

COMMUNITY SAFETY ACTION STRATEGY

DRAFT Near-Term Actions 2025

Safe PLACES and Neighborhoods

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

- 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.

Support clean neighborhoods free of litter and debris

- 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.

Improve access to safe, vibrant gathering places in neighborhoods

- Support safe and welcoming public facilities and services at Tacoma Public Libraries, Tacoma Police Department 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.

PEOPLE Receive the Right Services at the Right Time

Support people to prevent and reduce homelessness and its impacts

- 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 people experiencing behavioral health challenges

- 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.

Support youth with services and resources to reduce youth violence

- 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.

Effective RESPONSE with Care

Provide effective response to violent crime

- 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.

Provide effective response to property crime

- 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.

Provide effective response to medical emergencies and fire-related emergencies

- 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.

Promote HEALING and Repair

Improve relationship between community and Tacoma PD

- 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).

Support City employees who assist during emergencies

- 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.

COMMUNITY SAFETY ACTION STRATEGY

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

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

- 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.

Provide transparency and accountability in policing

- 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.

COMMUNITY SAFETY ACTION STRATEGY

Long-Term Actions

Safe PLACES and Neighborhoods

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

- Make code and policy changes that result in safer roadways for all, such as recent policies in Tacoma to reduce speed limits.
- Support active transportation projects, such as Safe Routes to School program.
- Develop a safe, accessible, and multimodal transportation system.
- Equitably maintain, replace, and upgrade City infrastructure like roads, sidewalks.

Support clean neighborhoods free of litter and debris

- Increase prevention and education for littering and illegal dumping.
- Increase accountability for littering and illegal dumping.
- Increase access to trash receptacles across the City.

Improve access to safe, vibrant gathering places in neighborhoods

- Plan safe neighborhoods by incorporating development and permitting practices that prioritize community safety, connection.
- Enhance neighborhood safety with infrastructure and utilities.
- Review City-owned spaces to assess for community use.

PEOPLE Receive the Right Services at the Right Time

Support people to prevent and reduce homelessness and its impacts

- Increase access to transitional housing opportunities.
- Increase access to stable, affordable housing including distribution of 1590 sales tax dollars.
- Increase access to supportive services in permanent housing.

Support people experiencing behavioral health challenges

- Increase access to detox facilities and mental health services.

Support youth with services and resources to reduce youth violence

- Support efforts to strengthen youth conflict resolution skills.
- Support connections to caring adults and mentors.

Effective RESPONSE with Care

Provide effective response to violent crime

- Reduce crime through coordinated, place-based environmental design.

Provide effective response to property crime

- Use property crime data to inform proactive responses like patrol patterns and community engagement.

Provide effective response to medical emergencies and fire-related emergencies

- Pursue strategies to ensure appropriate resources (stations, vehicles, equipment) to respond to rising 911 and TFD call volumes.
- Reduce community reliance on TFD response for low-priority calls.

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

- Increase availability of alternative responses.
- Reduce 911 call volumes.

Provide transparency and accountability in policing

- Track and communicate progress.
- Leverage Tacoma's 311 system.
- Use data to support bias-free policing.

Promote HEALING and Repair

Improve relationship between community and Tacoma PD

- TPD presence at events.
- Non-emergency community engagement beyond events.
- Spaces for community and TPD to be in dialogue.
- TPD workforce reflects Tacoma.
- TPD workforce with diverse skills like non-violent conflict resolution.

Support City employees who assist during emergencies

- Implement any necessary system changes as a response to results of current protocols and debriefing sessions after safety incidents.
- Continue to explore ways to develop wellness resources and support time off for recovery and work-life balance.
- Continue to pursue staffing and service delivery models that support employee well-being and reduce safety risks/incidents.

COMMUNITY SAFETY ACTION STRATEGY

Supporting Actions

Safe PLACES and Neighborhoods

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

- Support Pierce Transit in making investments in Tacoma's infrastructure.
- Support Sound Transit in making investments in Tacoma's infrastructure.

