



City of Tacoma  
W A S H I N G T O N



# Tacoma Police Department Violent Crime Reduction Plan, 2022-25

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## Executive Summary

This document sets forth the Tacoma Police Department's (TPD) strategic plan for reducing violent crime in the City's most violence-prone areas and thereby reducing aggregate levels of reported violence City-wide. Violent street crime<sup>1</sup> in Tacoma has nearly doubled in the last 12 months, and the City is on pace to record more murders in 2022 than it did in 2021.

However, in Tacoma, as in most cities, violent crime is geographically concentrated in a relatively small number of places within the City. The geographic concentration of violent crime in our City is consistent with a large body of literature describing urban crime, particularly violent crime, as a phenomenon primarily occurring in a few small geographic areas. For example, just 24 addresses accounted for roughly 12% of the City's reported violent crime over the last year.

A strategic plan to address rising violent crime is a necessary first step to reduce violence and the number of victims. Evidence from other cities that have successfully reduced violent crime also points to the following factors as integral to success:

- Clear communication and reinforcement of this plan by the chief and TPD leadership team
- Buy-in and commitment from line officers to implement the strategies
- Engagement and support from City and community leaders, especially those whose active participation will be key to long-term success
- A willingness to evaluate and change current legal and social practices as needed to address the underlying challenges that facilitate and contribute to violent crime
- Collaboration and alignment across all components of the criminal justice system
- Community support
- Consistent, honest, and ongoing evaluation of the implementation and impact of the plan
- Broad recognition that violent crime is a community problem and not only a police responsibility

As violent crime trends upward, TPD is committed to renewing its efforts to reduce violent crime in the City by developing a multi-faceted, violence reduction strategy based on the best available science. Drawing from a substantial body of research on the positive impact

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<sup>1</sup> As used here, violent street crime refers to the Part I violent offenses of murder/non-negligent manslaughter, aggravated assault, and robbery and *does not* include family violence-related offenses or sexual assaults.

that hot spots policing can have on reducing violence, this plan begins with a near-term focus on substantially increasing police visibility at addresses where violent crime is concentrated and prioritizing street-level deterrence in these areas. Building outward, the plan incorporates a mid-term strategy focused on violent places within the City using a Problem-Oriented, Place-Based Policing (POPBP) approach. And finally, over the longer-term, TPD will lead a focused deterrence strategy to help break the cycle of violence among the small number of repeat and high-risk offenders who are responsible for committing most of the violent crime in Tacoma. All of these strategies are evidence-based, and all have shown success in other cities.

### **Near-term Strategy: Hot Spots Policing**

Drawing from a substantial body of research on the positive impact that hot spots policing can have on reducing violence, this plan begins with a near-term focus on substantially increasing police visibility at and around addresses where violent crime is concentrated and prioritizing street-level deterrence of potential offenders in these areas. The strategy is evidence-based and relies on increased police visibility rather than generalized “stop and frisk”, zero tolerance policing, or other dragnet tactics. Based on crime analysis and mapping, the TPD will assign officers to be highly visible at hot spot locations identified by crime analysis as the most violence-prone and at times when violence is most often reported. Pre- and post-implementation data on crime, arrests, and calls for service will be tracked at and around the targeted hot spots, and violence-prone addresses will be reviewed and adjusted every 90 days.

### **Mid-term Strategy: Problem-Oriented, Place-Based Policing**

In the mid-term, the TPD will lead and coordinate with other government and community stakeholders a place-based policing (POPBP) strategy designed to identify and ameliorate the underlying conditions that contribute to violent crime at crime-prone places. Place-based strategies that address physical and social disorder are an effective, evidence-based approach to improve criminogenic conditions, reduce fear of crime, and encourage greater, pro-social use of public space. During the first six months of implementation, initial violent places will be identified using crime analysis and local police knowledge and intelligence.

A POPBP Advisory Group made up of stakeholder government agencies (e.g., code enforcement, health departments, schools, parks & recreation) will be convened to design tailored, place-based strategies to address crime and its causes within violent places. Traditional police enforcement efforts (investigations and arrests) will be coupled with code enforcement, nuisance abatement, environmental design changes, and disorder-focused

efforts (graffiti abatement, trash clean up, abandoned vehicle removal, weed/brush removal) and other efforts to alter the criminogenic nature of the targeted places. Again, pre- and post-implementation data will be tracked in and around the targeted locations and adjustments made, if needed, to the strategy based on data trends. As crime declines in the targeted areas, new places will be identified and brought into the strategy.

### **Long-term Strategy: Focused Deterrence**

The longer-term strategy to reduce violence will involve implementation of a focused deterrence model in Tacoma. Focused deterrence is a holistic, resource-intensive process involving multiple law enforcement and community partners, including federal law enforcement agencies and the U.S. Attorney's Office, to prioritize problems for focused deterrence interventions. The nature of those interventions may vary according to the problem identified (gang violence vs. drug markets).

