



Community Safety Action Strategy

2025

City of Tacoma

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Community Safety Action Strategy

The City of Tacoma's Community Safety Action Strategy (CSAS) is a long-term approach to improving safety, and perceptions of safety, for Tacoma community members. The Strategy goes beyond 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 goals that reflect the community definition of "community safety," with each goal comprised of objectives with near-term, long-term, and supporting City actions.

Community Definition of "Community Safety"

This strategy has been developed with significant community input through visioning workshops, community meetings, interactive art, lived experience expert interviews, an online ideas wall, and many other engagement opportunities*. The following is a definition of community safety developed through this community engagement:

*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. **RESPONSE** to community safety needs is effective and done with care and respect. With healing and **REPAIR**, everyone in Tacoma can thrive together.*

City Actions

The CSAS outlines 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 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 will take longer 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 CSAS 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 limited City resources to achieve meaningful results.



Goal 1: Safe PLACES and Neighborhoods

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

Referenced strategic plans, initiatives, and programs:

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

What the Community Said 🧑🧑🧑

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.



The City's Response

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

Increase perceptions of transportation safety and decrease serious injury crashes in Tacoma.

- Near term actions
 - Educate and empower drivers to be safe and respectful of all road users. (VZ)
 - Equitably distribute lighting across neighborhoods. (VZ)
 - Use every transportation project as an opportunity to improve safety. (VZ)
- Longer term actions
 - Develop a safe, accessible, and multimodal transportation system. (TMP)
 - Equitably maintain, replace, and upgrade City infrastructure, such as roads and sidewalks. (TMP)
 - 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)
- Supporting actions (e.g. partners, etc.)
 - Support community partners in encouraging safe, multi-modal transportation.
 - Support Pierce Transit in making investments in Tacoma's infrastructure.
 - Support Sound Transit in making investments in Tacoma's infrastructure.
 - Support Tacoma Public Schools by partnering to improve the safety of priority intersections.

1.2 Support clean neighborhoods free of litter and debris.

Improve perceptions of neighborhood cleanliness and reduce litter, illegal dumping, and garbage in public areas.

- Near term actions
 - 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. 2 (TUT)
- Continuously improve the Tacoma First 311 reporting system to track and respond to community concerns around litter and debris.
- 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 actions
 - Increase access to trash receptacles across the City. (ES)
 - Increase accountability for littering and illegal dumping. (TUT)
 - Increase prevention and education for littering and illegal dumping. (TUT)
- Supporting actions (e.g., partners, etc.)
 - Support access to waste receptacles at bus stops and parks.
 - Support clean and welcoming business districts and Business Improvement Areas.
 - Support private sector actions to help address safe and clean neighborhoods.
 - Support Washington State Department of Transportation (WSDOT) removing trash and debris from WSDOT property, including highways and freeways that intersect the City.

1.3 Improve access to safe, vibrant gathering places in neighborhoods

Improve perceptions of neighborhood safety, increase access to safe and welcoming public facilities, and improve public spaces in neighborhoods throughout Tacoma.

- Near term actions
 - Continue implementation of the Urban Forestry Plan to improve perceptions of safety in neighborhood corridors. (ES)
 - Support local businesses with outreach and support from the Community and Economic Development (CED) department. (ED)
 - Support safe and welcoming public facilities and services through design, programming, and staffing, including at Tacoma Public Libraries (TPL), Tacoma Police Department (TPD), the Tacoma Municipal Building, and more. (TPL, TPD, more)
- Longer term actions
 - Enhance neighborhood safety with infrastructure and utilities. (PDS)



- Plan strong, vibrant, and safe neighborhoods by incorporating development and permitting practices that prioritize community safety and connection. (PDS)
- Review City owned spaces to assess for community use.
- Supporting actions (e.g., partners, etc.)
 - Support efforts to preserve, maintain, and celebrate community identity, cultural heritage, history, and art.
 - Support efforts from University of Washington-Tacoma, University of Puget Sound, Bates Technical College, and Tacoma Community College to create safe, vibrant gathering places on their campuses.
 - Support equitable economic growth and safe, vibrant businesses.
 - Support Parks Tacoma in their efforts to achieve 10-minute access to a park citywide.
 - Support Pierce Transit efforts to make transportation safe for residents and employees.
 - Support Tacoma Public Schools efforts to provide safe, welcoming gathering places.
 - 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 safety within the community.