Support clean neighborhoods free of litter and debris

- Support clean and welcoming business districts and Business Improvement Areas.
- Support Washington State Department of Transportation removing trash and debris from WSDOT property, including highways and freeways that intersect the City.
- Support access to waste receptacles at bus stops and parks.
- Support private sector actions to help address safe and clean neighborhoods.

Improve access to safe, vibrant gathering places in neighborhoods

- Support Parks Tacoma in efforts to achieve 10-minute access to a park citywide.
- Support Pierce Transit efforts to make transit safe for residents and employees.
- Support efforts to preserve, maintain, and celebrate community identity, cultural heritage, history, and art.
- Support equitable economic growth and safe, vibrant businesses.
- Support safe and welcoming business districts and Business Improvement Areas.

PEOPLE Receive the Right Services at the Right Time

Support people to prevent and reduce homelessness and its impacts

- Support regional approaches to addressing homelessness.
- Support health systems and providers in improving behavioral health outcomes for the most vulnerable.
- Support shelter access beyond City-contracted shelter services, including options for youth and families.

Support people experiencing behavioral health challenges

- Support health systems and providers in improving behavioral health outcomes for the most vulnerable.
- Support broad community access to mental/behavioral health and substance abuse services.
- Support therapeutic and mental health courts for support and treatment.

Support youth with services and resources to reduce youth violence

- Increase access to safe, free, welcoming spaces (Summer Late Nights, etc).
- Partnerships with Parks Tacoma.
- Support systems for caregivers, families.
- Support opportunities for social connections, civic, and community engagement.
- Support access to antiracist, multicultural programming and services.

Effective RESPONSE with Care

Provide effective response to violent crime

- Support neighborhood-based proactive prevention efforts.
- Support South Sound 911 in dispatching calls.
- Support community responses to trauma.
- Support safe and supportive reentry after involvement with the criminal legal system.
- Support community responses to trauma.

Provide effective response to property crime

- Support community education efforts aimed at reducing property crime.
- Support neighborhood-based proactive prevention efforts.

Provide effective response to medical emergencies and fire-related emergencies

- Pursue strategies to ensure appropriate resources (stations, vehicles, equipment) to respond to rising 911 & TFD call volumes.
- Reduce community reliance on TFD response for low-priority calls.

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

- Support alternative responses to safety concerns on the Pierce Transit system.
- Support alternative responses to safety concerns in the Parks Tacoma system.
- Support efforts to implement Street Medicine programs by the Tacoma-Pierce County Health Department and other partners.
- Support Designated Crisis Responders.

Provide transparency and accountability in policing

- Support applicable agencies for transparency and accountability on use of deadly force incident investigations.
- Support community use of complaint form.

Promote HEALING and Repair

Improve relationship between community and Tacoma PD

- Support individuals impacted by domestic violence, intimate partner violence, and child abuse.
- Support therapeutic and mental health courts for support and treatment.
- Support individuals impacted by human trafficking.
- Support victim advocates to help navigate the criminal justice process.

Support City employees who assist during emergencies

- Support broad access to mental/behavioral health and substance abuse services.



The City of Tacoma’s Community Safety Action Strategy is envisioned to be a long-term approach to community safety. The Strategy goes beyond just policing and enforcement issues, identifying the many factors that impact the community’s perceptions of safety and how the City of Tacoma can work to address them. The Strategy is organized around four goal areas that reflect the community definition of “community safety”, with each goal area comprised of objectives with near-term, long-term, and supporting City actions.

Community Definition of “Community Safety”

This plan has been developed with significant community input through visioning workshops, community meetings, interactive art, lived expert interviews, an online ideas wall, and many other engagement opportunities*. The following is a summary of the input 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.

*For more background and information about the process and results of community engagement, please see *Appendix 1: Community Engagement*.

City Actions

The Community Safety Action Strategy will outline objectives led by the City of Tacoma—including key actions for those objectives—that respond to the community's broad vision of a safe community. These actions are organized into the following categories and will reference the strategic plan or initiative they are aligned with:

- Near term actions: City actions to be taken within the next two years. These are actions the City will elevate and enhance to further the community safety goals.
- Long term actions: Transformational and key but may need a longer time to implement.
- Supporting actions: Important to the community safety objective, but the City does not have a lead role in the action. The supporting actions by the City will differ depending on the action.