First designed and implemented in Boston in the 1990s, focused deterrence strategies have proven successful in reducing violent crime in a number of cities where they have been applied and evaluated. The goal of focused deterrence is to change the behavior of high-risk offenders through a combination of deterrence, incapacitation (arrest), community involvement, and the provision of alternatives to violence. A key feature of most successful focused deterrence strategies is the clear communication to gang members and other violent offenders of the risks associated with continued criminal activity and the alternatives available to them under a robust suite of social services, education, and job-related services made available to them under the strategy.

Initially, the TPD will work with research partners, city leadership, and other stakeholders to prioritize problems for focused deterrence interventions. The support and partnership of social service organizations, including city departments, non-profits, and community-based leaders and groups, is necessary and will be sought. A careful evaluation of the implementation and impact of this strategy will be designed and carried out by academic partners to facilitate modification and/or replication of the strategy to address additional problems or violent areas as progress is made.

### **Equity and Effectiveness**

As noted, the strategies outlined above are evidence-based and data-driven. They rely on objective indicators of crime, offending, and victimization to address the relatively few places where violent crime is prevalent and the repeat offenders who disproportionately engage in violence. When executed as designed, these strategies are race and ethnicity-

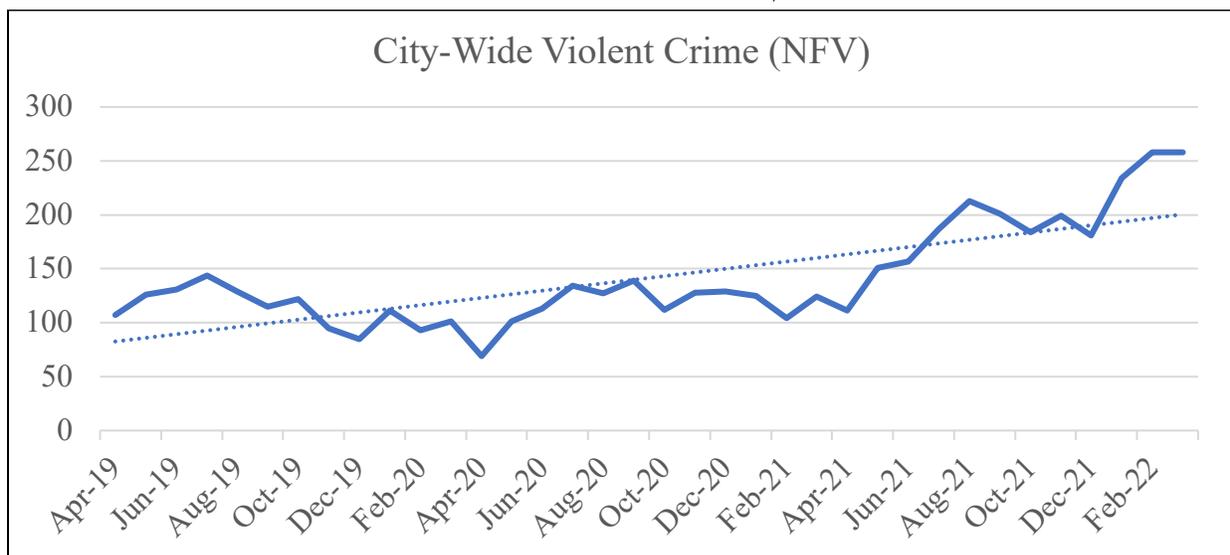
neutral. They do not rely on over-policing, stop and frisk, or racial stereotypes for their success. The hot spots policing strategy, in particular, relies on visibility and deterrence rather than discretionary or proactive stops by the police. The place and offender-focused strategies included in the plan are likewise informed by objective criteria (e.g. reported crime, previous violent convictions, gang membership) rather than the race and/or ethnicity of neighborhoods or individuals in Tacoma. In sum, the modern strategies outlined above and detailed below are designed to reduce violence in violence-prone places and among violence-prone people while improving the place-based conditions that contribute to violent crime. Experienced criminologists and researchers from the University of Texas at San Antonio will continually and objectively evaluate the implementation and impact of this plan and report publicly on their findings.

## Nature of the Problem

Tacoma is a mid-sized city of approximately 215,000 people and is served by a police department with a current strength of approximately 310 officers.<sup>2</sup> The Tacoma Police Department (TPD) is tasked with lowering violent crime while responding to calls for service, investigating property crimes, and providing for the overall safety of its citizens. TPD is committed to working with other City departments, government agencies, and community stakeholders to reverse an increasing trend in violent crime over the past three years, and especially in the last 12 months.