Referenced strategic plans, initiatives, and programs:

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

What the Community Said

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 affect perceptions of safety for many community members.

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



The City's Response

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 actions
 - Increase access to stable, affordable housing. (AHAS)
 - Increase access to supportive services in permanent housing. (HS, AHAS)
 - Increase access to transitional housing opportunities. (HS)
- Supporting actions (e.g. partners, etc.)
 - Support health systems and providers in improving behavioral health outcomes for the most vulnerable in our community.
 - Support regional approaches to addressing homelessness.
 - 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 the treatment they need.

- Near term actions
 - Help individuals access mental/behavioral health and substance abuse services through direct outreach, Street Medicine programs, and Tacoma Fire Department (TFD) Opioid Response programs such as:



- Community training,
- Narcan distribution,
- Safe station program, and
- 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.
- Longer term actions
 - Increase access to detox facilities and mental health services.
- Supporting actions (e.g., partners, etc.)
 - Support broad community access to mental health and substance abuse services.
 - Support Health Care Systems and health providers in improving behavioral health outcomes for the most vulnerable.
 - Support therapeutic and mental health courts for support and treatment.



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 risk behavior.

- Near term actions
 - Foster positive outlook and professional support through jobs 253 involvement.
 - Listening and elevating youth voice and perspective in City community engagement.
 - Provide access to gathering spaces (TPL, in-person Tacoma Creates events).
 - 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.
 - 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)



- Longer term actions
 - Grow/Build/Foster connections to caring adults and mentors.
 - Strengthen youth conflict resolution skills.
- Supporting actions (e.g., partners, etc.)
 - Support access to antiracist, multicultural programming and services.
 - Support 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 efforts by Tacoma Public Schools to provide services and support to students.
 - 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 while acting with respect, understanding, and care.

Referenced strategic plans, initiatives, and programs:

- 21st Century Policing Solutions Report: Recommendations for the Tacoma Police Department (21CP)
- Alternative Response Study

What the Community Said

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 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) are crucial to building trust and feelings of safety in the community.



The City's Response

3.1 Provide effective response to violent crime

Decrease, effectively respond to, and improve perceptions of violent crimes, including homicide, physical assault, abduction, and sexual assault.

- Near term actions
 - 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.
 - Promote crime data, such as that shared weekly in the City Manager's Report or that updated daily on the publicly accessible Tacoma Police Crime Dashboard.
 - Provide targeted interventions in specific areas to address underlying issues contributing to crime.
 - Respond promptly and appropriately to violent crime.
 - Respond to violent crime through dedicated, focused TPD Enforcement Teams.
- Longer term actions
 - Reduce crime through coordinate place-based environmental design.
- Supporting actions (e.g. partners, etc.)
 - Support neighborhood-based proactive prevention efforts.
 - Support safe and supportive reentry for individuals after involvement with the criminal legal system.
 - Support South Sound 911 in effective dispatching of priority calls.

3.2 Provide effective response to property crime

Decrease, effectively respond to, and improve perceptions of property crimes, including car theft, burglary, and property damage.

- Near term actions
 - Appropriately enforce existing laws related to property crimes.
 - Implement a sustainable Property Crime Investigation Protocol.
 - 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)



- Promote crime data, such as that shared weekly in the City Manager’s Report or that updated daily on the publicly accessible Tacoma Police Crime Dashboard.
- Provide in-person assistance to property crime victims through commissioned and non-commissioned TPD officers and other resources.
- 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.
- Longer term 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

Improve perceptions of emergency response by ensuring all medical and fire units are able to respond effectively.

