

Tacoma
Violent Crime Reduction Plan:
Year 2 Evaluation

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Delivered to the Tacoma Police Department

August 19, 2024

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Executive Summary

Beginning in July 2022, the Tacoma Police Department began executing a three-part strategic plan to reduce violent crime (hereafter referred to as the “Crime Plan”). As of July 2024, the first phase of the plan (hot spots policing) has been operational across the city for two years, and a commercial corridor between Puyallup Avenue and E. 25th Street is being treated under the problem-oriented, placed-based policing (POPBP) phase of the Crime Plan. The Crime Plan includes a short-term hot spots policing strategy, a mid-term POPBP strategy, and a longer-term focused deterrence strategy, which has not yet begun. These three strategies were purposely designed to work together to help reduce violent crime in the City of Tacoma by focusing on the relatively few places where violent crime is prevalent and the relatively few individuals responsible for committing it.

This document serves as the Year 2 report on the results of the Tacoma Crime Plan. It summarizes the methodology and results of an independent, empirical assessment of the implementation and impact of the Crime Plan from its inception in July 2022, with a particular focus on Year 2 – July 2023 through June 2024.

Potential hot spot treatment locations are evaluated every 60 days based on reported violent street crime (murder, robbery, and aggravated assault) and include an assessment of crime in 1,000 foot catchment areas surrounding each hot spot to evaluate potential crime displacement effects. Police hot spot treatment involved the deployment of stationary, lighted patrol cars to high crime hundred blocks for 15-minute periods during peak crime hours and peak crime days of the week. Hot spots were reassessed, and police resources redistributed every 6090 days based on reported crime.

Phase 2 of the Crime Plan (POPBP) involves a multidisciplinary team of police and officials from other city departments that identifies the local conditions conducive to crime at persistently violent places and designs interventions to address these problems and reduce crime over the longer term. This report includes an analysis of process and outcome measures at the E. 25th Street POPBP location during the first few months of the intervention, April through June 2024.

City-Wide Results

Overall, the **City of Tacoma experienced a 20% decrease in violent street crime incidents during Year 2 of the Crime Plan** (July 2023-June 2024) compared to the same 12 months the previous year. Compared to last year, all categories of violent street crime were down in the city: Murder was down 23.5%, aggravated assault was down 21%, individual robberies declined by 19%, and business robberies fell by 10%. Since the inception of the Crime Plan in July 2022, violent crime in Tacoma is down 7% but remains elevated compared to pre-Covid (2020) levels. This reduction translates to Tacoma experiencing approximately eight fewer violent crime

incidents per month after the Crime Plan began compared to the 24 months before the plan was implemented.

Hot Spot Results

City-wide, violent crime in treated hot spots also was down about 20% in Year 2 compared to the same months in the previous year, and it was down even more (-27.4%) in surrounding catchment areas, indicating that crime displacement did not occur as a result of the hot spots treatment. At the police sector level, Sectors 1 & 4 experienced reductions in violent crime incidents between July 2023 and June 2024 when compared to last year. Sector 3 hot spot crime was unchanged over last year, although catchment area crime was down considerably (-31%) in that sector. Violent crime was higher in Sector 2 compared to last year, but treatment areas were relatively few and violent crime is relatively low in that sector. TPD officers were at their assigned hot spots in accordance with treatment plans more than 97% of the time, on average, since the Crime Plan started, which is extraordinarily high.

Arrests & Calls for Service

Total arrests were up 15% city-wide in Year 2 over the previous year but were 12% lower for violent crime consistent with the decreasing violent crime trend in the city. Broken down by other arrest types, minor disorder arrests were virtually unchanged over last year while drug arrests increased by more than 200%. Warrant and weapons-related arrests each increased by more than 40% in Year 2 compared to last year. Violence-related calls for service were down 20% city-wide in Year 2 and down slightly in treated hot spots.

POPBP

TPD and other city partners identified a commercial corridor between E. 25th Street and Puyallup Avenue on the north and south and from Portland Avenue to East K Street on the east and west as a second POPBP location to receive treatment under the mid-term phase of the Crime Plan. Police and city stakeholders expended considerable effort at E. 25th Street location beginning in April 2024. More than 10,000 pounds of waste was removed from the area. To address open air drug dealing in the area, a variety of enforcement activities were conducted, including drug arrests and seizures of drugs and weapons in the area. More than 300 contacts with people experiencing homelessness in the area were made, and Community Liaison Officers submitted a request to take legal action at a gas station located within the site to enforce the city's chronic public nuisance ordinance.

From an impact standpoint so far, the number of reported violent crimes was down 33% at the E 25th Street site compared to the same months last year (Apr-Jun 2023). Calls for service related to loitering and narcotics were up substantially over last year, which likely reflects

increased attention in the area from the city and confidence by business owners of a response. **Importantly, violence-related calls were down 15% compared to the same months last year and to monthly averages in the area over the past 12 months.** Additional work is ongoing at the site and will be assessed in the next report.

Overview

Beginning in July 2022, the Tacoma Police Department began executing a three-part strategic plan to reduce violent crime¹ (hereafter referred to as the “Crime Plan”). As of June 2024, the first phase of the plan – hot spots policing – has been fully implemented, and the second phase – Problem-Oriented, Place-Based Policing (POPBP) has been implemented in two locations. The Crime Plan includes a short-term hot spots policing strategy, a mid-term POPBP strategy, and a longer-term focused deterrence strategy. These three strategies were purposely designed to work together to help reduce violent crime in the City of Tacoma by focusing on the relatively few places where violent crime is prevalent and the relatively few individuals responsible for committing it.

This document serves as the Year 2 report on the results of the Tacoma Crime Plan. It summarizes the methodology and results of an independent, empirical assessment of the implementation and impact of the Crime Plan since its inception (July 2022-June 2024) and during the Year 2 period (July 2023-June 2024). As of June 2024, the short-term hot spots policing strategy has been fully implemented across 11 treatment periods, each period lasting approximately 60 days.² Phase 2 of the Crime Plan (POPBP) began in October 2023 at the initial location (8810/8820 S. Hosmer St.) and has been moved to maintenance status since December 2023. A second POPBP location (E. 25th St. area) began in April 2024, and this report includes an analysis of process and outcome measures at the E. 25th St site through June 2024.

The report that follows is organized into several main sections. Following this Overview, we outline our Methodology, including the data we relied upon for this report and our analytic strategies. The City-Wide section examines overall city-wide trends in violent crime and offenses since the Crime Plan began and within the past year. The Phase 1 Hot Spots Policing section summarizes analyses of violent crime and calls for service in and around the treated hot spots. Due to TPD data limitations on the location of arrests, arrest analyses were conducted at the city-wide and sector levels only.³ In this section, we also analyze hot spot treatment fidelity or the degree to which officers were present at designated hot spots in accordance with the treatment plans. The POPBP section assesses the implementation and impact of this strategy by examining process and outcomes measures at the E. 25th Street POPBP location. Finally, we wrap up the report with a

¹ A “violent crime” is defined as any reported *incident* involving a murder/non-negligent manslaughter, robbery, or aggravated assault (not including family violence-related aggravated assaults) with at least one victim. Incidents with multiple offenses (a murder and a robbery) or multiple victims (three individuals assaulted) were counted as a single incident for the purposes of identifying hot spots and in the analyses reported below, unless otherwise noted.

² Year 2 included Periods 6-11 beginning in July 2023 with each period lasting for two months.

³ Arrest data maintained by the TPD are not geo-validated and assigned XY coordinates. As a result, the UTSA research team cannot analyze them at the hot spot grid level but can analyze changes in arrests by police sector and city-wide.

Conclusion that summarizes the results of the Crime Plan during the first two years and within the past twelve months.

Methodology

The primary period of analysis for this report is July 2023 through June 2024. Analyses are also conducted over the entire two-year period since the Crime Plan was instituted in July 2022 to provide a global assessment of the Crime Plan's impact on violent crime incidents.

In Tacoma, violent crime is mapped to small, 100m x 100m grids, and officers are assigned to be highly visible at these locations during peak crime hours and days of the week to increase guardianship and act as a deterrent to crime. During each of the treatment periods, hot spots received either a high visibility treatment, which involved placing patrol cars in selected locations with their emergency lights illuminated during peak crime times and days of the week, or a high visibility "plus" treatment, which involved the standard high visibility treatment augmented by officers leaving their parked cars to patrol on foot within the treatment locations, check on suspicious circumstances or vehicles in the area, and interact with community members. As the TPD transitioned from one period to the next, some locations remained in the treatment protocol based on continued elevated levels of reported crime while new ones were added and those that were no longer 'hot' were removed.

To assess the broader context of violent crime in Tacoma, city-wide trends in violent crime incidents, violent crime victims, specific violent crime offenses, and violent crime incidents within sectors are analyzed and presented. The primary comparison for the two-year and Year Two analyses is the same months in the previous time period. For example, the two-year assessment of the Crime Plan's effectiveness compares violent crime patterns in the city since inception of the crime plan (July 2022-June 2024) to the previous 24 months (July 2020-June 2022), whereas the Year Two analysis compares crime during the second year of the Crime Plan (July 2023-June 2024) to the previous 12 months (July 2022-June 2023). Change is measured using a percent change between time periods.

At the local level, treatment grids and catchment⁴ areas were evaluated using violent crime and calls for service. Descriptive analyses of violent crime and calls for service across the city and in treatment grids during the treatment periods were conducted and compared against the same months last year. Catchment areas surrounding each hot spot were assessed for potential crime displacement or diffusion of benefits. Results are shown within the treated grids, in the catchment areas surrounding the grids, city-wide, and within sectors as described below.

⁴ Catchment areas extend approximately 1,000 feet in all directions from targeted hot spots. It is here that crime displacement is most likely to occur, if at all.