A primary goal of this strategy is to align the areas of work in the City that further the goals of the Community Safety Action Strategy and to prioritize those actions that further the objective of increasing

community safety. By identifying the priority actions, the City will be better able to focus efforts and the limited City resources to achieve meaningful results.¹

Goal 1: Safe PLACES and Neighborhoods

Support neighborhood, economic and environmental conditions that make Tacoma neighborhoods feel safe for everyone to live, learn, work, and play.

Referenced strategic plans, initiatives, and programs:

- Vision Zero (VZ)
- Streets Initiative (SI)
- Transportation and Mobility Plan (TMP)
- Tidy Up Tacoma (TUT)
- Environmental Services programs (ES)
- Homelessness Strategy (HS)
- Tacoma Public Libraries Strategic Plan (TPL)
- Planning and Development Services programs (PDS)
- Economic Development Strategic Plan (ED)

What the Community Said (see supporting quotes in Appendix 1):

Theme 1: Community members do not feel safe on some streets and sidewalks.

Theme 2: Some residents feel like their neighborhoods do not look and feel safe because of trash and debris.

Theme 3: Community members identified a lack of safe gathering places in many neighborhoods.

What the City Will Do to Respond:

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

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

- **Near term actions**
 - 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)
- **Longer term/aspirational actions**
 - Make code and policy changes that result in safer roadways for all, such as recent policies in Tacoma to reduce speed limits. (VZ)
 - Support active transportation projects, such as the Safe Routes to School program. (VZ)
 - Develop a safe, accessible, and multimodal transportation system. (TMP)

¹ The Strategy includes key measures for each action. The measures are not contained in this summary, but will be compiled into a companion document to track measures and outcomes. Where applicable, the measures and outcomes will be aligned with the corresponding plan containing that original action. For example, an action that is in the Vision Zero plan will have measures that are aligned with the measures contained in Vision Zero.

- Equitably maintain, replace, and upgrade City infrastructure, such as roads and sidewalks. (TMP)
- Supporting actions (e.g. partners, etc.)
 - Support Pierce Transit in making investments in Tacoma’s infrastructure.
 - Support Sound Transit in making investments in Tacoma’s infrastructure.

1.2 Support clean neighborhoods free of litter and debris

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

- Near term actions
 - Keep the city clean and protect public health by ensure 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 program². (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)
- Longer term/aspirational actions
 - Increase prevention and education for littering and illegal dumping. (TUT)
 - Increase accountability for littering and illegal dumping. (TUT)
 - Increase access to trash receptacles across the City. (ES)
- Supporting actions (e.g. partners, etc.)
 - Support clean and welcoming business districts and Business Improvement Areas.
 - Support Washington State Department of Transportation removing trash and debris from WSDOT property, including highways and freeways that intersect the City.
 - Support access to waste receptacles at bus stops and parks.
 - Support private sector actions to help address safe and clean neighborhoods

1.3 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.

- Near term actions
 - 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)

² The Purple Bag program currently only serves a limited area of Tacoma’s public lands, with future scope to be determined.

- Stand up Business Resiliency Team in Community and Economic Development department. (ED)
- Longer term/aspirational actions
 - Plan strong, vibrant, and safe neighborhoods by incorporating development and permitting practices that prioritize community safety and connection. (PDS)
 - Enhance neighborhood safety with infrastructure and utilities. (PDS)
 - Review City owned spaces to assess for community use.
- Supporting actions (e.g. partners, etc.)
 - Support Parks Tacoma in their efforts to achieve 10-minute access to a park citywide.
 - Support Pierce Transit efforts to make buses and transportation safe for residents and employees.
 - Support efforts to preserve, maintain, and celebrate community identity, cultural heritage, history, and art.
 - Support equitable economic growth and safe, vibrant businesses.
 - Support safe and welcoming business districts and Business Improvement Areas.

Goal 2: PEOPLE Receive the Right Services at the Right Time

Support focused approaches to providing the right services for individuals with specific needs to increase a sense of safety within the community.