Overall street-level violent crime<sup>3</sup> in Tacoma is on the rise. From April 2019 through April 2021, violent crime remained relatively flat (with some seasonal increases) but then increased dramatically over the past 12 months. As of March 2022, the average monthly number of reported violent street crimes was approximately 73% *higher*<sup>4</sup> than it was in the previous year (see Figure 1 below).

**FIGURE 1: OVERALL VIOLENT STREET CRIME TREND, APR 2019-MAR 2022**



This is an alarming increase that requires a police-led, community-wide response to reducing violence and arresting and prosecuting violent offenders in the short term and a

<sup>2</sup> The TPD an authorized strength of 364 officers, and at one point had as many as 401 officers. The department is actively trying to recruit and hire additional officers in a challenging police labor market.

<sup>3</sup> Figure 1 below reflects Part 1 violent street crimes only - murder/non-negligent manslaughter, aggravated assault, robbery – and does not include family violence-related offenses or sexual assaults.

<sup>4</sup> Apr 2019-Mar 2020 averaged 113 violent crimes per month compared to Apr 2021-Mar 2022 which averaged 195 violent crimes per month.

comprehensive set of public safety solutions in the longer term. To be effective, those solutions must address the social and physical disorder, crime, and fear of crime related to homelessness. Compelling research evidence suggests that reducing physical and social disorder will contribute to an overall reduction in crime in targeted places (Braga et al., 2019).

In Tacoma, as in most cities, violent crime is geographically concentrated in a relatively small number of places within the City. During the violent crime spike of the past 12 months, as violent crime spiked, just 24 of the most violence-prone addresses within the City accounted for roughly 12% of all reported violent street crime. This geographic concentration of violent crime is consistent with a large body of literature describing urban crime, particularly violent crime, as a phenomenon primarily occurring in a few small geographic areas or locations. Similarly, research indicates that a relatively small number of offenders (5%) account for the majority of violent crime. Combined, these two factors suggest that carefully-tailored, *place-based* and *offender-focused* strategies will be the most efficient and effective at reducing violent street crime. However, to be effective, they must be coupled with swift and certain prosecution, adjudication, and a functional correctional system (jails and prisons) to remove persistently violent people from the community and to deter others from continued violence. Addressing the underlying conditions that give rise to violent people and places is a long-term goal that will require community-wide commitment and resources.

## **Goals and Objectives**

As violent crime trends upward, TPD is committed to renewing its efforts to reduce violent crime in the City by developing a multi-faceted, violence reduction strategy based on the best available science. Drawing from a substantial body of research on the positive impact that hot spots policing can have on reducing violence, this plan begins with a near-term focus on substantially increasing police visibility at addresses where violent crime is concentrated and prioritizing street-level deterrence in these areas. Building outward, the plan incorporates a mid-term strategy focused on violent places within the City using a Problem-Oriented, Place-Based Policing approach. And finally, over the longer-term, TPD will lead a focused deterrence strategy to help break the cycle of violence among the small number of repeat and high-risk offenders who are responsible for committing most of the violent crime in Tacoma. All of these strategies are evidence-based, and all have shown success in other cities.

By implementing near-, mid-, and long-range strategies and in building partnerships with other community stakeholders and agencies, the Tacoma Police Department seeks to advance a number of the measures of success related to crime and perceptions of safety set by the Mayor and City Council at their May 20, 2022 workshop and accomplish the following goals:

- Reverse the increasing trend in reported violent crime, including a reduction in gun violence and crimes involving firearms
- Advance the Mayor, Council, and Chief Moore’s stated goal to reduce the annual number of victims of violent crime
- Increase community trust and engagement with the TPD to facilitate solving crimes of violence and successfully prosecuting violent offenders
- Improve place-based conditions that contribute to violence in coordination with other City stakeholders
- Increase the percentage of residents who feel safe

### **Keys to Sustained Success**

The creation and adoption of a strategic crime reduction plan is a necessary but insufficient element to achieving the goal of reducing violent crime over the long-term. Yet, violent crime reduction is unlikely to be successful without a clear strategy for success. The details of this plan are outlined below to ensure that all stakeholders understand the goals and the specific strategies to be applied in addressing the violent crime problem in Tacoma.

In any city, violent crime is caused by a combination of social, structural, and environmental condition outside of the direct control of the police, and effective solutions require the involvement and commitment of both the police and other community groups and service providers. There are a wide variety of ongoing efforts at the City and among other partners to address issues such as homelessness, graffiti, litter, violence prevention, economic development, and other essential services in a way that is community-informed. This plan offers a new opportunity to align efforts in a data-driven way that reduces crime, protects the most vulnerable, and supports a vibrant economy. Partnership will be key, and ongoing conversation and collaboration with stakeholders – including Heal the Heart, the Puyallup Tribe, Metro Parks, Tacoma Public Schools, and many others -- will be vital to sustained success. Stakeholder engagement will be informed by community feedback and tailored to the needs of each data-driven approach.