- Near term actions
 - Conduct fire, medical, and other emergency response for community safety issues including car accidents and downed power lines.
 - Implement deployment strategy to minimize response times by location and response/unit type.
 - Provide fire investigation, community education/ prevention, and business inspections.
 - Provide fire suppression, technical rescue, hazardous materials (HAZMAT), and marine fire responses.
 - Provide medical response, treatment, and transport capability for Advanced Life Support (ALS) and Basic Life Support (BLS).
- Longer term 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.
- Longer term actions
 - Build resilience through collaborative Emergency Management.
 - Support access to medical transport and reduce reliance on 911 for non-emergencies.





3.4 Provide Alternative Responses to connect people to the right services at the right time

Improve perceptions of emergency response by providing alternatives to traditional law enforcement response and/or additional support where appropriate to increase the positive outcomes in these situations.

- Near term actions
 - Help individuals access mental/behavioral health and substance abuse services through direct outreach, Street Medicine programs, and Tacoma Fire Department Opioid Response programs such as:
 - Community training,
 - Narcan distribution,
 - Safe station program, and
 - TFD Community Assistance Referral and Education Service (TFD CARES).
 - Provide Behavioral Health Response through direct outreach teams.
 - Provide community services with non-commissioned TPD officers.
 - Provide Homelessness Outreach to help provide supplies and offer shelter resources.
 - Support library patrons with the TPL Crisis and De-escalation Team.
 - Support response functions with Designated Crisis Responders when appropriate.
- Longer term actions
 - Increase availability of alternative response programs.
 - Reduce 911 call volumes
- Supporting actions (e.g. partners, etc.)
 - Support alternative responses to safety concerns in the Parks Tacoma system.
 - Support alternative responses to safety concerns on the Pierce Transit system.
 - Support alternative responses to safety concerns in Tacoma Public Schools.
 - 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

Improve perceptions of belief and trust in the Tacoma Police Department and increase transparency and accountability in TPD systems and processes.

- Near term actions
 - Continue to assess any potential disproportionality in arrests and police interactions.
 - Continue efforts to provide training to implement new policies and procedures, de-escalation, trauma-informed policing, and community engagement.
 - Continue implementation and use of both body and dash cams.
 - Continue implementation of 21 CP recommendations.
 - Further pursue police oversight discussions and efforts.
 - Maintain and improve publicly accessible community safety dashboards.
- Longer term actions
 - 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.
 - Track and communicate progress towards community safety goals.
- Supporting actions (e.g., partners, etc.)
 - Support community use of the complaint and commendation form.
 - 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.





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:

- No current plans as of December 2025

What the Community Said 🧑🧒

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.



The City's Response

4.1 Improve the relationship between the community and the Tacoma Police Department.

Improve community-police relationship and create opportunities for the Tacoma Police Department to develop relationships with the community other than during law enforcement scenarios, especially with community members who have historically had the lowest satisfaction with TPD services.

- Near term actions
 - Communicate effectively with the community about TPD.
 - Continue to build relationships with the community through community-facing roles such as Community Liaison Officers (CLOs).
 - Continue to build relationships with youth through positive non-enforcement activities.
 - Enhance TPD community engagement through events that build trust with communities.
- Longer term actions
 - Continue developing a police department with diverse skills to respond to the wide array of community safety needs they respond to, such as non-violent conflict resolution and second language skills.
 - Continue developing a TPD workforce that reflects Tacoma.
 - Continue TPD presence at community events to build relationships with community.
 - Create spaces for community and TPD to be in dialogue to strengthen relationships and address past and current harm.
 - Increase opportunities for non-emergency engagement with police beyond events.
- Supporting actions (e.g., partners, etc.)
 - Support community led responses to community trauma to support healing and repair.
 - Support individuals impacted by domestic violence, intimate partner violence, and child abuse.
 - Support individuals impacted by human trafficking.
 - Support therapeutic and mental health courts for support and treatment.
 - Support victim advocates to help navigate the criminal justice process.



