Engagement	Green Economy	Natural Systems	Adaptation
DRAFT Near Term Actions 2025 - 2027	<ol style="list-style-type: none"> 1. Create finance plan & seek funding to complete Vision Zero by 2035 and the City's bicycle and pedestrian network by 2050. 2. Support curbside public EV charging with right-of-way guidebook for charging strategies. 3. Implement the recommended actions of the Tideflats Subarea Plan. 	<ol style="list-style-type: none"> 1. Collaborate with public and private partners towards a variety of decarbonization building retrofit solutions. 2. Advocate for building codes that accelerate decarbonization for the 2026 State building code cycle. 3. Reduce water usage during summer months 	<ol style="list-style-type: none"> 1. Develop program to increase salvaged material from residential wood framed structures. 2. Increase financial support for waste prevention leaders & reach more diverse community groups 3. Increase food waste diversion programs & implement Organics Management Laws 	<ol style="list-style-type: none"> 1. Provide training & resources to build capacity in community groups regarding climate equity 2. Increase communication & staff engagement around climate equity 3. Pilot a climate budget report that outlines City funding programming for climate equity work 	<ol style="list-style-type: none"> 1. Conduct enhanced business engagement to industrial & manufacturing firms 2. Engage directly with businesses about the EnviroStars business recognition program 3. Reengage Sustainability Professionals Network with green business tours. 	<ol style="list-style-type: none"> 1. Update the Critical Areas Ordinance to preserve urban natural resources & adapt to climate change. 2. Tree preservation placeholder 3. Create open space acquisition plan 	<ol style="list-style-type: none"> 1. Work with partners to develop a Sea Level Rise Master Plan to determine needed adaptation actions. 2. Coordinate with partner agencies & organizations to create a Resilience Hubs program.

1a

8

	Mobility & Land Use	Buildings & Energy	Consumption & Material Management	Green Economy	Natural Systems & Local Food	Adaptation
DRAFT Long Term Actions	<ol style="list-style-type: none"> 1.Support expansion of 15 minute neighborhoods through land use and zoning amendments. 2. Conduct a subarea plan and EIS for South Tacoma Manufacturing and Industrial Center. 	<ol style="list-style-type: none"> 1.Evaluate feasibility of home energy score program. 2. Pilot neighborhood-scale electrification programs. 3. Adjust building bonus structures to incentivize more affordable units. 	<ol style="list-style-type: none"> 1.Support industrial symbiosis through business outreach. 2. Enhance safe waste diversion strategies for high GHG impact materials at Transfer and Recovery Center 	<ol style="list-style-type: none"> 1. Develop virtual green accelerator for mid-sized firms. 2. Collaborative procurement plan with the Port and TPU. 3. Work with partners to pursue circular economy businesses. 	<ol style="list-style-type: none"> 1. Develop right-of-way tree maintenance program 2. Implement actions from Urban Hardwood Utilization Study. 3. Explore edible and culturally important landscapes for harvesting on Open Space. 4. Enroll all passive, ES-managed open space land in active restoration and maintenance by 2036. 	<ol style="list-style-type: none"> 1.Design and build infrastructure along coastline to prepare for sea level rise. 2. Develop and implement an urban heat resilience strategy Study. 3. Review and update Shoreline Master Program.