Several additional factors need to be present to enhance the likelihood of success:

- Clear communication and reinforcement of this plan within the TPD by the chief and TPD leadership team
- Buy-in and commitment from line officers to implement the strategies
- Engagement and support from City leaders (i.e., City Manager, Mayor, and City Council) to include:
  - commitment of resources to support the plan
  - mobilization of city services to underpin aspects of the plan (i.e., the mid-term and long-term strategies)
  - willingness to evaluate and change current legal and social practices as needed to address the underlying challenges that facilitate and contribute to violent crime
- City cross-department conversation and collaboration
- Inter-governmental conversation and collaboration, including with, as examples, the Puyallup Tribe, Metro Parks, Tacoma Public Schools, courts, and State and Federal partners
- Recognizing and working toward policy and practical alignment across all components of the criminal justice system to ensure that the legal and corrections components of the system support the goals of the plan
- Community support to include businesses, faith-based leaders, neighborhood associations, and other professional organizations/communities (i.e., health, education, etc.)
- Consistent, honest evaluation of implementation and impact to facilitate modifications, as needed, to promote success
- Broad recognition that violent crime is a community problem that can be partially addressed by the TPD but cannot be fully addressed without action taken by the City and community to tackle deep-rooted social problems (i.e., homelessness, employment opportunities, domestic violence, education, etc.)

## **Near-Term Strategy**

### **Hot Spots Policing Overview**

Considerable evidence suggests that police can be effective at reducing violent crime in small areas with high rates of violence. Often referred to as “hot spots policing,” some of the strongest evidence of the impact that police can have on crime comes from more than 25 years of research showing that a relatively small number of areas generate the majority of violent crime in most American cities and that crime can be reduced in those areas

through targeted police enforcement (Braga et al., 2019; National Research Council, 2004; Weisburd & Telep, 2014).

Hot spots policing can be implemented fairly quickly and can reduce reported violent crime in targeted areas by 10-50 percent (Corsaro et al., 2019; Groff et al., 2015; Rosenfeld et al., 2014). Moreover, there is little evidence that violent crime is spatially displaced to surrounding areas when hot spots policing is implemented and considerable evidence that areas adjacent to hot spots also can expect lower crime rate benefits (albeit to a lesser degree) from the police treatment effects (Weisburd et al., 2006). Little is known, however, about the potential displacement of crime associated with hot spots policing to other areas of the city or to different crime types (Weisburd & Telep, 2014).

While there is no universally accepted definition of a “hot spot,” hot spots often consist of street segments or similar small areas that are no more than a city block long and which extend no more than a half a block on either side of the segment, although many research studies have evaluated police interventions in larger hot spots (see Rosenfeld et al., 2014 – average hot spot contained 8 street segments and Groff et al., 2015 – average hot spot was the size of 22 football fields). The appropriate size of a hot spot should be driven by empirical considerations, such as the spatial distribution and density of crime, as well as considerations of geography and local police operational knowledge of street activity. In some cities, specific addresses may serve as appropriate hot spots for the concentration of police resources.

What police actually do in hot spots policing and whether some tactics are more effective than others have also been the subject of research and evaluation. In their most recent meta-analysis of hot spots research studies, Braga et al. (2019) found that problem-oriented policing strategies at hot spots generated moderately higher impacts on crime than merely increasing police presence with extra officers or patrols. Problem-oriented policing refers to police strategies targeted at specific problems with solutions tailored to those problems (Goldstein, 1990). Hot spots dominated by illegal drug sales may call for different policing tactics than areas with high levels of illegal prostitution, for example. While some research has evaluated hot spot strategies targeted at specific types of violent crime (e.g. robberies or gun crimes), most hot spot strategies focused on violent crime seek to reduce all types of serious violent crimes.

A few studies have examined specific tactics and their effects on crime at hot spots. Recently, Corsaro et al. (2019) investigated whether foot patrols or stationary marked police vehicles with emergency lights illuminated had a greater impact on crime and calls for

service within hot spots. They found that lighted patrol cars reduced violent crime in hot spots while foot patrols had the greatest impact on property crime. Groff et al. (2015) compared foot patrol, problem-oriented policing, and offender-focused tactics within experimental and control hot spots and found that only offender-focused tactics had an impact on violent crime. The experimental hot spots showed a 42% decrease in all violent crimes and a 50% decrease in violent felonies compared to their controls. Importantly, modern hot spot strategies rely on increased police visibility and intelligence-led offender targeting rather than generalized “stop and frisk,” over-policing, or race-influenced tactics that can lead to mistrust of the police and community resentment.