City-Wide Analyses

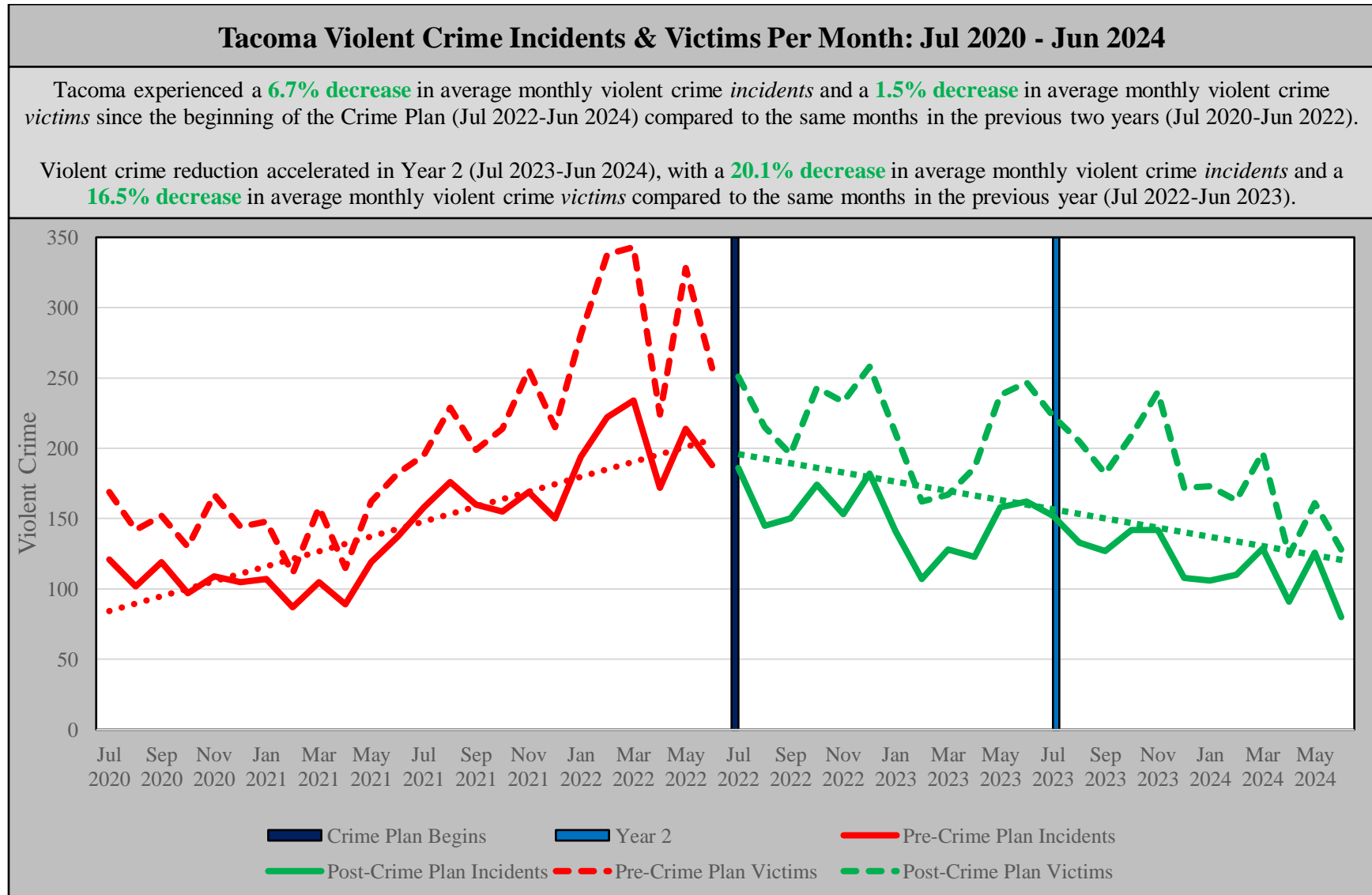
In this section, city-wide trends in violent crime incidents, violent crime victims, specific violent crime offenses, and violent crime incidents at the sector level are analyzed and presented. Again, these trends were assessed by comparing the time period of interest to the same months in the previous time period, with differences shown as a percent change.

Violent Crime Incidents: City-Wide

Figure 1 below shows the count of *violent crime incidents and victims* per month that occurred in Tacoma between July 1, 2020 and June 30, 2024. The dark blue vertical bar represents the start of the Crime Plan (July 2022), and the light blue vertical bar indicates the beginning of this evaluation period (July 2023). As demonstrated by the dotted red line, violent crime incidents were trending upward between July 2020 and the beginning of the Crime Plan. Once the Crime Plan was initiated in July 2022, city-wide violent crime incidents began to trend downward (see the green dotted trend line) with some seasonal variation (i.e., higher in the summer months). Violent crime victimization, represented by the dashed red and green lines largely tracks violent crime incident trends, but at a higher level since more than one individual can be victimized in a single violent crime incident.

Of note, average monthly violent crime incidents fell by 6.7% since initiation of the Crime Plan compared to the two years prior to the Crime Plan, while violent victimization was down slightly by 1.5%. This trend accelerated in the past 12 months, however, with violent crime incidents declining 20.1% in Year 2 of the Crime Plan (July 2023-June 2024) compared to the initial year of the Crime Plan (July 2022-June 2023). A similar pattern is evident with victims as average monthly violent victimization fell by 16.5% in the past 12 months.

Figure 1: City-Wide Violent Crime Incidents & Victims Per Month, Jul 2020-Jun 2024

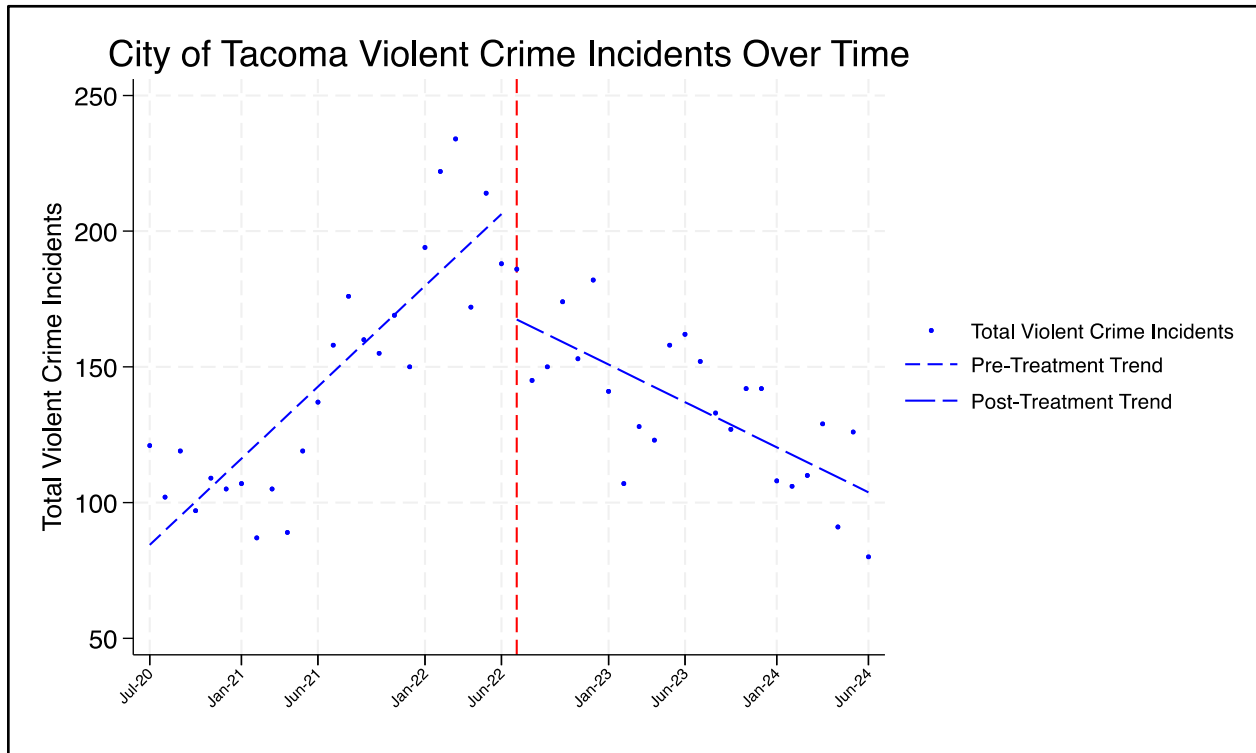


To better understand overall treatment trends before and after the Crime Plan began, we also used interrupted time series analysis (ITSA) to analyze change in crime trends (see Figure 2 below). ITSA is well suited for tracking and comparing data before and after treatment over long periods of time (Cook, Campbell, & Shaddish, 2002). The ITSA model demonstrates that Tacoma experienced approximately eight fewer violent crime incidents per month after the Crime Plan began compared to the 24 months before the plan was implemented.

While our research design is not experimental and does not allow for definitive cause-and-effect conclusions to be drawn, these ITSA results **provide strong evidence that the Tacoma Crime Plan likely resulted in a city-wide reduction in violent crime by an average of 8 incidents per month**. In sum, the past two years of the Crime Plan (July 2022-June 2024) not only flattened the rising trend in violent crime incidents, but it has also substantially reduced the level of city-wide violence by nearly 7% over 24 months compared to its pre-Crime Plan level and by approximately 20% in the last year.

Based on violent crime trends so far in 2024, Tacoma is on track to record the fewest number of violent crimes this year than it has since 2020, but annual violent crime counts remain elevated compared to pre-Covid levels. Additional work remains to be done to continue reducing violent crime in the city.

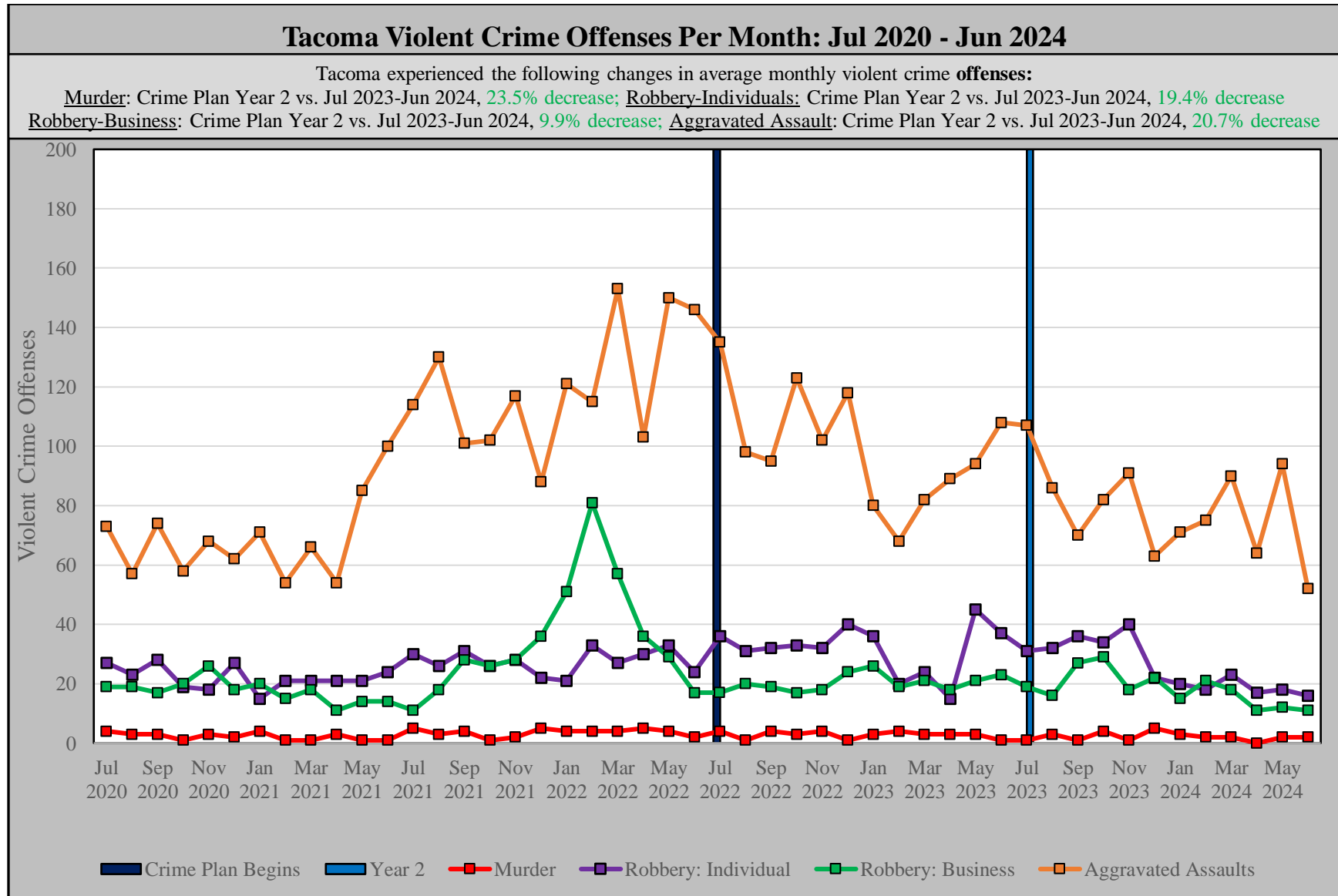
Figure 2: City-Wide Violent Crime ITSA Analysis