9

	Mobility & Land Use	Buildings & Energy	Material Management	Governance & Engagement	Green Economy	Natural Systems	Adaptation
Departmental Actions	<ol style="list-style-type: none"> 1.Study flooding impacts on roads, infrastructure, and steep slopes. 2. Develop Climate and Resiliency element of Comprehensive plan. 3. Develop Fleet Decarbonization Accelerator Program. 	<ol style="list-style-type: none"> 1.Create departmental infrastructure for EV storage and charging. 2. Ensure city buildings exceed compliance with the WA Clean Building Performance Standard. 3. Reduce the carbon intensity of new City buildings by encouraging net zero emissions construction practices. 	<ol style="list-style-type: none"> 1.Increase fleet capital budget to accelerate low emission vehicle replacement. 2. Ensure Solid Waste facility is aligned with WA Clean Building Performance Standards and City standards. 3. Reach compliance with WA Landfill Methane Emissions Reduction. 	<ol style="list-style-type: none"> 1.Provide regular communication on climate activities to our community 	<ol style="list-style-type: none"> 1.CED engage with business community on sustainability. 2. Redesign greening resource toolkit to reflect legislative shifts. 	<ol style="list-style-type: none"> 1.Advance Complete Streets implementation with focus on trees. 2. Naturalize and revegetate four stormwater ponds. 3. Use climate adapted-species in Open Spaces. 	<ol style="list-style-type: none"> 1.Support TPCHD in providing filter fans and air purifiers to at-risk community members.
Supporting Actions	<ol style="list-style-type: none"> 1. Identify and implement freight electric charging. 2. Support a robust transit system, which can be safely accessed by pedestrian and bicycle connections. 	<ol style="list-style-type: none"> 1. Partner with Pierce Co. WorkForce Central to write targeted workforce development plan. 	<ol style="list-style-type: none"> 1.Support Implementation of 2040 Tacoma-Pierce County Solid and Hazardous Waste Management Plan 	<ol style="list-style-type: none"> 1.Support elected officials in the Pierce County Climate Collaborative. 	<ol style="list-style-type: none"> 1. Invest in Workforce Central's upskill/ reskill services. 2. Support creation of and expand pre-apprenticeship programs. 	<ol style="list-style-type: none"> 1.Partner with Pierce Conservation District to revitalize Open Space Volunteer Program and develop a Backyard Habitat Program 	<ol style="list-style-type: none"> 1. Support design and building of climate ready coastal infrastructure.



10





April 9 th	IPS Presentation
April 14 – 28 th	Community Feedback
May 20 th	Joint Study Session
	<ul style="list-style-type: none">• 2024 CAP Progress Report• CAP Action Update

11

11







**COMMUNITY SAFETY
ACTION STRATEGY**
Places · People · Response · Repair



12

12

Community Safety Action Strategy

Purpose:

- Identifies the many factors that impact **perceptions of safety**.
- Includes, but goes beyond policing and enforcement issues.
- Develops a **community definition** of “community safety”.
- Outlines **City objectives** to advance the community definition.
- Identifies **City actions** that contribute to community safety objectives.
- Aligns and builds off existing strategic plans, initiatives, and programs.



13

13

Results of Community Input

The following is definition of community safety that summarizes the many inputs received from the community:

*A safe Tacoma has healthy, vibrant **places** and neighborhoods where everyone can feel safe. The City of Tacoma invests in **people** to address community safety needs and create a sense of belonging for all, while also providing effective **response** to community safety needs with care and respect. With healing and **repair**, everyone in Tacoma can thrive together.*

Community input opportunities:


- visioning workshops
- community meetings
- interactive art
- lived expert interviews
- online ideas wall
- more



14

14

CSAS Table of Contents




Community Definition of "Community Safety"

<p>Goal 1: Safe PLACES and Neighborhoods</p> <ul style="list-style-type: none"> Reduce the number of people killed or seriously injured while traveling in Tacoma Support clean neighborhoods free of litter and debris Improve access to safe, vibrant gathering places in neighborhoods <p>Goal 2: PEOPLE Get the Right Services at the Right Time</p> <ul style="list-style-type: none"> Support people to prevent and reduce homelessness and its impacts Support people experiencing behavioral health challenges Support youth with services and resources to reduce youth violence 	<p>Goal 3: Effective RESPONSE with Care</p> <ul style="list-style-type: none"> Provide effective response to violent crime Provide effective response to property crime Provide effective response to medical emergencies and fire-related emergencies Provide Alternative Response programs to connect people to the right services at the right time Provide transparency and accountability in policing <p>Goal 4: Promote Healing and REPAIR</p> <ul style="list-style-type: none"> Improve relationship between the community and Tacoma Police Department Support City employees who assist during emergencies.
---	--

