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**City Council Strategy Workshop**  
**August 2, 2022**



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1



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**Today's Objectives**

- Agree on/ finalize a short list of recommended key objectives by priority area (today we will focus on Livable Wage Jobs)
- Identify up to 3 measures of success in each key objective to provide guidance and direction to City Departments and the budget process

**2**

2

## Review of Priority Development Process

- Council Priority Areas were determined by City Council process of choosing highest-priority indicators from Tacoma 2025 in 2020
- Council prioritized the six indicators that we now shorthand as: Housing, Safety, Jobs, Access, Health, and Belief and Trust
- During this year's process, Council was asked to identify a few key objectives and measures for Council Priority Areas
- Community Safety and Housing and Homelessness were completed at Council Workshop on May 20, Jobs on July 12 CoW
- Today's Committee of the Whole attempts to identify key measures of success for Access



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3

3

## Safety Priorities

Key Objectives and Measures	Measures of Success
<b>Improve perceptions of safety</b>	<ul style="list-style-type: none"> <li>• Increase the percentage of residents that feel safe               <ul style="list-style-type: none"> <li>• Every district</li> <li>• Black people</li> <li>• Calls for safety</li> </ul> </li> <li>• Decrease response times/ Increase responses to 9-1-1 calls</li> <li>• Decrease in constituent complaints related to safety, including 311</li> </ul>
<b>Reduce the number of victims</b>	<ul style="list-style-type: none"> <li>• Reduce the number of all crimes               <ul style="list-style-type: none"> <li>• Homicides, Property crimes, Stolen cars, Violent crimes per capita, Domestic violence incidents</li> </ul> </li> <li>• Reduction in gun violence/ reduction of crimes involving fire arms</li> <li>• Increase in effective and appropriate mental health response that result in individuals receiving services</li> </ul>



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4

4

## Housing and Homelessness Priorities

Key Objectives and Measures	Measures of Success
More units (of affordable housing, in particular)	<ul style="list-style-type: none"> <li>AHAS (units created)</li> </ul>
Increase homeownership	<ul style="list-style-type: none"> <li>AHAS (units created, households helped)</li> </ul>
Decrease in cost-burdened households/ Prevent homelessness	<ul style="list-style-type: none"> <li>AHAS (households helped)</li> </ul>
Fewer encampments in Tacoma	<ul style="list-style-type: none"> <li>Decrease in (visible, unsanctioned) encampments, including fewer RVs and cars</li> <li>Establishment of designated camping areas</li> <li>Increase the number, diversity of shelter/ reduce barriers</li> </ul>
Reduce negative impacts of encampments	<ul style="list-style-type: none"> <li>Zero unsanctioned encampments</li> <li>Decrease blight and environmental hazards</li> <li>Zero homeless deaths</li> </ul>
Increase transitional to stable housing	<ul style="list-style-type: none"> <li>Increase in units of permanent supportive housing</li> <li>One or more new permanently affordable housing sites (CLT)</li> <li>Decrease in number of people who return to being houseless after receiving services</li> </ul>



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5

5

## Livable Wage Jobs Priorities

Key Objectives and Measures	Measures of Success
Increase and improve workforce development	<ul style="list-style-type: none"> <li>Decrease in un and under-employment</li> <li>Increase the number of professional pipelines</li> <li>Businesses can find local, qualified candidates</li> </ul>
Increase number of jobs in Tacoma	<ul style="list-style-type: none"> <li>Increase the number of jobs above 80% AMI</li> <li>Increase jobs outside of government and non-profit (increase diversity of largest job categories)</li> </ul>
Increase local (small) businesses surviving through the pandemic	<ul style="list-style-type: none"> <li>Increase the number of BIPOC businesses located in Tacoma</li> <li>Number of ongoing business licenses (Feb. '20- now)</li> <li>Increase the diversity of types of small business (more industries for livable wage jobs) (7)</li> </ul>



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6

6

## Instructions

1. Are these the right objectives?
  - Agree on/ finalize a short list of recommended key objectives
  - You can suggest new objectives (with sticky notes) if you feel some are missing
2. What would success look like in each objective?
  - “What outcome would demonstrate success for addressing this objective?”
  - “How would we know we had been successful at achieving your objective?”
3. Which measures of success should be prioritized (as guidance)?
  - Agreement will come in the form of “voting”
  - Each CM will receive 2 votes (total of 18)



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7

7

## Access (to Facilities and Services)

Key Objectives and Measures	Examples of Supporting Tactics
Use an equity lens to improve access from investments	<ul style="list-style-type: none"> <li>• Use the Equity Index to make investments all over the City</li> <li>• Ensuring services and programs have an access or equity statement in them so that it's clear that we have thought about that in the things we do</li> <li>• Put political support behind some of the gaps</li> </ul>
Increase Language Access	<ul style="list-style-type: none"> <li>• Multilingual support</li> </ul>
Increase access to transportation and mobility	<ul style="list-style-type: none"> <li>• Sidewalks (increasing # around transit stops)</li> <li>• Grant-matching for mobility projects</li> <li>• Vision Zero</li> <li>• Streets Initiative</li> <li>• PSRC Regional Transportation Plan</li> <li>• Address disabilities and lack of access</li> </ul>



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8



## Next Steps

- Two remaining Committee of the Wholes on each of the remaining Priority Areas:
  - **Health:** August 9
  - **Belief and Trust:** August 16