Violent Crime Offenses: City-Wide

Figure 3 below shows trends in violent offenses by offense type for the past 48 months, with vertical bars to indicate the beginning of the Crime Plan (dark blue) and the start of Year 2 of the Crime Plan (light blue). Compared to the two years before the Crime Plan began, average monthly incident counts for all violent crime types were down, with the exception of individual robberies, which were up by about 15%. However, by Year 2 of the Crime Plan (July 2023-June 2024), average monthly incident counts for all crime types, including individual robberies, fell significantly. Encouragingly, murders were down by almost 24% in Year 2 compared to the previous year, followed closely by a reduction in aggravated assault of 21%. Additionally, individual robberies were down by 19%, and business robberies declined by 10% in Year 2 of the Crime Plan. **Overall, the city-wide crime reduction noted in Figure 1 was evident across all crime types in the past 12 months, even when compared against the reductions that occurred in the first year of the Crime Plan.**

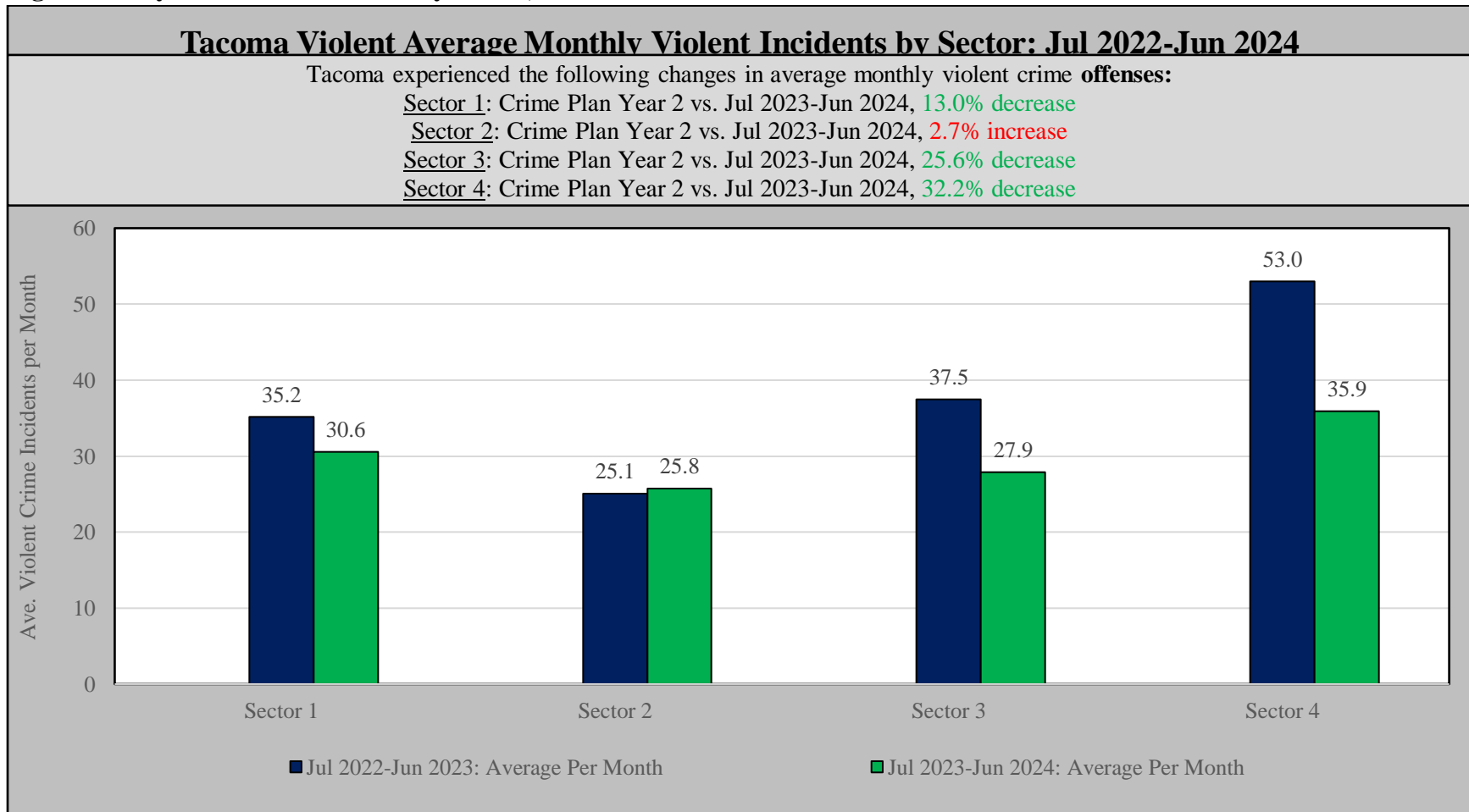
Figure 3: Violent Crime by Offense Types, July 2020-Jun 2024



Violent Crime by Sector

Figure 4 below summarizes the count of violent crime incidents per month that occurred in each of Tacoma's four police sectors in the past 12 months. Violent crime incidents were less frequent in all sectors with the exception of Sector 2, although the results in this area are best described as flat given there was a modest 2.7% increase in the past year.

Figure 4: City-Wide Violent Crime by Sector, Jul 2022-Jul 2024



Phase 1: Hot Spots Policing

Crime

Figure 5 below shows the percentage change in average monthly violent crime counts in hot spot treatment and catchment grids during the two-year period (July 2022-June 2024) since the Crime Plan was implemented and within the past twelve months (July 2023-June 2024). Comparisons are to the same months in the previous time period. City-wide bars are provided for reference. Treatment effects are also presented for high visibility and high visibility plus locations, and for all catchment areas.

As previously noted, city-wide violent crime decreased by 6.7% since the Crime Plan was initiated. In treatment locations, there was a 22.5% reduction in violent crime incidents and a 28.6% reduction in catchment area violent crime incidents. This effect was present in both treatment types (25.2% for high visibility plus and 21.0% for high visibility). In Year 2, city-wide violent crime incidents fell 20.1% compared to the previous 12 months and treatment locations showed a 14.7% reduction. Catchment areas continued to experience reductions as well (-27.4%), suggesting no crime displacement but rather a diffusion of benefits effect where the areas immediately surrounding treated hot spots also experienced crime reduction benefits.

Taken together, these results provide strong evidence that the hot spots treatment strategy is having a crime suppression effect in the locations where it is applied and that violent crime is not being displaced to the immediate vicinity.

Figure 5: City-Wide, Treatment & Catchment Grid Crime

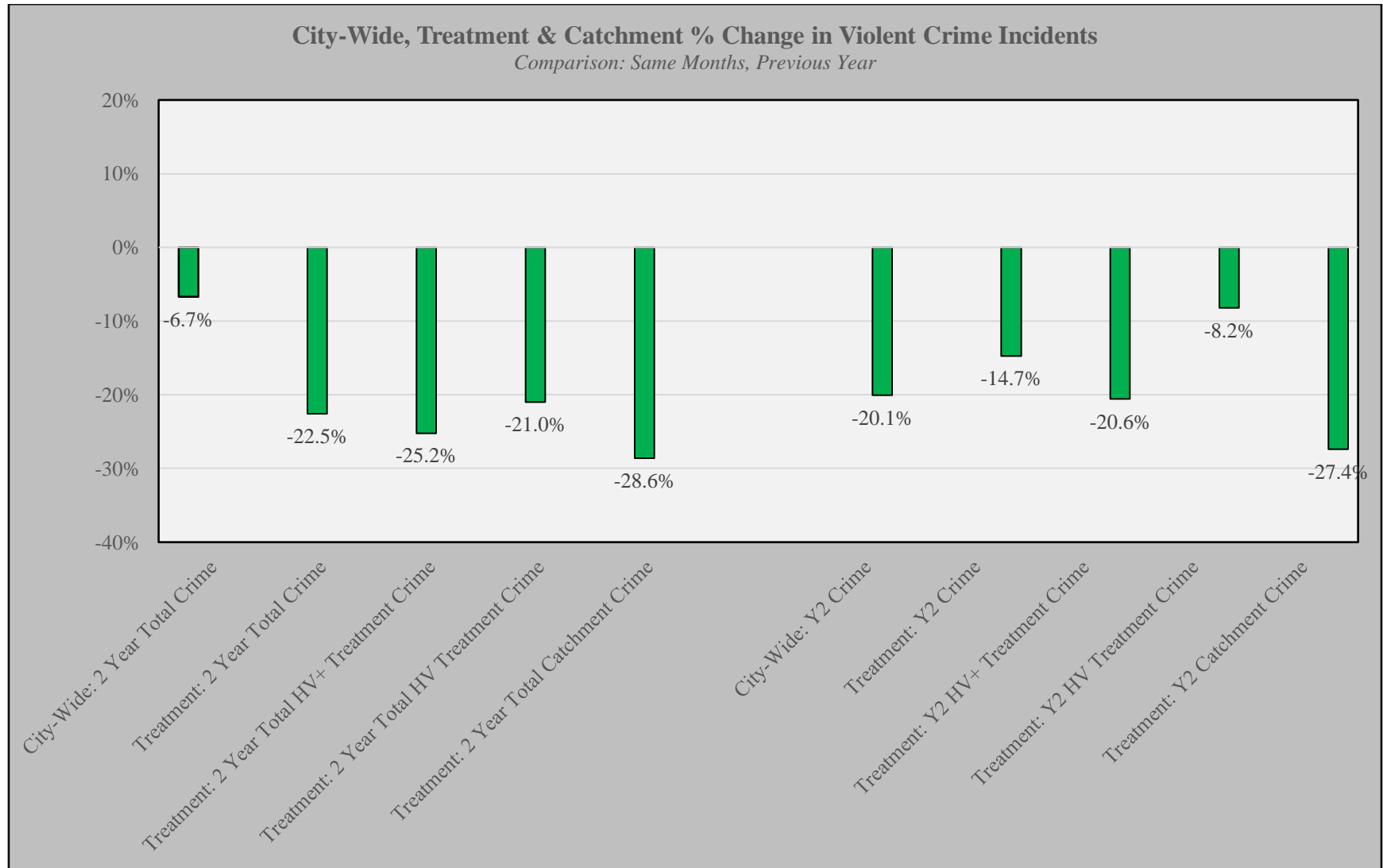
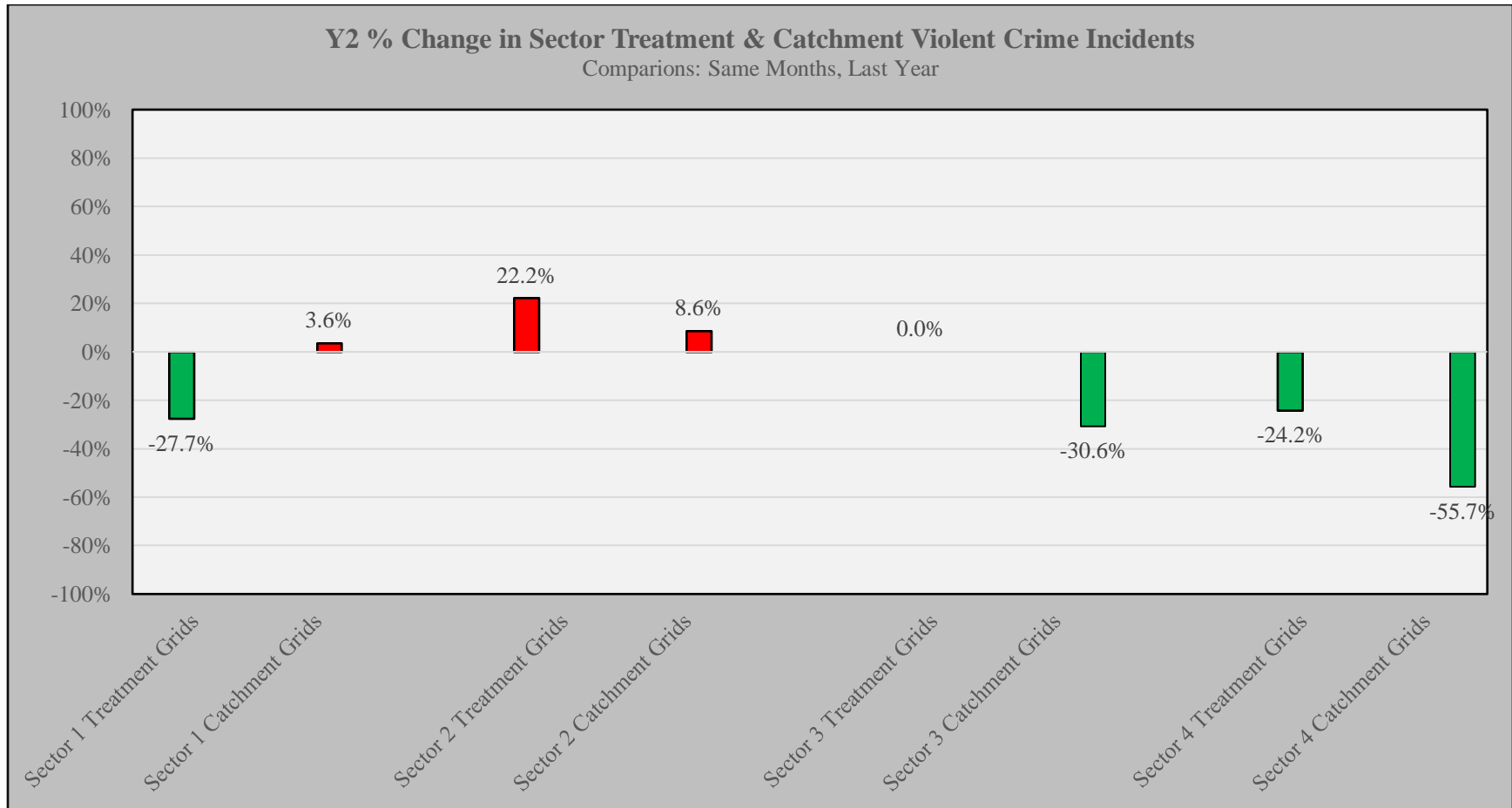