4.2 Support City employees who assist during emergencies

Provide 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
 - Provide access to counseling and mental health resources for stress and trauma.
 - Pursue strategies to provide access to current equipment and relevant job and safety training.
 - Support frontline responder wellbeing through the availability of training and support related to emotional and financial health, including but not limited to domestic violence training and other trainings, mental and behavioral health support, peer support, chaplaincy.
- Longer term actions
 - 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.
 - Implement any necessary system changes as a response to results of current protocols and debriefing sessions after safety incidents.
 - Repair, renovate, and replace vehicles and facilities to support a safe workforce.
- Supporting actions (e.g. partners, etc.)
 - Support broad access to mental/behavioral health and substance abuse services for employees.





CITY OF
Tacoma



Community Safety Action Strategy Metrics

2025

City of Tacoma

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- 4.1 Improve the relationship between the community and the Tacoma Police Department
- 4.2 Support City employees who assist during emergencies





Measures

The Community Safety Action Strategy will outline objectives led by the City of Tacoma—including key measures for those objectives—that respond to the community's broad vision of a safe community. This document contains the key measures that inform progress on the Community Safety Action Strategy objectives. The changing political and financial situation of the City will drive the scope and scale of specific investments to advance the strategy's objectives.

Perception Outcomes: Describe the perceptions of community members, which are the result of many different factors, including those outside City of Tacoma control/influence.

Quantitative Outcomes: Describe the measurable end results/impacts for community members, which are the result of many different factors, including those outside City of Tacoma control/influence. These measures [most closely] reflect the themes of community engagement and therefore have the greatest likelihood of impacting perception outcomes.

Departmental Outputs: Describe what was measurably produced or accomplished by the City of Tacoma to advance the near-term actions of the Community Safety Action Strategy and the desired outcomes.





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.

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

Increase perceptions of transportation safety and decrease serious injury crashes in Tacoma.

- Perception Outcomes:
 - Community Survey
 - Adequacy of street lighting
 - Condition of major streets (including street signs and traffic signals)
 - Quality of on-street bicycle infrastructure
 - The ease of walking in your neighborhood
 - The ease of bicycle travel in Tacoma
 - Transportation safety in Tacoma
- Quantitative Outcomes:
 - Killed or Seriously Injured (KSI) Crashes (Vision Zero dashboard)
 - KSI crashes involving bicycles
 - KSI crashes involving motor vehicles only
 - KSI crashes involving pedestrians
- Departmental Outputs (Furthering Near-Term Actions in order to reduce the number of KSI Crashes the quantitative outcome, the City has done analysis and determined the following measures should be addressed to the degree possible- see Vision Zero:
 - Accessibility ramps installed and/or repaired
 - Bicycle Infrastructure added and/or repaired
 - Curbs installed and/or repaired
 - Sidewalk miles added and/or repaired
 - Traffic beacons, street lights, and signals installed and/or repaired

1.2 Support clean neighborhood free of litter and debris

Improve perceptions of neighborhood cleanliness and reduce litter, illegal dumping, and garbage in public areas.



- Perception Outcomes:
 - Community Survey
 - Enforcement of local codes and ordinances
 - Cleanliness of streets and public areas
 - Overall appearance of Tacoma
 - Overall image of Tacoma
- Departmental Outputs
 - Completed Tidy-Up 311 Requests (Tidy Up Tacoma dashboard)
 - Encampment Cleanups (Tidy Up Tacoma dashboard)
 - *Note:* The City of Tacoma recognizes that encampment cleanups are only one response to this complex challenge, with other tactics needed to help residents permanently exit homelessness so that encampment removals are no longer necessary.
 - Graffiti prevention artwork (i.e., murals/traffic box wraps)
 - Pounds (lbs.) of Litter, Illegal Dumping, Homeless Encampment Garbage Removed from Public Areas (Tidy Up Tacoma dashboard, Downtown BIA data)

1.3 Improve access to safe, vibrant gathering places in neighborhoods

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

- Perception Outcomes:
 - Community Survey
 - The level of access to arts, culture, science, and/or heritage programs or experiences in the community
 - The overall quality of library services in Tacoma
 - Whether you feel like you belong in the community