15

DRAFT Near-Term Actions 2025	Safe PLACES and Neighborhoods	PEOPLE Receive the Right Services at the Right Time	Effective RESPONSE with Care	Promote HEALING and Repair
	<p style="text-align: center; font-weight: bold;">Reduce the number of people killed or seriously injured while traveling in Tacoma</p> <ul style="list-style-type: none"> Use every transportation project as an opportunity to improve safety. Equitably distribute lighting across neighborhoods. Educate and empower drivers to be safe and respectful of all road users. 	<p style="text-align: center; font-weight: bold;">Support youth with services and resources to reduce youth violence</p> <ul style="list-style-type: none"> Support data-informed strategies for firearm violence reduction, interventions, and outreach for highest-risk youth, prevention strategies, place-based interventions, mental health resources, and trauma-informed practices. Multicultural programming and services through City facilities and contracts, such as Tacoma Creates, TVE, and more. Provide access to safe gathering spaces. Listening and elevating youth voice in City community engagement. Foster positive outlook and professional support through Jobs 253 involvement. 	<p style="text-align: center; font-weight: bold;">Provide effective response to violent crime</p> <ul style="list-style-type: none"> Respond promptly to violent crime. Visibility in violent crime hot spots. Targeted interventions in specific areas to address underlying issues. Implement nationwide and state best practices for violent crime reduction. Respond to crime with Special Task Forces. 	<p style="text-align: center; font-weight: bold;">Improve relationship between the community and Tacoma Police Department</p> <ul style="list-style-type: none"> TPD community engagement events. Build relationship with youth through positive non-enforcement activities. Communicate effectively about TPD. Community-facing roles such as Community Liaison Officers (CLOs).
	<p style="text-align: center; font-weight: bold;">Support clean neighborhoods free of litter and debris</p> <ul style="list-style-type: none"> Garbage service and waste management sites are convenient, cost-effective, and accessible. Focused waste management such as Tidy Up Tacoma, Call 2 Haul, and the Purple Bag program. Continuously improve the Tacoma First 311 reporting system to track and respond to community concerns around litter and debris most effectively. 	<p style="text-align: center; font-weight: bold;">Support people to prevent and reduce homelessness and its impacts</p> <ul style="list-style-type: none"> Direct outreach and contracted services to access basic supports and services. Prioritize access to behavioral health and case management services for those impacted by homelessness. Tacoma's shelter system is safe, dignified, and accessible to a wide range of needs. 	<p style="text-align: center; font-weight: bold;">Provide effective response to property crime</p> <ul style="list-style-type: none"> Appropriately enforce existing laws. Provide multiple methods to report property crime. Utilize TPD Investigations Unit to address non-violent crimes like narcotics and auto theft. Provide Crime Prevention Through Environmental Design (CPTED) assessments. In-person assistance to victims. Property Crime Investigation Protocol. 	<p style="text-align: center; font-weight: bold;">Support City employees who assist during emergencies</p> <ul style="list-style-type: none"> Pursue current equipment and relevant job and safety training. Counseling and mental health resources for stress and trauma. Training and support related to emotional and financial health. Promote the use of mental and behavioral health supports.
	<p style="text-align: center; font-weight: bold;">Improve access to safe, vibrant gathering places in neighborhoods</p> <ul style="list-style-type: none"> Support safe and welcoming public facilities and services at Tacoma Public Libraries, Tacoma Police Department (TPD) Substations, the Tacoma Municipal Building, and more. Continue implementation of the Urban Forestry Plan so neighborhood corridors improve perceptions of safety. Stand up Business Resiliency Team. 	<p style="text-align: center; font-weight: bold;">Support people experiencing behavioral health challenges</p> <ul style="list-style-type: none"> Help individuals access behavioral health services through direct outreach. Substance use disorder prevention and treatment through Neighborhood and Community Services contracted services such as recovery, treatment and housing, and withdrawal programs. 	<p style="text-align: center; font-weight: bold;">Provide effective response to medical emergencies and fire-related emergencies</p> <ul style="list-style-type: none"> Deployment strategy to minimize response times by location and response/unit type. Fire investigation, community education/prevention, and inspections. Fire, medical, and other emergency response. Fire suppression, rescue, HAZMAT, and marine fires. Medical response, treatment, transport. 	<p style="text-align: center; font-weight: bold;">Support City employees who assist during emergencies</p>