Figure 6 below provides a Year 2 comparison for sectors. The current evaluation period (July 2023-June 2024) is compared to the previous 12 months for the treatment and catchment areas in each sector. Sectors 1 & 4 experienced reductions in violent crime incidents of 27.7% and 24.2%, respectively. Sector 2, though, experienced an uptick in violent crime incidents in both its treated hot spots and surrounding catchment areas, which is evident from Figure 4 above showing a slight increase in Sector 2 violent crime over the past two years. Of note, treatment areas were relatively few and violent crime is relatively low in that sector. The UTSA research team will work with TPD to further investigate this anomalous outcome and the potential reasons why violent crime has remained persistently elevated in this sector. Sector 3's violent crime incidents were unchanged from year to year.

Sectors 3 & 4 demonstrated no evidence of displacement as the catchment areas experienced lower levels of violent crime compared to the same months in the previous year. Sectors 1 & 2 experienced slight increases in catchment area violent crime at 3.6% and 8.6%, respectively. In Sector 2, the increase in catchment area crime is likely a product of overall infrequent crime incidents in the sector and a limited number of treatment locations, which together make percentage change statistics less stable. **Across all sectors, there was no systematic evidence of crime displacement to catchment areas, which is consistent with previous analyses in Tacoma.**

Figure 6: Treatment & Catchment Grid Crime by Sectors



Arrests

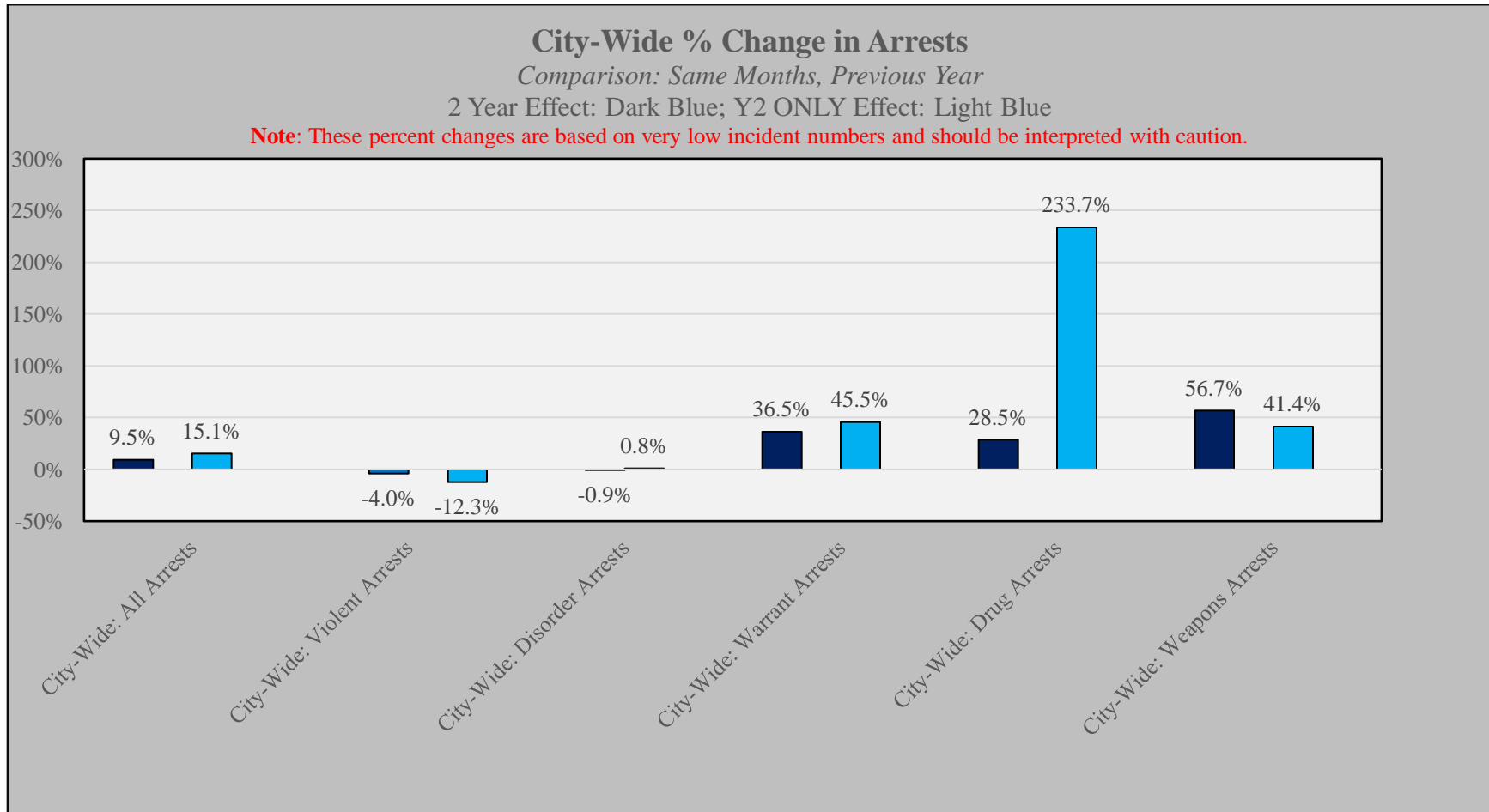
Figure 7 below display arrest activity in Tacoma at the city. The dark blue bar indicates the two-year effect since inception of the Crime Plan (compared to the previous 24 months) and the light blue bar reflects the Year 2 effect compared to the previous 12 months. Average monthly arrest counts were calculated for all arrests, violent crime arrests⁵, weapon arrests, drug arrests, disorder arrests, and warrant arrests.

City-wide, arrests increased by 9% in the past 24 months, and 15% in the past 12 months.

Violent crime arrests decreased city-wide by 4% over the two-year period and by 12% in the past 12 months. Disorder arrests were largely flat in the past 24 months. Warrant, drug, and weapon arrests were all higher throughout the city in the past 24 months and within the past 12 months. Of note, drug arrests were up considerably in the past year. The available data do not offer an obvious explanation for this increase. Given the data limitations that preclude an assessment of arrest at treatment locations, it is not possible to ascertain whether the strategies implemented to date as part of the Crime Plan contributed to this trend. Nonetheless, the reduction in violence-related arrests city-wide is consistent with the overall drop in violent crime since the Crime Plan began.

⁵ Murder; Robbery; Non-family violence, aggravated assault.