Referenced strategic plans, initiatives, and programs:

- Homelessness Strategy (HS)
- Affordable Housing Action Strategy (AHAS)
- Building Resilience Against Youth Violence & Exploitation (BRAYVE)
- Tacoma Public Libraries Strategic Plan (TPL)

What the Community Said (see supporting quotes in Appendix 1):

Theme 1: The negative impacts of unsanctioned encampments are among the most commonly cited issues when community members discuss perceptions of safety.

Theme 2: Untreated behavioral health needs and public crises affects perceptions of safety for many community members.

Theme 3: Protecting the safety of youth is a desired focus for many community members.

What the City Will Do to Respond:

2.1 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.

- Near term actions
 - 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)
- Longer term/aspirational actions
 - Increase access to transitional housing opportunities. (HS)
 - Increase access to stable, affordable housing including 1590 sales tax dollars distributed to affordable housing providers. (AHAS)
 - Increase access to supportive services in permanent housing. (HS, AHAS)
- Supporting actions (e.g. partners, etc.)
 - Support regional approaches to addressing homelessness.
 - Support health systems and providers in improving behavioral health outcomes for the most vulnerable.
 - Support shelter access beyond City-contracted shelter services, including options for youth and families.

2.2 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.

- Near term actions
 - Help individuals access mental/behavioral health and substance abuse services through direct outreach such as the City's HEAL team, Street Medicine programs and Tacoma Fire Department programs such as the Opioid Response Program, including Narcan distribution, community training, safe station program, TFD Community Assistance Referral and Education Service (TFD CARES).
 - Support mental/behavioral health, substance use disorder prevention and treatment through Neighborhood and Community Services contracted services such as recovery programs, treatment and housing programs, and withdrawal programs.
- Long term actions
 - Increase access to detox facilities and mental health services.
- Supporting actions (e.g. partners, etc.)
 - Support therapeutic and mental health courts for support and treatment.
 - Support Health Care Systems and health providers in improving behavioral health outcomes for the most vulnerable.
 - Support broad community access to mental health and substance abuse services.

2.3 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.

- Near term actions
 - 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. (NCS)

- 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.
- Longer term/aspirational actions
 - Support connections to caring adults and mentors.
 - Support efforts to strengthen youth conflict resolution skills.
- Supporting actions (e.g. partners, etc.)
 - Increase access to safe, free, welcoming spaces by supporting efforts such as Summer Teen Late Nights.
 - Support efforts by Parks Tacoma to increase access to safe, free, welcoming spaces through parks and programming across the city.
 - Support access to antiracist, multicultural programming and services.
 - Support improving systems and resources for caregivers and families.
 - Support youth opportunities for social connections, civic, and community engagement.

Goal 3: Effective RESPONSE with Care

Responding effectively to community safety needs to provide the most appropriate and effective response while acting with respect, understanding, and care.

Referenced strategic plans, initiatives, and programs:

- TBD

What the Community Said (see supporting quotes in Appendix 1):

Theme 1: Violent crime, and a perceived lack of action to address it, has a big impact on many community member’s perceptions of safety.

Theme 2: Car thefts, burglaries, and other property crimes impact many community members perceptions of safety.

Theme 3: Effective response to medical emergencies and fire-related emergencies is a shared expectation for many community members.

Theme 4: More alternative responses are needed to supplement typical response functions.

Theme 5: Transparency and accountability at the Tacoma Police Department (TPD) is crucial to building trust and feelings of safety in the community.

What the City Will Do to Respond

3.1 Provide effective response to violent crime

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

- Near term actions
 - 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, including studying the results of completed Violent Crime Reduction Plan to assess efficacy and future applicability.
- Respond to violent crime through dedicated TPD Special Task Forces.
- Longer term/aspirational actions
 - Reduce crime through coordinated place-based environmental design.
- Supporting actions (e.g. partners, etc.)
 - Support neighborhood-based proactive prevention efforts.
 - Support South Sound 911 in effective dispatching of priority calls.
 - Support safe and supportive reentry for individuals after involvement with the criminal legal system.
 - Support community led responses to community trauma to support healing and repair.

3.2 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.

- Near term actions
 - 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.
- Longer term/aspirational actions
 - Use property crime data to inform proactive responses like patrol patterns and community engagement.
- Supporting actions (e.g. partners, etc.)
 - Support community education efforts aimed at reducing property crime.
 - Support neighborhood-based proactive prevention efforts.