COMMUNITY SAFETY ACTION STRATEGY 1
Places - People - Response - Repair

DRAFT Near-Term Actions 2025 (continued)	Safe PLACES and Neighborhoods	PEOPLE Receive the Right Services at the Right Time	Effective RESPONSE with Care	Promote HEALING and Repair
	<div style="display: flex; justify-content: space-between;"> <div style="width: 45%;"> <p>Provide Alternative Response programs to connect people to right services at right time</p> <ul style="list-style-type: none"> • Homelessness Outreach (HEAL) • Behavioral Health Response (HOPE) • Non-commissioned Community Service Officers (CSOs). • Mental/behavioral health and substance abuse services (Narcan, community training, safe stations, TFD CARES). • Tacoma Public Library Crisis and De-escalation Team. • Partner with Community Trauma Response Team (CTRT) to support healing and repair for communities after a traumatic event. <p>Provide transparency and accountability in policing</p> <ul style="list-style-type: none"> • Continue use of Body Cams and Dash Cams. • Continue 21 CP Report implementation. • Training for new policies and procedures. • Training for de-escalation, trauma-informed policing. • Publicly accessible community safety dashboards. • Assess disproportionality in arrests, police interactions. • Further pursue police oversight discussions and efforts. </div> <div style="width: 45%;"></div> </div>			



City Objectives and Actions

- Respond to the themes of community feedback.
- Align with existing strategic plans, initiatives, and programs.
- Include key measures in a companion document.

Organized into three categories:

- **Near-term** actions: City actions to elevate in the next two years.
- **Long-term** actions: Key actions, but may take more time due to resources, etc.
- **Supporting** actions: Important actions where the City does not have a lead role.

GOAL 1



PLACES Near-Term Actions

Reduce the number of people killed or seriously injured while traveling in Tacoma

Improve perceptions of neighborhood safety by decreasing serious injury crashes while traveling throughout Tacoma.

- Use every transportation project as an opportunity to improve safety (VZ).
- Equitably distribute lighting across neighborhoods (VZ).
- Educate and empower drivers to be safe and respectful of all road users (VZ).

Support clean neighborhoods free of litter and debris

Improve perceptions of neighborhood cleanliness by reducing litter, illegal dumping, and garbage related to unsanctioned encampments in public areas.

- Keep the city clean and protect public health by ensuring garbage service and waste management sites are convenient, cost-effective, and accessible (ES).
- Keep the city clean and protect public health through focused waste management such as Tidy Up Tacoma, Call 2 Haul, and the Purple Bag program (TUT).
- Continuously improve the Tacoma First 311 reporting system to track and respond to community concerns around litter and debris most effectively.
- Remove, clean up, and take site reclamation actions at unsanctioned encampment sites when they present a public health emergency and/or are within geographic areas where camping is prohibited (TUT).
- Help maintain safety and cleanliness of encampments through trash removal and hygiene (ES).

Improve access to safe, vibrant gathering places in neighborhoods

Improve perceptions of neighborhood safety by increasing access to safe and welcoming public facilities and public spaces in neighborhoods throughout Tacoma.