Quantitative Outcomes:

- Community Members Accessing Public Facilities
 - Tacoma Crease (number of students/community members accessing programming)
 - Tacoma Public Libraries (TPL) number of patrons/active library card users
 - Tacoma Venues and Events (TVE) number of attendees

Departmental Outputs:

- Hours of Public Facilities Open to Public
- Number of programs and events offered through Tacoma Public Libraries (TPL)
 - Community use of our meeting rooms
 - Library sponsored programs



- Number of business engagement visits
- Number of neighborhood business district engagements
- Number of programs and events offered through Tacoma Arts Commission
- Number of programs and events offered through Tacoma Venues and Events
- Number of public art projects completed



Goal 2: PEOPLE and Prevention

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.

- Perception Outcomes:
 - Community Survey
 - Enforcement of local codes and ordinances
 - Cleanliness of streets and public areas
 - Overall appearance of Tacoma
 - Overall image of Tacoma
 - What four issues in your neighborhood do you think are most important for the City of Tacoma and partners to address

Quantitative Outcomes:

- Average stay; one-time (Homeless Management Information System [HMIS])
 - Exits to permanent housing (HMIS)
 - HMIS is a Pierce County data base: Federal and State funders require any Continuum of Care receiving federal and state homeless funds use a locally administered data system to record and analyze homeless information.
 - Homelessness Count (Point in Time Count)
 - The point-in-time is administered by Pierce County is an annual count of people experiencing homelessness on a single night the last 10 days in January, conducted by local agencies called Continuums of Care (CoCs) on behalf of the United States Department of Housing and Urban Development (HUD).



- Departmental Outputs:
 - Outreach Contacts, Contacts Who Accepted Services (Homeless Engagement and Alternatives Liaison [HEAL] Dashboard)
 - Shelter beds in Tacoma (Neighborhood and Community Services Department [NCS])
 - 311 Reports Closed (HEAL Dashboard)

2.2 Support people experiencing behavioral health challenges

Improve perceptions of neighborhood safety and provide people experiencing behavioral health challenges with services and supports to get the treatment they need.

- Perception Outcomes:
 - Community Survey
 - Satisfaction with behavioral health services

Quantitative Outcomes:

- Access to Designated Crisis Response (DCR)
- Access to mental health and substance use disorder treatment
 - Access to substance use disorder treatment beds
- Reduce the number of overdose fatalities
- 911 calls related to behavioral health crises

Departmental Outputs:

- The following output metrics are intended to improve health as measured through improvement in mental health and/or substance use.
 - Hours of programming
 - Number of clients served
 - through direct services
 - through grants and contracts

2.3 Support efforts and resources to support youth and 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.

- Perception Outcomes:
 - Community Survey
 - Perception of safety reported by those under 30 (Community Survey, supplemented by contracted provider data)



- Quantitative Outcomes:
 - Violent Crime – Under 18 (Tacoma Police Department [TPD] Data, Pierce County [PC] Juvenile Court)
- Departmental Outputs:
 - Number of clients and hours of programming aimed towards:
 - Decrease violent and/or risky behavior
 - Increase sense of safety and/or security



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.

3.1 Provide effective response to violent crime

Decrease, effectively respond to, and improve perceptions of violent crimes, including homicide, physical assault, abduction, and sexual assault.

- Perception Outcomes:
 - Community Survey
 - Do Tacoma Police Officers treat people fairly?
 - Efforts by police in your community to prevent crime
 - Enforcement of local codes and ordinances
 - How quickly police response to emergencies
 - Overall quality of police services
 - Police community programs
 - Police investigations
 - Police patrol
- Quantitative Outcomes:
 - Violent Crime – Homicide, Assault, Robbery (TPD Data)
- Departmental Outputs:
 - Case closed rate
 - Response times by TPD and Tacoma Fire Department (TFD)



3.2 Provide effective response to property crime

Decrease, effectively respond to, and improve perceptions of property crimes such as car theft, burglary, and property damage.