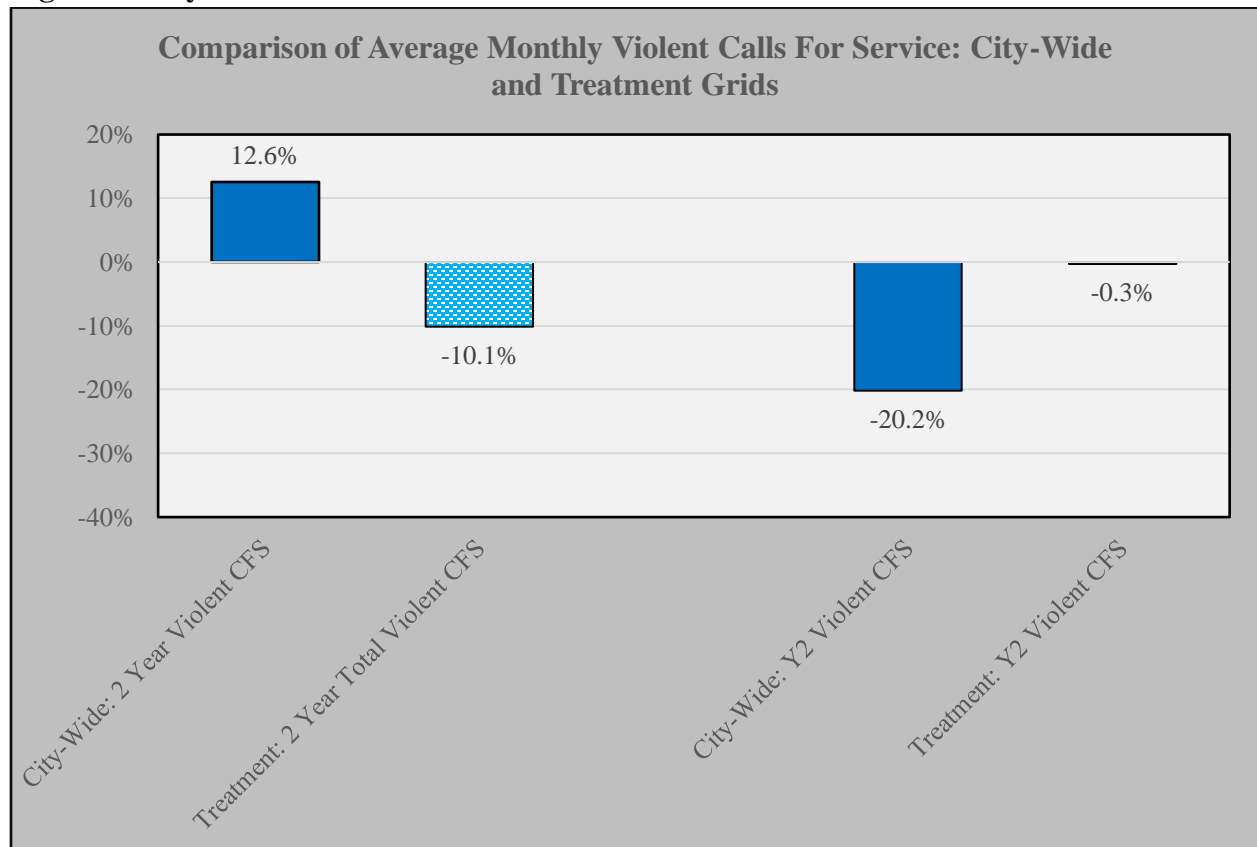
Figure 7: City-Wide Arrests



Calls For Service

Figure 8 below shows change in the average number of violence-related calls for service (V-CFS) city-wide and in the hot spot treatment areas. City-wide, violent CFS increased by 15.2% (solid blue bar) in the past 24 months but are 10.1% lower in treatment locations during the same time period, consistent with a treatment effect. The two-year city-wide increase was driven by an increase in violence-related CFS during Year 1 of the Crime Plan, as those calls fell 20.2% in the past 12 months. Violent calls for service within the treated hot spot locations were largely unchanged from Year 1 of the Crime Plan. Taken as a whole, these decreases in violence-related calls for service are encouraging and consistent with the overall reduction in violent crime city-wide and in the treated hot spots.

Figure 8: City-Wide and Treatment Calls for Service



Fidelity

This section of the report examines treatment plan fidelity from the inception of the Crime Plan in July 2022 through Period 11 (June 2024). Fidelity signals the extent to which TPD officers were deployed to designated hot spots during the correct days and times as identified by the hot spots treatment plans. Table 1 below shows the high fidelity rates in each period. Throughout Year 2, TPD officers were present at 97.7% of all recommended treatment locations at the proscribed time for at least 15 minutes. **Overall, TPD officers have exhibited an extraordinarily high level of fidelity to the hot spot strategy as the Crime Plan moves forward.**

Table 1: Fidelity Summary

	Treatment Periods	Fidelity Rate
Year 1 (Ave: 96.4%)	Period 1	91.8%
	Period 2	96.9%
	Period 3	97.0%
	Period 4	98.2%
	Period 5	98.1%
Year 2 (Ave: 97.7%)	Period 6	98.6%
	Period 7	100.5%
	Period 8	98.0%
	Period 9	96.6%
	Period 10	96.0%
	Period 11	96.4%

Phase 2: Problem-Oriented, Place-Based Policing

Background on POPBP

The mid-term strategy of the Tacoma Violent Crime Reduction Plan calls for the implementation of a place-based strategy to reduce violence and the underlying conditions that create violent places. Problem-Oriented Place Based Policing (POPBP) is based in empirical scholarship and criminological theory that focus on the spatial distribution of crime in communities and the role of unguarded places used by individuals and criminal networks to facilitate crime. A POPBP strategy is intelligence-driven, requires the involvement and commitment of multiple stakeholders, and may involve the expenditure of money and other resources by city agencies and community-based organizations (CBOs). By focusing on the most violence-prone locations, though, POPBP has the promise of significantly impacting violent crime, reducing victimization, and improving the quality of life in and around the affected locations.

On February 13th, 2023, the UTSA research team led a training session on POPBP for the advisory committee (city department directors), and a few weeks later on March 30th, it trained working group members on the different elements of the strategy. Broadly, the training included an overview of the POPBP strategy, its different elements, and the steps needed to develop operations plans designed to address problems at the chosen site. The group selected the first POPBP sites to be 8810 and 8820 S. Hosmer Street. The evaluation of POPBP at the Hosmer Street sites ran from October 2023 through December 2023. Results were presented in the previous mid-year report.

The second POPBP site selected was a commercial corridor between E. 25th Street and Puyallup Avenue on the north and south and from Portland Avenue to East K Street on the east and west. The POPBP working group, in collaboration with TPD, developed an operations plan designed to reduce and prevent crime at the E. 25th St site. This operations plan can be found in Appendix B. It details the different actions that contributing stakeholders were required to take over the evaluation period. Working from the operations plans, the UTSA team created a Microsoft Form, which allowed partners to report information on their activities undertaken at the site and their associated process metrics. This data collection instrument is one of the primary data sources for evaluating the implementation and impact of the POPBP strategy at the E. 25th Street site. Work began at the location in April 2024. This report covers initial implementation between April and June 2024.

Process Evaluation

Table 2 summarizes the identified problems, solutions, and implementation metrics at each site and provides a color-coded indicator (final column) showing the status of each problem/solution. Red cells indicate little or no progress toward implementing the proposed solution, yellow cells indicate partial implementation, and green cells indicate substantial progress based on the agreed-upon process measures. While these initial assessments are offered for the purpose of tracking

progress to date, the site has only been active for three months, and this evaluation should be considered preliminary. Work will continue at the site in the coming months, and progress will be re-assessed in the next report scheduled for January 2025.

Table 2: Process Measures for E. 25th St.

Problem	Solutions	Process Measurement	Results
Overflowing Garbage	- ES refuse container/service assessment	Weekly visual inspection of private properties for garbage; # of citations issued for overflowing dumpsters/trash on private property	20 Site visits 2. 10640 lbs. of waste removed 3. 3 business contacts re: dumpster capacity; they were provided locks for dumpsters at the beginning which has led to the illegal dumping being resolved 4. Area monitored weekly
Limited alternatives for commercial truck parking available in immediate area with proximity to port	- Create a commercial truck parking lot (paid/free) in area	# of meetings scheduled, Recommendation for creation of parking lot created	1 meeting in April occurred related to commercial parking options with regional partners - creation of commercial truck parking lot has been shared with regional partners; 1 meeting occurred in May with the POPBP Advisory board to discuss parking options
Multiple points of entry to 1440 Puyallup, close proximity to Highway	- Limit # accessible driveways + turning movements to access arterials and Freeways (be ok with possible congestion that results)	Study approved; recommendations created	Study not approved; recommendations not created
Awareness signage for patrons at 1440 Puyallup	Signage to discourage offenders and / or Decrease victim vulnerability and lack of awareness. Ordinance info, appropriate uses of areas.	Number of meetings with business groups to educate about signage	0

Problem	Solutions	Process Measurement	Results
No onsite management/security after 10 PM at 1440 Puyallup	- Increase use of private security	Number of hours per month worked by security	Owners not contacted about security presence after 10 pm
1302 Puyallup (76 gas) sells alcohol and pipes (1440 does not sell these)	- Increase engagement with site stakeholders on potential mitigations	# of meetings with stakeholders regarding liquor license regulations; # citations for liquor license violations	5 meetings with business groups and City of Tacoma Tax and Licensing; 0 citations written; 1 compliance check
1220 Puyallup (Tacoma Center Motel) is in disrepair	- Proactive code enforcement and CPTED assessment - Graffiti abatement - Encourage other businesses to follow lead	CPTED Analysis conducted; # of recommendations implemented	CPTED not conducted; 2 properties proactively contacted about CPTED assessment
Site hardening efforts in surrounding area inconsistent (underpasses, adjacent properties)	- CPTED / Target /site harden 1214 (CFN) and 1302 Puyallup (76 Gas) - CPTED / Target /site harden underpass L St. and E M St. and 25th St. - Hardscape after encampment removal - Encourage businesses to follow lead	Meeting #/schedule, committee creation, identified process for site hardening	1 meeting; committee created in June; no process identified
Location and area seen as unwelcoming to pro-social activity and visitors	- Explore partnerships with port, Sound transit, Tribe on opportunities to address - Encourage other businesses to follow lead - Encourage property maintenance and upkeep	# of meetings	2 meetings with Tacoma Business Association
Individuals loitering at other locations	- Business out reach, education on trespass, loitering enforcement	# of subjects trespassed	1 trespass notice; 0 trespass arrests

Problem	Solutions	Process Measurement	Results
Prostitution and drug use (1302 Puyallup (76 gas) and vicinity)	- Place property under Chronic Nuisance Order, if not, weekly meeting w/CLO - TPD improve relationship and coordination with management and site owner - TPD conduct drug enforcement missions	Criteria met, CN implemented, # of meetings, # of inspections, # of SETS,	Criteria met at 1302 Puyallup; Chronic Nuisance Order not implemented; 0 inspections; 5 SETS
Not near police substations	- High Visibility Police Patrols to increase risk to offenders	Training occurred	3 turnout trainings
Open air drug dealing in immediate area	-TPD conduct drug enforcement missions - HOPE service outreach / tie-in	# of arrests, amounts of drugs/firearms seized, # of orders issued, # of contacts made # accepted services, # placed in shelter, decrease of overdoses	15 drug enforcement arrests; fentanyl, methamphetamine, crack cocaine, Xanax, and weapons seized; 54 POP contacts made; 313 contacts made with homeless individuals; 5 accepted services; 0 placed in shelter; no data on orders; decrease of 1 overdose (17 between April 2023 and June 2023; 16 between April 2024 and June 2024)
UTSA REC: Conduct surveillance of stability site and homeless individuals in surrounding area to determine involvement in drug sales/purchases and prostitution activity	If surveillance demonstrates illegal activity, TPD should address as a police matter.	Training completed; implementation, # of times flag is used	0 trainings; flag not implemented
UTSA REC: Conduct surveillance of truckers on E 25th to determine involvement in drug sales/purchases and prostitution activity	If surveillance demonstrates illegal activity, TPD should address as a police matter.	# of SET(s)	5 SETS

Problem	Solutions	Process Measurement	Results
Homeless individuals in vicinity that refuse services and shelter (within 10 blocks of stability site)	- Private partnerships w/ homeless and MH service providers - NCS HEAL team engagement - Enforcement of camping ban	# of contacts made with homeless, # accepted services ,# placed in shelter	313 contacts made; 5 accepted services; 0 placed in shelter
Inconsistent lighting along S 25th	- Install/Repair Street lighting along E 25th and surrounding streets. - Partner with business owners if city owned lighting infrastructure is not present/viable.	Study implemented, Lighting Recommendations created, Lights installed	Study not implemented; recommendations not created; lighting not installed
Alleyway has limited visibility from streets and businesses it runs behind	- Restrict access to alley	Study approved, recommendations created, implementation	Study not approved; recommendations not created or implemented
Some vegetation along S 25th impedes visibility	- Clear/trim vegetation	Vegetation removed	Vegetation not removed
Limited ability for CoT to conduct proactive CPTED assessments	- Train more city staff to do CPTED assessments, including CLO's and CSO's in TPD, as well as PDS, Real property, Tax & License staff	# of CSO and NCS trained, funding confirmed	None trained; Funding not confirmed

There has been substantial effort expended by stakeholders to help improve conditions at the E. 25th Street site. Among the 19 problems identified, seven were fully addressed. To address overflowing garbage at the site, over 10,000 pounds of waste was removed, business owners were provided with locks at the beginning of POPBP to help resolve illegal dumping, and the area was monitored weekly. A plan for a commercial parking lot at the site was shared with regional partners and meetings occurred to discuss parking options. There were meetings with the Tacoma Business Association, the police held three turnout trainings that provided an overview of the goals of the POPBP strategy at the site, and Special Emphasis Teams (SETs) conducted missions in the area five times to address drug use and prostitution. To address open air drug dealing in the area, a variety of activities were conducted, including drug enforcement arrests, seizures of drugs and weapons, and contacts made. There was a decrease of one overdose when comparing this year to last year at the same time. In terms of homelessness, there were 313 contacts made with people experiencing homelessness in the area.