Offender-focused police strategies are based in an intelligence-led policing framework and derive from the empirical premise that a small percentage of offenders are responsible for most crime (Clarke & Eck, 2005; Ratcliffe, 2008). By proactively targeting repeat offenders, police can theoretically have a greater impact on crime than by targeting places alone (National Research Council, 2004). This strategy has the added benefit of leaving a smaller police “footprint” within communities by focusing attention on known repeat offenders rather than all persons who happen to be out on the street. Offender-focused policing requires good intelligence on where repeat offenders live and/or where they are likely to engage in future crime. In the Groff et al. (2015) study, the Philadelphia Police Department employed dedicated teams of officers who were exempt from answering calls for service and who proactively contacted, questioned, stopped, and arrested known offenders in the experimental hot spots.

Hot spots policing has become a well-accepted strategy to address crime in urban areas, which is disproportionately found in micro-areas with high rates of crime. In a recent nationally representative survey of U.S. law enforcement agencies, the National Police Research Platform found that 75% of agencies surveyed employed hot spots policing as a crime control strategy. Braga et al.’s (2019) most recent updated meta-analysis of hot spots policing studies reviewed 78 tests of hot spots policing across 65 eligible studies and found noteworthy crime control gains in 62 of the 78 tests reviewed. Problem-oriented strategies focused on changing the characteristics of crime-prone places were moderately more effective than increasing police presence or traditional enforcement activities (Braga et al., 2019), and recent evidence suggests that a hot spots approach focused on repeat offenders is potentially even more effective than other place-based problem-oriented approaches (Groff et al., 2015).

That said, evidence is lacking that hot spots policing as it has been implemented and evaluated in most cities to date can effectively reduce crime in an *entire* city or within larger

sections of cities (Sherman et al., 2014; Weisburd et al., 2017; Weisburd & Telep, 2014). For example, in an evaluation conducted in Dallas ten years ago, Weisburd et al. (2015) found measurable reductions in crime within treatment hot spots that experienced increases in patrol time, but these reductions were not measurable within the larger geographic patrol beats where the treatment hot spots were located. Because the experiment resulted in only a 2% increase in unallocated patrol time to hot spots, Weisburd et al. (2015) theorized that the patrol dosage level was insufficient to produce large enough crime reductions gains that might have been observed at the beat level. Based on the observed levels of crime reduction in hot spots associated with the 2% increase in unallocated patrol time, Weisburd et al. (2015) estimated that if unallocated patrol time could have been increased to 25%, then crime could theoretically have been reduced by as much as 25% within the treatment *beats*. In a subsequent experimental simulation, Weisburd et al. (2017) demonstrated a hypothetical 13% reduction in street robberies within a large police *borough* when one third of patrol officers were assigned to spend 50 percent of their time at the top five hot spots within their beats and a 21% reduction in robberies when half of patrol officers spent *all* of their time at the top five hot spots.

Taken together, the hot spots policing literature suggests several key factors that might produce optimal crime control within hot spots and possibly within larger areas surrounding those hot spots or even across an entire city (Weisburd et al., 2017):

- Hot spots must receive enough “dosage” to produce measurable crime control gains beyond the boundaries of the hot spots themselves
  - Dosage reflects both the number of hot spots that receive intervention, *and* the amount of time police devote to each hot spot
  - Concentrating available patrol resources on hot spots may result in fewer officers assigned to lower crime areas and longer response times, especially for non-emergency calls
- Police activities at hot spots matter
  - High-visibility presence (marked cars with lights on) and offender-focused tactics may be more effective than foot or drive-by patrols at reducing violent crime
- Police behavior matters
  - When police focus on procedural justice and are viewed as legitimate by the public, crime control gains are likely to be enhanced (Tyler et al., 2015)

## Hot Spots Policing in Tacoma

Criminologists from the University of Texas at San Antonio (UTSA research partners) have evaluated the geographic concentration of crime in Tacoma and have found that violent crime is highly concentrated at a relatively small number of addresses in the City, most of which are businesses or other commercial establishments. With this in mind, the TPD will employ a hot spots policing strategy that focuses on violence-prone *addresses* and which increases police visibility at or near those locations to deter violent offenders.

First, working with UTSA researchers, TPD will update the locations of violent crime hot spots throughout the City by focusing on addresses where robberies, aggravated assaults, and homicides occurred in the most recent 90-day period to ensure that hot spots are appropriately identified. Initially, this empirically-driven analysis will seek to identify the small percentage of addresses where violent crime is most heavily concentrated (Weisburd et al., 2015). Once these addresses are identified, they will be rank ordered from highest to lowest city-wide and within police sectors. It is expected that some sectors may have few or even no high crime addresses while others may have multiple high crime hot spots. Depending upon available resources, TPD will seek to treat as many violence-prone addresses as possible with a goal of treating, at minimum, those addresses that together account for at least 10% of all violent crime in the City. Hot spot locations will be adjusted (if needed) every 90 days based on changing crime patterns, and police resources will be re-deployed accordingly. Regular reports will be provided to the City Manager, City Council and public.