3.3 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.

- Near term actions
 - 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).
- Longer term/aspirational actions
 - Pursue strategies to ensure the appropriate resources (stations, vehicles, equipment) to respond to rising 911 and TFD call volumes.
 - Reduce community reliance on TFD response for low priority calls.
- Supporting actions (e.g. partners, etc.)
 - Support access to medical transport and reduce reliance on 911 for non-emergencies.
 - Build resilience through collaborative Emergency Management.

3.4 Provide Alternative Responses 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 and/or additional support is more appropriate and will increase the positive outcomes in these situations.

- Near term actions
 - 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).
 - Support library patrons with the TPL Crisis and De-escalation Team.
- Longer term/aspirational actions
 - Increase availability of alternative response programs.
 - Reduce 911 call volumes.
- Supporting actions (e.g. partners, etc.)
 - Support alternative responses to safety concerns on the Pierce Transit system.
 - Support alternative responses to safety concerns in the Parks Tacoma system.
 - Support efforts to implement Street Medicine programs by the Tacoma-Pierce County Health Department and other partners.

3.5 Provide transparency and accountability in policing

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

- Near term actions
 - Continue implementation and use of Body Cams and Dash Cams.

- Continue implementation of 21 CP recommendations.
- Continue efforts to provide training to implement new policies and procedures, 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.
- Longer term/aspirational actions
 - Track and communicate progress towards community safety goals.
 - Leverage Tacoma's 311 system to resolve non-emergency City services requests.
 - Re-examine the use of data relating to police encounters to support bias-free policing.
- Supporting actions (e.g. partners, etc.)
 - Support the Pierce County Force Investigation Team (PCFIT) and other applicable agencies to ensure independent investigations for transparency and accountability on use of deadly force incidents.
 - Support community use of complaint form.

Goal 4: Promote Healing and REPAIR

Support individuals, families, and neighborhoods to overcome trauma, rebuild relationships, and work towards a community where everyone belongs.

Referenced strategic plans, initiatives, and programs:

- TBD

What the Community Said (see supporting quotes in Appendix 1):

Theme 1: Improving the relationship between community and the Tacoma Police Department is a critical component of perceptions of safety.

Theme 2: Supporting City employees who assist in emergencies is an important part of improving response functions.

What the City Will do to Respond:

4.1 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.

- Near term actions
 - 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).
- Longer term/aspirational actions
 - Continue TPD presence at community events to build relationships with community.
 - Increase opportunities for non-emergency engagement with police beyond events.

- Create spaces for community and TPD to be in dialogue to strengthen relationships and address past and current harm.
- Continue developing a TPD workforce that reflects Tacoma.
- Continue developing a police department with diverse skills to respond to the many community safety needs they respond to, such as non-violent conflict resolution.
- Supporting actions (e.g. partners, etc.)
 - Support individuals impacted by domestic violence, intimate partner violence, and child abuse.
 - Support therapeutic and mental health courts for support and treatment.
 - Support individuals impacted by human trafficking.
 - Support victim advocates to help navigate the criminal justice process.

4.2 Support City employees who assist during emergencies

Provide support and access to resources for City employees that assist during emergencies to support their mental and physical health, allowing them to serve the community as effectively as possible.

- Near term actions
 - Pursue strategies to provide access to current equipment and relevant job and safety training.
 - Provide access to counseling and mental health resources for stress and trauma.
 - Support frontline responder wellbeing through the availability of training and support related to emotional and financial health, including domestic violence training and other trainings, mental and behavioral health support, peer support, chaplaincy, etc.
 - Promote the use of mental and behavioral health supports for employees.
- Longer term/aspirational actions
 - Implement any necessary system changes as a response to results of current protocols and debriefing sessions after safety incidents.
 - Continue to explore ways to develop wellness resources and support time off for recovery and work-life balance.
 - Continue to pursue staffing and service delivery models that support employee well-being and reduce safety risks/ incidents.
- Supporting actions (e.g. partners, etc.)
 - Support broad access to mental/ behavioral health and substance abuse services.