Four of 19 problems identified were partly addressed. While there were five meetings between business groups and Tacoma Tax and Licensing, there were no citations issued regarding liquor license violations. There was one meeting held to address site hardening efforts in the area and a committee to address this was created in June, but a site hardening process has not yet been identified. There were no arrests made for trespassing, and one trespass notice was served to a person to prevent them from coming to the site. While 1302 Puyallup Avenue (within the E. 25th Street site) met the criteria for a Chronic Nuisance Order, an order has not been implemented, and no inspections were reported. However, Community Liaison Officers have submitted a request to take legal action at the site to enforce the city's chronic public nuisance ordinance.

Nine out of 19 problems identified at the site are pending resolution. Recommendations were proposed to address multiple points of entry to 1440 Puyallup Ave., inconsistent lighting on E 25th St., and restricting access to the alley behind the businesses on Puyallup Avenue. None of these studies have been approved yet, and no recommendations have been made to address these problems thus far. One recommendation involved conducting surveillance in a nearby site that has individuals experiencing homelessness. To do this, a proposal was made to add an option to the Computer Aided Dispatch (CAD) system to track or "flag"⁶ crimes or calls from shelters or encampments, but this has not yet occurred. There were no meetings with business groups to educate them about signage, no contacts with business owners to increase private security after 10 pm, training on surveillance was not completed, and training for the City of Tacoma to conduct CPTED assessments was not done. Thus, a CPTED assessment has not yet been done at the site, and vegetation was not cleared along E 25th St. **Again, the work at E.25th Street is ongoing, and further assessments of implementation efforts will be reflected in future reports.**

⁶Flags are added to calls by officers within the CAD system to track additional data related to calls, such as homelessness or mental health involvement.

Impact Evaluation

The operations plan also aligned expected impact metrics with the various problems identified at the location. The first set of impact measures were collected by various partners at the site and can be seen in Table 3. This table summarizes the identified problems, solutions, and effectiveness metrics at the site and includes a color-coded indicator (final column) showing the status of each problem/solution. Red cells indicate little or no impact, yellow cells indicate some impact, and green cells indicate substantial impact based on the indicated effectiveness measures.

Among the 11 problems listed, two were fully addressed. There were meetings with the Tacoma Business Group to explore partnerships with seven attendees. Additionally, there were three turnout trainings, which focused on providing an overview of the goals of POPBP in the area to officers. Four of the 11 problems were partly addressed. Signs were placed in the area to discourage offenders and increase victim awareness and a meeting for site hardening efforts in the area occurred. While there were no trespass arrests, there were 18 calls from businesses. While vegetation was not removed, there were 22 visits to the area by the responsible parties. Additionally, two homeless encampments were addressed.

In contrast, five out of 11 problems were not addressed. Reporting parties denoted no reduction in trash/garbage on properties, that traffic flow had not improved, and that no CPTED had been conducted. While there was an increase in abatable offenses when comparing data from April 2024 – June 2024, it is important to note that abatable offenses were not tracked across the whole E. 25th site. Rather, they were only tracked at 1302 Puyallup starting in August 2023. Future reports will better be able to address change in this metric. Additionally, the gas station at 1302 Puyallup has been referred for chronic nuisance due to a high level of abatable offenses, and the case is still ongoing.

Table 3: Effectiveness Measures for E. 25th St.

Problem	Solutions	Effectiveness Measurement	Results
Overflowing Garbage	- ES refuse container/service assessment	Reduction in visible trash/garbage on properties	No reduction in trash/garbage on properties
Multiple points of entry to 1440 Puyallup, close proximity to Highway	- Limit # accessible driveways + turning movements to access arterials and Freeways (be ok with possible congestion that results)	Improved traffic flow	Traffic flow has not improved

Problem	Solutions	Effectiveness Measurement	Results
No/limited crime prevention or awareness signage for patrons at 1440 Puyallup	- Signage to discourage offenders and / or Decrease victim vulnerability and lack of awareness. Ordinance info, appropriate uses of areas.	Signage placed in area	Signage placed in June
No onsite management/security after 10 PM at 1440 Puyallup	- Increase use of private security	Decrease in abatable offenses	Increase; 0 offenses between April - June 2023 compared to 5 between April 2024 - June 2024 at 1302 Puyallup
Site hardening efforts in surrounding area inconsistent (underpasses, adjacent properties)	- CPTED / Target /site harden 1214 (CFN) and 1302 Puyallup (76 Gas) - CPTED / Target /site harden underpass L St. and E M St. and 25th St. - Hardscape after encampment removal - Encourage businesses to follow lead	Increase in # of meetings, decrease in # of encampments repopulated	1 meeting occurred; 2 encampments repopulated
Location and area seen as unwelcoming to pro-social activity and visitors	- Explore partnerships with port, Sound transit, Tribe on opportunities to address - Encourage other businesses to follow lead - Encourage property maintenance and upkeep	# of attendees at meetings	7 attendees in meetings with Tacoma Business group
Individuals loitering at other locations	- Business outreach, education on trespass, loitering enforcement	# of trespass arrests, # of calls from business	0 trespass arrests; 18 calls from businesses

Problem	Solutions	Effectiveness Measurement	Results
Prostitution and drug use (1302 Puyallup (76 gas) and vicinity)	- Place property under Chronic Nuisance Order, if not, weekly meeting w/CLO - TPD improve relationship and coordination with management and site owner - TPD conduct drug enforcement missions	Closure of chronic nuisance case	Not closed
Not near police substations	- High Viz Police Patrols to increase risk to offenders	# of turnout trainings	3 turnout trainings
Some vegetation along S 25th impedes visibility	- Clear/trim vegetation	Documentation that overgrown vegetation has been trimmed/removed. Visits to the area by the responsible party	Vegetation not removed; 22 visits to the area
Limited ability for CoT to conduct proactive CPTED assessments	- Train more city staff to do CPTED assessments, including CLO's and CSO's in TPD, as well as PDS, Real property, Tax & License staff	# of CPTED completed, # of businesses who complied with recommendations	No CPTED conducted

Impact on Crime and Victimization

In addition to the impact measures collected by the partners, UTSA also evaluated the impact of POPBP on the following measures in the broader East 25th Street area:

- Change in violent offenses pre- and post-POPBP implementation.
- Change in calls for service pre- and post-POPBP implementation.
- Change in calls for service for loitering offenses pre- and post-POPBP implementation.
- Change in narcotics related calls for service pre- and post-POPBP implementation.
- Change in violence related calls for service pre- and post-POPBP implementation.

UTSA also examined the impact of change in violent offenses and calls for service pre- and post-POPBP implementation at 1220 and 1302 Puyallup Avenue and change in calls for service pre-

and post-POPBP implementation at 1440 Puyallup Ave. These sub-sites were listed as having specific problems in the operations plan. The motel located at 1220 Puyallup Ave is listed as in need of repairs, the gas station at 1302 Puyallup Ave. sells alcohol and pipes and has drug use and prostitution in the vicinity, and the gas station at 1440 Puyallup Ave. lacks security after 10 pm. As these problems were listed as contributing to crime at the site in the operations plan, we measured the specific crime metrics at these locations that TPD outlined in the operations plan in addition to metrics for the overall broader East 25th Street area. The metrics for the broader East 25th Street area include these different sub-sites and all other locations contained within.

The UTSA research team obtained relevant pre-post POPBP implementation violent crime and calls for service data from the TPD for the overall POPBP location and all subsites. The data used for this impact evaluation run from January 2019 through June 2024. POPBP operations in the East 25th Street area started in April 2024, which allowed for an evaluation of three months of crime and calls for service data post-implementation. For each location, we compared the monthly averages during treatment to two comparison periods: 12 months prior to the date that treatment began (April 2024) and the same months last year (i.e., April – June 2023).

Results from the analyses of crime data pre- and post-POPBP implementation at all sites are presented in Table 4 (below) and are calculated based on average monthly counts and percent change for each metric. **In many cases, average monthly data counts are quite low, and even slight changes in average counts per month can easily lead to large percentage changes in outcomes. Thus, these findings should be interpreted with caution.** For reference, we have provided the monthly averages used in the calculations along with the percent changes in Table 4.

At 1220 Puyallup Ave., no violent crime was observed in either pre-treatment period nor during treatment. The number of calls for service per month decreased when compared to the previous 12 treatment months. However, there was an increase when compared to the same period last year. Of note, there was one call for service from April to June 2023, and two calls for service during treatment (April – June 2024). Increases in calls for service at POPBP treatment locations are not unexpected as additional attention is given to the area. Thus, initial increases in calls for service after treatment begins may reflect increased trust by business owners in a government response. However, the goal is to reduce calls for service over time.

At 1302 Puyallup Ave., no violent crime was recorded during treatment. Hence, there is a 100% decrease compared to the previous 12 months (six offenses), and the same time last year (two offenses). For both comparison periods, there was an increase in calls for service. An interesting pattern emerged during the analysis. From April to November 2023, there was, on average, 9.2 calls for service at this address. The average number of calls for service sharply increased beginning in December 2023, and there were roughly 37 calls per month between December 2023 and June 2024. Encouragingly, the trend has begun to reverse during the early stages of treatment.

There was an average of 47.6 calls for service in January – March 2024 compared with an average of 31.6 during the treatment months of April – June 2024. More data is needed to determine if this pattern will continue.

At 1440 Puyallup Ave., there was a decrease in calls for service compared to both pre-treatment periods. The address averaged 39 calls for service per month from April to June 2023 and 29.6 per month during the 12 months leading to the intervention. Calls for service dropped to an average of 20 per month after the treatment was introduced.

Overall, the East 25th Street area experienced decreases in violent crime and violent calls for service when compared to the 12 months before treatment began as well as the same time last year. Regarding overall calls for service, there was a decrease when comparing the treatment period to the previous 12 months but an increase when comparing the treatment period to the same time last year. However, many calls for service from April 2023 to June 2024 (8.5%) were 911 hang-ups while a smaller portion (4.2%) were calls for businesses or vehicle alarms. There were mixed results for the other calls for service categories. Notably, the large percent change in narcotics-related calls for service was a result of the comparison between one call last year versus six calls during treatment. Calls for service for loitering-related offenses have also increased when compared to last year. There were 22 calls during the comparison period (April – June 2023) compared to 55 during treatment.

Again, an initial increase in disorder-related (loitering, drug use, etc.) calls for service within the treatment area can be expected. It is encouraging, though, that violence-related calls were down compared to the previous 12 months and to the same months last year.