Second, once identified and rank-ordered within sectors, the high violent crime addresses will be evaluated by TPD commanders and their officers and hot spot boundaries adjusted, if appropriate, based on unique geographic features (e.g., a park or shopping center) and local operational knowledge of crime patterns and trends. The list of current hot spots that emerges from this process will be mapped, revisited, and updated every 90 days.

Finally, the hot spots will receive a high visibility “treatment” consisting of the systematic assignment of patrol officers to remain in the hot spots with their emergency lights activated for 15 minutes (the optimal dosage period) every hour during peak hours of crime as identified in each hot spot through crime analysis.<sup>5</sup> Strong evidence exists that hot spots

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<sup>5</sup> As in Las Vegas (see Corsaro et al., 2019), patrol officers will be assigned to these high visibility hot spot times each hour via dispatch. This will help ensure fidelity to the strategy. If resources or unforeseen events do not allow for the assignment of officers to hot spots during certain hours, these gaps will be documented and accounted for in the ongoing evaluation of the efficacy of the strategy.

policing reduces crime in targeted micro-areas, and all available resources will be brought to bear in an effort to drive down violent crime in sectors and city-wide by concentrating sufficient dosage in the targeted violent crime hot spots identified through the process described above.

Implementation of the strategy is expected to begin in July 2022, and impacts will be assessed every 90 days as described below. Adjustments to the hot spot boundaries and/or re-deployment of officers to new hot spots will be made every 90 days if needed based on changes in observed crime patterns.

### ***Measurement and Evaluation***

To assess the impact and effectiveness of the near-term hot spots policing strategy, reported violent crime counts, arrests, and calls for service data will be obtained for the treated hot spots, immediately surrounding catchment areas (spatially defined to check for crime displacement or diffusion of benefits), sectors, and city-wide for the six months leading up to the implementation of the strategy and monthly thereafter. Violent crime counts will be reviewed descriptively at each of the four levels (hot spots, catchment areas, sectors, city-wide) on a monthly basis and patterns or changes assessed. At 90-day intervals, changes to crime and the other metrics will be evaluated and compared to the previous 90-day period. Quarterly reports will be prepared and disseminated internally within the TPD and externally to city council and other stakeholders as appropriate. Semi-annually, broader and more detailed analyses will be conducted by the UTSA research team to evaluate impacts of the strategy on violent crime, arrests, and calls for service within the hot spots, catchment areas, sectors, and city-wide. These analyses also will include an assessment of plan implementation and fidelity to ensure officers are present at the hot spots in accordance with the deployment plans (peak crime hours/days of the week). When emerging hot spots are identified, they will be added to the treatment protocols; likewise, hot spots that are no longer “hot” will be removed.

Every six months, the Chief of Police will lead an intensive strategic review to assess the effectiveness of the strategy and to recommend any changes or adjustments. The possible addition of place-focused, problem-oriented strategies also will be evaluated during the strategic review sessions. To facilitate transparency and stakeholder input, biannual reports will be produced for the City Council and public outlining the hot spots strategy, detailing observed changes in violent crime, and noting any changes recommended to the strategy.

## Mid-Term Strategy

### **Problem-Oriented, Place-Based Policing (POPBP) Overview**

A robust body of literature has documented the effectiveness of hot spots policing at reducing crime in targeted areas. A recent meta-analysis of this body of research found that problem-oriented strategies carefully tailored to address the underlying conditions that contribute to recurring problems in crime-prone locations were more effective at reducing crime than merely increasing or intensifying traditional police activities (Braga et al., 2019). Moreover, a variety of problem-oriented, place-based strategies have been implemented and evaluated and have shown success at reducing a broad range of offenses from property crimes like burglary or theft to drug-related crimes and violent crime (Braga & Bond, 2008; Eck & Spelman, 1987; Hinkle & Weisburd, 2008; Hinkle et al., 2020; Taylor et al., 2011).

While place-based crime reduction strategies often have a law enforcement component, they frequently require the involvement of other stakeholders who can help address the conditions that make a particular location attractive for crime. Routine activities theory suggests that three elements must come together in time and space for a crime to occur: A vulnerable victim, a motivated offender, and the lack of a capable guardian (Cohen & Felson, 1979). A recent Campbell Collaboration systematic review of 28 studies that examined the effects of reducing physical (vacant lots, trash, graffiti, etc.) and social (public drinking/drug use, prostitution, loitering, etc.) disorder on crime found that 26 of the 30 effects tests reported statistically significant crime reduction impacts in the targeted areas associated with the problem-oriented, disorder abatement strategies utilized (Braga et al., 2019). Thus, problem-oriented, place-based crime prevention strategies seek to remove one or more of the necessary pre-conditions to crime to prevent victimization and reduce the likelihood that crime will reoccur at a targeted location. Reducing social and physical disorder can be a powerful deterrent to would-be offenders and stimulate guardianship through the increased, pro-social use of space.