- Perception Outcomes:
 - Community Survey
 - Do Tacoma Police Officers treat people fairly?
 - Efforts by police in your community to prevent crime
 - Enforcement of local codes and ordinances
 - How quickly police response to emergencies
 - Overall quality of police services
 - Police community programs
 - Police investigations
 - Police patrol
- Quantitative Outcomes:
 - Property Crime – Car Theft, Burglary (TPD Data)
- Departmental Outputs:
 - Cases closed rate/percentage
 - Number of follow-up interactions from TPD (in-person/virtual)
 - Property recovered (number and/or percentage of cases)
 - TPD Response Time
 - 311 Calls Resolved (311) based on type or code

3.3 Provide effective response to medical emergencies and fire-related emergencies (including reducing reliance).

Improve perceptions of emergency response and provide effective response by all units to medical and fire-related emergency calls.

- Perception Outcomes:
 - Community Survey
 - Fire response and suppression
 - How quickly emergency medical services personnel respond to emergencies
 - How quickly fire services personnel respond to emergencies
 - Overall quality of emergency medical services
 - Overall quality of fire services



- Quantitative Outcomes:
 - Call volume/number of requests for services
 - Number of community members helped
- Departmental Outputs:
 - Number of call responses
 - Response time

3.4 Provide Alternative Response programs to connect people to the right resources at the right time.

Improve perceptions of emergency response and provide alternatives to law enforcement response and/or additional support where appropriate to increase the positive outcomes in these situations.

- Perception Outcomes:
 - Community Survey
 - How quickly emergency medical services personnel respond to emergencies
 - How quickly police respond to emergencies
 - Overall quality of emergency medical services
 - Overall quality of police services
- Departmental Outputs:
 - Outreach Contacts (Alt Response Data Dashboards)
 - Behavioral Health Response (TFD)
 - Number of dispatches/transport
 - Total incidents
 - Non-commissioned TPD officers
 - CSO units deployed
 - Obligated hours
 - Total calls
 - Outreach Contacts, Contacts Who Accepted Services (HEAL Dashboard)
 - Connections with new and repeat clients
 - Connections resulting in client accepting services
 - 311 requests



3.5 Provide transparency and accountability in policing

Improve perceptions of belief and trust in the Tacoma Police Department and increase transparency and accountability in TPD systems and processes.

- Perception Outcomes:
 - Community Survey
 - Do Tacoma Police Officers treat people fairly?
 - Trust in Tacoma's Municipal Government
- Departmental Outputs:
 - Bias free policing data
 - Number of new policies/updated policies added to TPD policy manual via the TPD Policy review process in coordination with the Community's Policy Advisory Committee (CPAC)
 - 21st Century Policing Recommendations (started, in progress, implemented)



Goal 4: Promote Healing and REPAIR

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

4.1 Improve relationships between the community and Police

Improve perceptions of community-police relationship and 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.

- Perception Outcomes:
 - Community Survey
 - Do Tacoma Police Officers treat people fairly?
 - Trust in Tacoma's Municipal Government
- Quantitative Outcomes:
 - Attendance (number of attendees) at TPD events
 - Community Survey
 - Do Tacoma Police Officers treat people fairly? / (Response time for Priority 1-4 calls)



- Efforts by police in your community to prevent crime
- Police community programs
- Percentage of respondents that have been victims of a crime that reported it
- What would you say your trust in Tacoma Municipal Government is?
- Departmental Outputs:
 - Calls responded to by commissioned TPD officers/by non-commissioned officers
 - Number of community engagement events
 - Number of people engaged/number of interactions with community

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.

- Perception Outcomes:
 - Employee survey results for job satisfaction (Employees have the right tools and resources to perform their jobs effectively)
- Quantitative Outcomes:
 - Utilization of HR/wellness programs
 - Retention of City of Tacoma Staff (Overall and by department)
- Departmental Outputs:
 - Resources offered through City employee supports, including but not limited to the Employee Assistance Program (EAP), TPD, and TFD wellness programs.





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