Table 4: POPBP Outcome Measures

POPBP Location	Outcome Measure	Monthly Average			Percent Change*	
		Treatment	12 Months Pre-Treatment	Same Time Last Year	Treatment v. 12 Months Pre-Treatment	Same Time Last Year
1220 Puyallup		Apr 2024 – Jun 2024	Apr 2023 – Mar 2024	Apr 2023 – Jun 2024		
	Violent Offenses	0.0	0.0	0.0	0.0%	0.0%
	Calls for Service	0.7	2.5	0.3	-73.3%	100.0%
1302 Puyallup		Apr 2024 – Jun 2024	Apr 2023 – Mar 2024	Apr 2023 – Jun 2024		
	Violent Offenses	0.0	0.5	0.7	-100.0%	-100.0%
	Calls for Service	31.7	19.8	7.3	59.7%	331.8%
1440 Puyallup		Apr 2024 – Jun 2024	Apr 2023 – Mar 2024	Apr 2023 – Jun 2024		
	Calls for Service	20.0	29.6	39.0	-32.4%	-48.7%
E 25 th St.		Apr 2024 – Jun 2024	Apr 2023 – Mar 2024	Apr 2023 – Jun 2024		
	Violent Offenses	1.3	1.8	2.0	-27.3%	-33.3%
	Calls for Service	115.0	119.8	108.7	-4.0%	5.8%
	Loitering Calls for Service	18.3	12.9	7.3	41.9%	150.0%
	Narcotics Calls for Service	2.3	1.7	0.3	40.0%	600.0%
	Violent Calls for Service	3.7	4.0	4.3	-8.3%	-15.4%
*Percent changes are based on small monthly averages and should be interpreted with caution.						

Conclusion

The Tacoma Violent Crime Reduction Plan began in July 2022 and has been underway for about 24 months. This Year 2 report evaluates the implementation and impact of the Crime Plan since its inception, with particular emphasis on Year 2 – July 2023 to June 2024. The Crime Plan consists of three primary strategies: hot spots policing; problem-oriented, place-based policing (POPBP); and focused deterrence. These strategies were purposely chosen for their strong evidence base, and they were intentionally layered to help reduce violent crime in Tacoma over the short, mid, and longer terms. To date, the hot spots policing and POPBP strategies are underway in Tacoma.

Overall, the City of Tacoma has experienced an accelerating decline in violent street crime since the Crime Plan began two years ago. Across two years of implementation (July 2022-June 2024), violent crime incidents fell 7%, but most of that reduction occurred during Year 2. From July 2023 to June 2024, violent crime incidents fell more than 20% compared to Year 1 of the Crime Plan and victimization declined by nearly 17%. This reduction translates to Tacoma experiencing approximately eight fewer violent crime incidents per month after the Crime Plan began compared to the 24 months before the plan was implemented. Compared to last year, murders decreased by 24%, and aggravated assaults were down 21%. Individual robberies also were down nearly 20%, and business robberies decreased by 10% compared to last year. While the accelerating trend in violence reduction is consistent with the goals of the Crime Plan, violent crime remains elevated in Tacoma above pre-Covid averages, and additional work is needed to further reduce violence in the city.

Violent crime in treated hot spots is down nearly 23% since the inception of the Crime Plan and 15% lower in Year 2 compared to the year before. Crime in the catchment areas surrounding treated hot spots is down even more – 29% across two years and 27% in Year 2 of the Crime Plan. These results suggest a diffusion of benefits effect from the treatments to the immediate areas surrounding the hot spots and provide no evidence of systematic crime displacement to the surrounding catchment areas. At the police sector level, Sectors 1 & 4 experienced reductions in violent crime incidents at treated hot spots during Year 2 of the Crime Plan compared to last year. Violent crime levels remained unchanged at treated hot spots in Sector 3 during Year 2, but crime in this Sector's catchment areas fell by 31%. Sector 2 was an anomaly and experienced crime increases both at treated hot spots and in surrounding catchment areas compared to the year before. However, Sector 2 historically has fewer treated hot spots than other sectors and lower levels of violent crime, which can produce volatility in hot spot results. Treatment fidelity, or the extent to which officers were at their assigned hot spot locations in accordance with the treatment plans, was excellent at more than 97% across 11 treatment periods since the inception of the Crime Plan.

City-wide, the TPD made 15% more arrests in Year 2 of the Crime Plan than the year before. Broken out by arrest type, though, violent crime arrests were down by 12% city-wide in Year 2,

which is consistent with the overall reduction in violent crime. Disorder-related arrests were mostly unchanged in Year 2, but drug arrests increased significantly (234%) compared to the year before. Warrant and weapons arrests also increased by more than 40% in Year 2 over the previous year. Regarding calls for service (CFS), violence-related CFS are up about 13% city-wide since the beginning of the Crime Plan, but consistent with the accelerating trend in violent crime reduction in Year 2, they fell by more than 20% in Year 2 compared to the year before.

In spring 2024, TPD and other city partners identified a commercial corridor between E. 25th Street and Puyallup Avenue on the north and south and from Portland Avenue to East K Street on the east and west as the next problem-oriented, placed-based policing site for the mid-term phase of the Crime Plan. Work began at the E. 25th Street site in April 2024, and process and impact metrics were tracked for the initial three months of implementation (April – June 2024). Even in the short evaluation window leading up to this report, police and city stakeholders expended considerable effort at the E. 25th Street site. More than 10,000 pounds of waste was removed from the area, and business owners were provided dumpster locks to help discourage illegal dumping. To address open air drug dealing in the area, a variety of activities were conducted, including drug enforcement arrests and seizures of drugs and weapons in the area. More than 300 contacts with people experiencing homeless in the area were made, and Community Liaison Officers have submitted a request to take legal action at a gas station (1302 Puyallup) located within the site to enforce the city's chronic public nuisance ordinance.

From an impact standpoint so far, the number of reported violent crimes was down 33% at the E 25th Street site compared to the same months last year (Apr-Jun 2023). Calls for service related to loitering and narcotics were up substantially over last year, which likely reflects increased attention in the area from the city and confidence by business owners of a response. Importantly, violence-related calls were down 15% compared to the same months last year and to monthly averages in the area over the past 12 months.

Appendix A: Violent Street Crime Counts by Year

Violent Crime by Offense Type: 2024

	Jan 24	Feb 24	Mar 24	Apr 24	May 24	Jun 24	Total
All Crime Incidents	106	110	129	91	126	80	642
<i>Murder</i>	3	2	2	0	2	2	11
<i>Robbery Ind.</i>	20	18	23	17	18	16	112
<i>Robbery Bus.</i>	15	21	18	11	12	11	88
<i>Agg. Assault</i>	71	75	90	64	94	52	446

Individual crime offense counts do not sum to the incident total because some incidents have multiple offenses.

Violent Crime by Offense Type: 2023

	Jan 23	Feb 23	Mar 23	Apr 23	May 23	Jun 23	Jul 23	Aug 23	Sep 23	Oct 23	Nov 23	Dec 23	Total
All Crime Incidents	141	107	128	123	158	162	152	133	127	142	142	106	1,623
<i>Murder</i>	3	4	3	3	3	1	1	3	1	4	1	5	32
<i>Robbery Ind.</i>	36	20	24	15	45	37	31	32	36	34	40	22	372
<i>Robbery Bus.</i>	26	19	21	18	21	23	19	16	27	29	18	22	259
<i>Agg. Assault</i>	80	68	82	89	94	108	107	86	70	82	91	63	1,020

Individual crime offense counts do not sum to the incident total because some incidents have multiple offenses.

Violent Crime by Offense Type: 2022

	Jan 22	Feb 22	Mar 22	Apr 22	May 22	Jun 22	Jul 22	Aug 22	Sep 22	Oct 22	Nov 22	Dec 22	Total
All Crime Incidents	194	222	234	172	214	188	186	145	150	174	153	182	2,214
<i>Murder</i>	4	4	4	5	4	2	4	1	4	3	4	1	40
<i>Robbery Ind.</i>	21	33	27	30	33	24	36	31	32	33	32	40	372
<i>Robbery Bus.</i>	51	81	57	36	29	17	17	20	19	17	18	24	386
<i>Agg. Assault</i>	121	115	153	103	150	146	135	98	95	123	102	118	1,459

Individual crime offense counts do not sum to the incident total because some incidents have multiple offenses.

Violent Crime by Offense Type: 2021

	Jan 21	Feb 21	Mar 21	Apr 21	May 21	Jun 21	Jul 21	Aug 21	Sep 21	Oct 21	Nov 21	Dec 21	Total
All Crime Incidents	107	87	105	89	119	137	158	176	160	155	169	150	1,612
<i>Murder</i>	4	1	1	3	1	1	5	3	4	1	2	5	31
<i>Robbery Ind.</i>	15	21	21	21	21	24	30	26	31	26	28	22	286
<i>Robbery Bus.</i>	20	15	18	11	14	14	11	18	28	26	28	36	239
<i>Agg. Assault</i>	71	54	66	54	85	100	114	130	101	102	117	88	1,082

Individual crime offense counts do not sum to the incident total because some incidents have multiple offenses.

Violent Crime by Offense Type: 2020

	Jan 20	Feb 20	Mar 20	Apr 20	May 20	Jun 20	Jul 20	Aug 20	Sep 20	Oct 20	Nov 20	Dec 20	Total
All Crime Incidents	93	79	82	59	79	93	121	102	119	97	109	105	1,138
<i>Murder</i>	1	1	6	2	1	1	4	3	3	1	3	2	28
<i>Robbery Ind.</i>	25	19	25	16	11	25	27	23	28	19	18	27	263
<i>Robbery Bus.</i>	12	20	9	8	10	12	19	19	17	20	26	18	190
<i>Agg. Assault</i>	56	42	43	34	58	57	73	57	74	58	68	62	682

Individual crime offense counts do not sum to the incident total because some incidents have multiple offenses.

Violent Crime by Offense Type: 2019

	Jan 19	Feb 19	Mar 19	Apr 19	May 19	Jun 19	Jul 19	Aug 19	Sep 19	Oct 19	Nov 19	Dec 19	Total
All Crime Incidents	82	65	76	86	97	97	112	107	104	102	80	66	1,074
<i>Murder</i>	3	0	2	2	0	1	1	4	2	2	0	0	17
<i>Robbery Ind.</i>	17	18	19	26	28	34	27	23	30	25	24	15	286
<i>Robbery Bus.</i>	17	15	11	11	15	10	12	9	8	14	14	16	152
<i>Agg. Assault</i>	48	35	47	50	57	53	74	73	66	62	44	38	647

Individual crime offense counts do not sum to the incident total because some incidents have multiple offenses.

Appendix B: POPBP Operations Plans for E. 25th Street.