As noted, place-based crime prevention often requires a multidimensional response to a set of underlying conditions that make a particular place amenable to crime. Services are often provided to address social and physical disorder that contribute to fear of crime and that reduce the use of public space. Reducing poor lighting, code violations, homelessness, open-air drug use, litter, or aggressive panhandling or other disorders associated with fear of crime requires resources and involvement from government agencies, non-profits, or even volunteers. Likewise, a formal assessment and the application of principles of crime prevention through environmental design (CPTED) may be needed to improve natural

surveillance and guardianship of businesses, streets, or public parks where violent crime occurs.

Problem-driven solutions may involve improved lighting, the removal or installation (depending upon conditions) of barriers to vehicular or foot traffic, the enforcement or adoption of building or zoning regulations, nuisance/disorder abatement, or traditional law enforcement measures such as conducting investigations and arresting or issuing citations to law violators. Above all, creative thinking, multi-disciplinary approaches, and appropriate resources are necessary to design and implement situational crime prevention strategies to reduce the incidence of violence at places where it is concentrated.

### **POPBP in Tacoma**

Violent crime in Tacoma is highly concentrated at a relatively small number of addresses, and many of the places where violent crime repeatedly occurs are businesses. While some motels and multi-family housing complexes also are sites of repeated violence, violent crime tends to be concentrated in Tacoma at convenience stores, drug stores, strip centers, shopping malls, or other commercial locations. One shopping center, for example, has experienced a significant increase in robberies in the last 18-24 months and is one of the City's current hot spots for violent crime.

Thus, the existing pattern of violent crime in Tacoma suggests the need for a place-based strategy that would involve partnerships between businesses (including apartment/motel management), the TPD, and other city departments and community stakeholders to address the conditions in and around these commercial locations that make them attractive targets for violent crime. A holistic, problem-oriented response to such conditions will require detailed problem definitions, tailored, evidence-based solutions, and the careful assessment of results (Goldstein, 1990).

As a promising mid-term strategy to address violence, the TPD, in coordination with other city agencies, departments, and community stakeholders, will deploy resources in a data-driven approach to reduce crime and increase economic vitality within the City. The TPD will invite stakeholders to advise on the implementation of a POPBP process in Tacoma to complement the hot spots strategies it will implement in the shorter term. Realistically, a POPBP strategy will take 6-12 months to put into place and will require training and buy-in from multiple stakeholders. The following table was adapted from Herold et al. (2020) and serves to illustrate how the POPBP process will unfold in Tacoma.

**TABLE 1: The POPBP Process**

Implementation Steps
Select violent locations
Select and train TPD POPBP unit
Establish, train, and obtain buy-in from POPBP Advisory Group members
Establish and train POPBP working group
POPBP working group assesses the nature and extent of the problem(s) <ul style="list-style-type: none"> <li>• Collect community intelligence</li> <li>• Gather and analyze agency-specific data</li> </ul>
Develop solutions to problem(s) identified; present to POPBP Advisory Group <ul style="list-style-type: none"> <li>• Enforcement solutions</li> <li>• Environmental solutions</li> <li>• Community solutions</li> </ul>
Implement solutions
Assess implementation and effectiveness
Make adjustments as needed <ul style="list-style-type: none"> <li>• Continual assessment</li> </ul>

To maximize its chances for success, the POPBP process requires buy-in from multiple stakeholders and a careful, data-driven process that starts with identifying violence-prone hot spots and investigating them exhaustively to understand the nature of the problems that contribute to the violence that takes place at them. Police and other POPBP stakeholders will require training on the POPBP process and/or investigative techniques, and the police must have (or put in place) a functional process for collecting and analyzing data and intelligence related to potential POPBP sites.

Once likely sites have been identified, Chief Moore, working with the city manager, will lead the development of a POPBP Advisory Group (stakeholder agency leaders) and working group (mid-level managers) to oversee and implement place-based operations plans. The working group will be responsible for gathering information about the violence-prone places, carefully defining the problems at them, and developing creative solutions. The POPBP Advisory Group will review the information gathered and proposed solutions, share recommendations and seek City Council approval for budgetary items, approve the place-based plans, and commit the resources necessary to carry them out. The careful

tracking and analysis of pre- and post-intervention metrics (agreed upon by the Advisory Group) is vital and will be carried out by the UTSA research partners. The effects of the interventions must be carefully assessed and documented and adjustments made to the plans if necessary to optimize success. Critically, the plans must include a strong maintenance component purposely designed to ensure that crime reduction gains are maintained and not squandered as attention is shifted to other sites (Herold et al., 2020).