- Support safe and welcoming public facilities and services through design, programming, and staffing, including at Tacoma Public Libraries, Tacoma Police Department (TPD) Substations, the Tacoma Municipal Building, and more. (TPL)
- Continue implementation of the Urban Forestry Plan so neighborhood corridors improve perceptions of safety. (ES)
- Stand up Business Resiliency Team in Community and Economic Development department. (ED)

19

GOAL 2



PEOPLE Near-Term Actions

Support people to prevent and reduce homelessness and its impacts

Reduce the impacts of homelessness in Tacoma by supporting and connecting people experiencing homelessness with the right services at the right time.

- Help those impacted by homelessness safely access basic supports and services through direct outreach and contracted services. (HS, TPL)
- Help those impacted by homelessness safely access mental health and substance abuse services through direct outreach and contracted services. (HS)
- Help those impacted by homelessness safely access Tacoma's shelter system, which is safe, dignified, and accessible to a wide range of needs. (HS)

Support people experiencing behavioral health challenges

Provide people experiencing behavioral health challenges with services and supports to get the treatment they need and increase community safety.

- Direct outreach and contracted services to access basic supports and services.
- Prioritize access to behavioral health and case management services for those impacted by homelessness.
- Tacoma's shelter system is safe, dignified, and accessible to a wide range of needs.

Support youth with services and resources to reduce youth violence

Provide youth with the opportunities they need to feel safe and supported with the goal of leading to a decrease in violent crime and other risky behavior involving youth.

- Provide access to multicultural programming and services through City facilities and contracts, such as Tacoma Creates, Tacoma Venues and Events, and Neighborhood and Community Services contracted programming.
- Provide access to gathering spaces (TPL, in-person Tacoma Creates events).
- Listening and elevating youth voice and perspective in City community engagement.
- Foster positive outlook and professional support through Jobs 253 involvement.

20

GOAL 3



RESPONSE Near-Term Actions

Provide effective response to violent crime

Improve perceptions of crime by effectively responding to and decreasing violent crimes such as homicide, assault, and robbery.

- Respond promptly and appropriately to violent crime.
- Provide police visibility in violent crime hot spots (without over-policing people or neighborhoods).
- Provide targeted interventions in specific areas to address underlying issues contributing to crime.
- Implement nationwide and state best practices for violent crime reduction.
- Respond to violent crime through dedicated TPD Special Task Forces.
- Study results of completed Violent Crime Reduction Plan as compared to regional and national trends to assess its efficacy and future applicability.

Provide effective response to property crime

Improve perceptions of crime by effectively responding to and decreasing property crimes such as car theft, burglary, and property damage.

- Appropriately enforce existing laws related to property crimes.
- Provide multiple methods to report property crime.
- Utilize the Investigations Unit at the Tacoma Police Department to address high priority community safety issues not directly related to violent crime in progress, like narcotics, street racing, property crimes, and auto theft.
- Offer Crime Prevention Through Environmental Design (CPTED) assessment to help reduce the chance of crime by providing guidelines for property owners to use to lower or prevent environmental factors from creating an opportunity for crime. (PDS)
- Provide in-person assistance to property crime victims through Community Liaison Officers (CLOs), Community Service Officers (CSOs), or other resources.
- Implement a sustainable Property Crime Investigation Protocol.

Provide effective response to medical emergencies and fire-related emergencies

Provide effective response to emergency calls by all units to address immediate community safety needs related to medical and fire-related emergencies.

- Implement deployment strategy to minimize response times by location and response/unit type.
- Provide fire investigation, community education/prevention, and business inspections.
- Conduct fire, medical, and other emergency response for community safety issues including car accidents and downed power lines.
- Provide fire suppression, technical rescue, HAZMAT, and marine fire responses.
- Medical response, treatment, and transport capability for Advanced Life Support (ALS) and Basic Life Support (BLS).

21

GOAL 3



RESPONSE Near-Term Actions

Provide Alternative Response programs to connect people to the right services at the right time

Provide responses to community safety needs where an alternative to a traditional law enforcement response is more appropriate and will increase the positive outcomes in these situations.