Problem	Solutions	Timeline	Responsible Party	Action Steps	Process Measurement	Data Source & Party Responsible for Collecting/Reporting	Effectiveness Measurement	Data Source & Party Responsible for Collecting/Reporting
Graffiti on security doors (visible at night)	- Graffiti abatement. https://www.cityoftacoma.org/government/city_departments/neighborhood_and_community_services/graffiti_cleanup	< 90 days	TPD-CPD, Code Enforcement (paint cost?)	Graffiti removal	Number of murals removed	TPD-CPD, code enforcement	Fewer murals removed	TPD-CPD
Overflowing Garbage at CFN?	- ES refuse container/service assessment	< 90 days	Private property (bus. owner), public property (ES)	Recommendations made to private business owner, referral to ES for collection	Weekly visual inspection of private properties for garbage; # of citations issued for overflowing dumpsters/trash on private property	Private: TPD -CPD, public: ES	Reduction in visible trash/garbage on properties	Private: TPD -CPD, public: ES
Overflowing Garbage at K St. and 25th	- ES refuse container/service assessment	< 90 days	Private property (bus. owner), public property (ES)	Recommendations made to private business owner, referral to ES for collection	Weekly visual inspection of city streets/sidewalks ; documentation of street cleaning/litter removal by ES	Private: TPD -CPD, public: ES	# of pounds of waste removed; reduction in visible trash on city-maintained streets & sidewalks	ES

Problem	Solutions	Timeline	Responsible Party	Action Steps	Process Measurement	Data Source & Party Responsible for Collecting/Reporting	Effectiveness Measurement	Data Source & Party Responsible for Collecting/Reporting
Overflowing Garbage at M St. and Puyallup	- ES refuse container/service assessment	< 90 days	Private property (bus. owner), public property (ES)	Recommendations made to private business owner, referral to ES for collection	Weekly visual inspection of city streets/sidewalks ; documentation of street cleaning/litter removal by ES	Private: TPD -CPD, public: ES	# of pounds of waste removed; reduction in visible trash on city-maintained streets & sidewalks	Private: TPD -CPD, public: ES
Garbage by Jersey Barriers and surrounding streets	- ES conduct targeted litter pick-up in area - ES conduct targeted blight removal in area	< 90 days	Environmental service	Referral to ES for collection, assessment of jersey barriers and alternatives	Weekly visual inspection of city streets/sidewalks ; documentation of street cleaning/litter removal by ES	Private: TPD -CPD, public: ES	# of pounds of waste removed; reduction in visible trash on city-maintained streets & sidewalks	Private: TPD -CPD, public: ES
Limited alternatives for commercial truck parking available in immediate area with proximity to port	- Create a commercial truck parking lot (paid/free) in area	6-12 months	Road compliance or traffic engineering	Contact w/Port of Tacoma	# of meetings scheduled, Recommendation for creation of parking lot created	Road compliance or traffic engineering	Decrease in # of parking violations	Road compliance , traffic engineering

Problem	Solutions	Timeline	Responsible Party	Action Steps	Process Measurement	Data Source & Party Responsible for Collecting/Reporting	Effectiveness Measurement	Data Source & Party Responsible for Collecting/Reporting
Multiple points of entry to 1440 Puyallup, close proximity to Highway	- Limit # accessible driveways + turning movements to access arterials and Freeways (be ok with possible congestion that results)	6-12 months	Traffic engineering	Feasibility study	Study approved; recommendations created	Traffic engineering	Improved traffic flow	Traffic engineering
No/limited crime prevention or awareness signage for patrons at 1440 Puyallup	- Signage to discourage offenders and / or Decrease victim vulnerability and lack of awareness. Ordinance info, appropriate uses of areas.	< 90 days	TPD-CPD, Legal advisor	Legal input on recommended signage, Meeting with business groups to educate	Number of meetings with business groups to educate about signage	TPD-CPD, Legal advisor	Signage placed in area	TPD-CPD
No onsite management /security after 10 PM at 1440 Puyallup	- Increase use of private security	< 90 days	TPD-CPD	Request security - specific times	Number of hours per month worked by security	TPD-CPD	Decrease in CFS and abatable offenses	TPD-CPD

Problem	Solutions	Timeline	Responsible Party	Action Steps	Process Measurement	Data Source & Party Responsible for Collecting/Reporting	Effectiveness Measurement	Data Source & Party Responsible for Collecting/Reporting
1302 Puyallup (76 gas) sells alcohol and pipes (1440 does not sell these)	- Increase engagement with site stakeholders on potential mitigations	< 90 days	TPD-CPD, Code enforcement	WSLCB inspection, CPD weekly contacts	# of meetings with stakeholders regarding liquor license regulations; # citations for liquor license violations	TPD-CPD, Code enforcement	Decrease in Crime and CFS	UTSA
1220 Puyallup (Tacoma Center Motel) is in disrepair	- Proactive code enforcement and CPTED assessment - Graffiti abatement - Encourage other businesses to follow lead	< 90 days	Code enforcement	CPTED	CPTED Analysis conducted; # of recommendations implemented	Code enforcement /TPD-CLO	Decrease in Crime and CFS	UTSA
Site hardening efforts in surrounding area inconsistent (underpasses, adjacent properties)	- CPTED / Target /site harden 1214 (CFN) and 1302 Puyallup (76 Gas) - CPTED / Target /site harden underpass L St. and E M St. and 25th St. - Hardscape after encampment removal	6 months	TPD-CPD, Code Enforcement	Identify appropriate contacts, re-establish and/or, maintain relationships w/Sound Transit, Pierce Transit, WSDOT, Tribal, create committee+ process for	Meeting #/schedule, committee creation, identified process for site hardening	TPD-CPD, Code Enforcement	Increase in # of meetings, decrease in delay btwn encampment removal and site hardening, decrease in # of encampments repopulated	TPD-CPD, Code Enforcement

Problem	Solutions	Timeline	Responsible Party	Action Steps	Process Measurement	Data Source & Party Responsible for Collecting/Reporting	Effectiveness Measurement	Data Source & Party Responsible for Collecting/Reporting
	- Encourage businesses to follow lead			hardscape before removal				
Location and area seen as unwelcoming to pro-social activity and visitors	- Explore partnerships with port, Sound transit, Tribe on opportunities to address - Encourage other businesses to follow lead - Encourage property maintenance and upkeep	6-12 months	TPD-CPD, Code Enforcement	Restart of Dome Business Group	# of meetings	TPD-CPD, Code Enforcement	# of attendees at meetings	TPD-CPD, Code Enforcement
Limited public restroom facilities	- Provide public restroom facilities (portable toilets, etc.)	6 months	ES?	Feasibility study	Study approved, recommendations created, budget approved	ES/PW	Public restrooms built	ES
Individuals loitering at other locations	- Business outreach, education on trespass, loitering enforcement	< 90 days	TPD-Patrol, SID	Trespass individuals loitering at business	# of subjects trespassed	CPD - Lt Kim/CAU	# of trespass arrests, # of calls from business	CPD - Lt Kim, CAU

Problem	Solutions	Timeline	Responsible Party	Action Steps	Process Measurement	Data Source & Party Responsible for Collecting/Reporting	Effectiveness Measurement	Data Source & Party Responsible for Collecting/Reporting
Prostitution and drug use (1302 Puyallup (76 gas) and vicinity)	- Place property under Chronic Nuisance Order, if not, weekly meeting w/CLO - TPD improve relationship and coordination with management and site owner - TPD conduct drug enforcement missions	< 90 days	TPD-CPD, SID, Patrol	Add requirement for mgr to call SS911 for loitering as part of CN, CLO weekly meetings with owner, SET, safety inspection (TFD, T&L, Code)	Criteria met, CN implemented, # of meetings, # of inspections, # of SETS,	Tacoma Municipal Court- Legal Advisor (Echterling), CPD - Lt Kim, SID, Patrol	Closure of chronic nuisance case, Decrease in Crime and CFS	Tacoma Municipal Court- Legal Advisor (Echterling), CPD - Lt Kim, UTSA
Not near police substations	- High Viz Police Patrols to increase risk to offenders	< 90 days	TPD-Patrol	Turnout training-goals of POPBP (Site #2)	Training occurred	TPD -Shift Lt	# of turnout trainings	TPD-Shift Lt
Open air drug dealing in immediate area	-TPD conduct drug enforcement missions - HOPE service outreach / tie-in	< 90 days	TPD-SID, Patrol, HOT, HOPE	Special Emphasis Teams, Hot spot policing during specific times, time permitting, offer services as alternative, overdose mapping	# of arrests, amounts of drugs/firearms seized, # of orders issued, # of contacts made # accepted services, # placed in shelter, decrease of overdoses	TPD-Shift Lt, HOT, HOPE, TFD+TPD	Decrease in loitering, decrease in narcotics CFS	TPD-Shift Lt, HOT, HOPE, TFD+TPD

Problem	Solutions	Timeline	Responsible Party	Action Steps	Process Measurement	Data Source & Party Responsible for Collecting/Reporting	Effectiveness Measurement	Data Source & Party Responsible for Collecting/Reporting
UTSA REC: Conduct surveillance of stability site and homeless individuals in surrounding area to determine involvement in drug sales/purchases and prostitution activity	If surveillance demonstrates illegal activity, TPD should address as a police matter.	< 90 days	Lt Stark, TPD-Patrol, SID	Bring CAD flag proposal to SS911 committee-Encampment, shelter or other, Train on flag, Implement flag,	Training completed; implementation, # of times flag is used	Lt Stark, TPD-Patrol	Decrease in Crime and CFS	UTSA
UTSA REC: Conduct surveillance of truckers on E 25th to determine involvement in drug sales/purchases and prostitution activity	If surveillance demonstrates illegal activity, TPD should address as a police matter.	< 90 days	TPD-Patrol, SID	Special emphasis team (SET)	# of SET(s)	TPD-Patrol, SID	Decrease in Crime and CFS	UTSA

Problem	Solutions	Timeline	Responsible Party	Action Steps	Process Measurement	Data Source & Party Responsible for Collecting/Reporting	Effectiveness Measurement	Data Source & Party Responsible for Collecting/Reporting
Homeless individuals in vicinity that refuse services and shelter (within 10 blocks of stability site)	<ul style="list-style-type: none"> - Private partnerships w/ homeless and MH service providers - NCS HEAL team engagement - Enforcement of camping ban 	3-6 months	HEAL/HOT /HOPE	Weekly site visits, encampment removal, if still refusing trespass arrest	# of contacts made with homeless, # accepted services, # placed in shelter	HEAL/HOT /HOPE	Decrease in Crime and CFS	UTSA
Inconsistent lighting along S 25th	<ul style="list-style-type: none"> - Install/Repair Street lighting along E 25th and surrounding streets. - Partner with business owners if city owned lighting infrastructure is not present/viable. 	6-12 months	PW	Feasibility study for additional lighting, Educate business owners of optional CoT lighting	Study implemented, Lighting Recommendations created, Lights installed	PW	Decrease in Crime and CFS	
Poor street infrastructure and condition	<ul style="list-style-type: none"> - Repair E 25th St., M St., K St. - E 25th St Quick Build for street improvements. Jersey barriers, site hardening 	6-12 months	PW	Fill potholes, add pavement markings and delineation, create bid for paving, include on 2025-2026 budget cycle		PW	Decrease in Crime and CFS	PW, Survey (MCO)

Problem	Solutions	Timeline	Responsible Party	Action Steps	Process Measurement	Data Source & Party Responsible for Collecting/Reporting	Effectiveness Measurement	Data Source & Party Responsible for Collecting/Reporting
Alleyway has limited visibility from streets and businesses it runs behind	- Restrict access to alley	6-12 months	Traffic engineering	Feasibility study	Study approved, recommendations created, implementation	Traffic engineering	Decrease in Crime and CFS	CAU
Some vegetation along S 25th impedes visibility	- Clear/trim vegetation	< 90 days	Code compliance	Contact RP services, determine ownership, request vegetation removal	Vegetation removed	Code compliance	Documentation that overgrown vegetation has been trimmed/removed. Visits to the area by the responsible party	Code compliance
Limited ability for CoT to conduct proactive CPTED assessments	- Train more city staff to do CPTED assessments, including CLO's and CSO's in TPD, as well as PDS, Real property, Tax & License staff	6 months	Code Enforcement / Community Safety Officer	Set up training through WA State, identify funding for training, send CSO and NCS staff	# of CSO and NCS trained, funding confirmed	Code Enforcement / Community Safety Officer	# of CPTED completed, # of businesses who complied with recommendations	Code Enforcement/ Community Safety Officer