- Provide Homelessness Outreach through the Homeless Engagement Alternatives Liaison (HEAL) Team.
- Provide Behavioral Health Response through the Holistic Outreach Promoting Engagement (HOPE) Team.
- Provide community services with non-commissioned Community Service Officers (CSOs).
- Help community members safely access Mental/Behavioral Health and Substance Abuse services through Tacoma Fire Department programs such as the Opioid Response Program, including Narcan distribution, community training, safe station program, and TFD Community Assistance Referral and Education Service (TFD CARES).
- Tacoma Public Library Crisis and De-escalation Team.
- Partner with Community Trauma Response Team (CTRT) to support healing and repair for communities after a traumatic event.

Provide transparency and accountability in policing

Increase belief and trust in the Tacoma Police Department through transparency and accountability in TPD systems and processes.

- Continue implementation and use of Body Cams and Dash Cams.
- Continue implementation of 21 CP recommendations.
- Continue efforts to provide training and implement new policies and procedures.
- Provide training and implementation support for de-escalation, trauma-informed policing, and community engagement.
- Maintain and improve publicly accessible community safety dashboards.
- Continue to assess disproportionality in arrests, police interactions, and more.
- Further pursue police oversight discussions and efforts.

22

GOAL 4 REPAIR Near-Term Actions

Improve relationship between the community and Tacoma Police Department

Create opportunities for the Tacoma Police Department to develop relationships with the community other than law enforcement scenarios, especially with community members who have historically had the lowest satisfaction with TPD services.

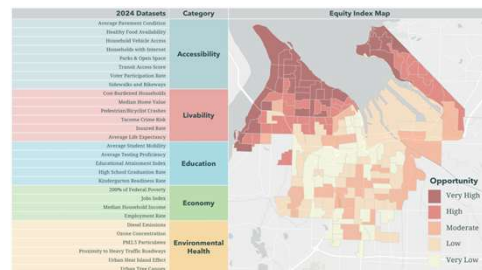
- Enhance TPD community engagement through events that build trust with communities.
- Continue to build relationships with youth through positive non-enforcement activities.
- Communicate effectively with the community about TPD.
- Continue to build relationships with the community through community-facing roles such as Community Liaison Officers (CLOs).

Support City employees who assist during emergencies

Support the ability to respond effectively for City employees who assist during emergencies by supporting their wellness, health, and healing after trauma.

- Pursue strategies for employees to have access to current equipment and relevant job and safety training.
- Provide access to counseling and mental health resources for stress and trauma for City staff.
- Support frontline responder wellbeing through the availability of training and support related to emotional and financial health, including domestic violence training, other trainings, mental and behavioral health, peer support, chaplaincy, etc.
- Promote the use of mental and behavioral health supports for employees.

Office of Equity and Human Rights



OEHR Framework



- Background
- Current Focus
- Equity and Empowerment Framework
 - **The City of Tacoma Workforce Reflects the Community it Serves**
 - **Purposeful Community Outreach and Engagement**
 - **Equitable Service Delivery to Residents and Visitors**
 - **Support Human Rights and Opportunities for Everyone to Achieve their Full Potential**
 - **Commitment to Equity in Policy Decision Making**

25

25

OEHR Services



OEHR provides the following functions:

- **Guidance:** Guidance documents, resources, and tools to help advance equity goals.
- **Training:** Educational opportunities and resources to develop staff understanding and skills.
- **Consultation:** Targeted support to departments to advance/assist their implementation of Racial Equity Action Plans and the Equity and Empowerment Framework.
- **Research:** Focused and limited assistance related to data, research, and best practices that further departmental ability to advance equity goals.
- **Coordination:** Coordination across departments for strategic equity priorities and initiatives.
- **Facilitation:** Facilitation for cross-departmental strategic equity priorities and initiatives.
- **Reporting:** Coordinating and developing communications to City Council and the community about actions the City has taken to advance equity, such as annual reports and Council updates.

26

26



Center for Strategic Priorities Update

Tacoma City Council
Study Session

March 25, 2025