During the first six months of implementation, initial violent places will be identified by the TPD POPBP unit and using traditional crime analysis and local police knowledge and intelligence. The process of putting together the POPBP Advisory Group will begin concurrently, and the initial training of police POPBP personnel will take place during the initial six-month period. The Chief of Police will lead the POPBP Advisory Group and will be principally responsible for constituting the Advisory Group with support from the City Manager. Once the Advisory Group is in place, its members and working group designees will be trained on the POPBP process and goals within six months. Likely membership of the Advisory Group will include the following:

**TABLE 2: Initial POPBP Advisory Group Advisory Group Membership**

Potential Stakeholders	Possible Roles and Responsibilities (Guided by the Advisory Group with Stakeholder Buy-In)
Police	<ul style="list-style-type: none"> <li>• Convene POPBP advisory group</li> <li>• Gather intelligence</li> <li>• Conduct criminal investigations</li> <li>• Make arrests</li> <li>• Deter criminal activity</li> <li>• Analyze crime and public-safety related data</li> </ul>
City Attorney	<ul style="list-style-type: none"> <li>• Legal review of recommended intervention strategies as needed</li> <li>• Drafts municipal code changes as needed</li> </ul>
Community and Economic Development	<ul style="list-style-type: none"> <li>• Neighborhood investment</li> <li>• Economic development</li> </ul>
Community Stakeholder Groups	<ul style="list-style-type: none"> <li>• TBD</li> </ul>
Environmental Services	<ul style="list-style-type: none"> <li>• Garbage and trash pick up</li> <li>• Environmental hazards</li> </ul>
Equity and Human Rights	<ul style="list-style-type: none"> <li>• Community engagement</li> <li>• Review of interventions for equity</li> </ul>
Fire Department	<ul style="list-style-type: none"> <li>• Identify/address fire hazards and fire code violations</li> </ul>
Metro Parks Tacoma	<ul style="list-style-type: none"> <li>• Address design or re-development of parks as needed</li> </ul>

	<ul style="list-style-type: none"> <li>• Park improvements</li> <li>• Programs and activities</li> </ul>
Government Partners	<ul style="list-style-type: none"> <li>• TBD -- partner government entities and agencies of all levels with an interest in community safety</li> </ul>
Neighborhood and Community Services	<ul style="list-style-type: none"> <li>• Code enforcement</li> <li>• Community problem-solving</li> <li>• Provision of services/shelter</li> <li>• Impact and needs assessments</li> </ul>
Planning and Development	<ul style="list-style-type: none"> <li>• Zoning and land use</li> <li>• Traffic and street use</li> <li>• Assess infrastructure changes to reduce opportunity for crime</li> <li>• Crime prevention through environmental design</li> </ul>
Public Works	<ul style="list-style-type: none"> <li>• Safety and cleanliness</li> <li>• Street repairs</li> </ul>
Tacoma Public Schools	<ul style="list-style-type: none"> <li>• Before/after school activities</li> <li>• Facility availability and use</li> </ul>

Once the POPBP Advisory Group and working group are in place and trained, the TPD POPBP unit and POPBP working group will begin an intensive information-gathering process on the sites to identify the precise nature and scope of the underlying problems driving violent crime in and around them. This information-gathering and analysis phase will culminate in the development of potential solutions to the problems identified. Problems identified and solutions proposed will be incorporated into site-specific operations plans that will include timelines for implementation, responsible parties, and metrics for measuring implementation and effectiveness of each proposed solution. These strategies likely will involve traditional police enforcement and crime prevention activities but also should include a multipronged and multi-disciplinary strategy to address the underlying problems that facilitate violence at the crime-prone place. Changes to the physical environment, code enforcement, and even traffic flows may need to be addressed as part of a comprehensive place-based violence reduction strategy. Once operations plans have been developed, they will be presented to the POPBP Advisory Group for its input, consultation with the City Manager and Council, eventual approval, and commitment of resources.

### ***Measurement and Evaluation***

To assess the implementation and effectiveness of the POPBP strategy on violent crime in Tacoma, the UTSA research team will conduct a process and impact evaluation of the strategy. Process evaluations are designed to document the implementation of programs and policies, assess whether they were implemented as intended, and identify any obstacles to

implementation. An outcome (or impact) evaluation focuses on whether the program or strategy as implemented had its intended effect. In this case, the overarching goal of the strategy is to reduce violent crime (robberies, aggravated assaults, homicides) and its associated metrics such as shootings or violence-related calls for service in around crime-prone places. The process evaluation will make use of problem-specific metrics to assess expected outcomes such as arrests made, code violations written, nuisances abated, or environmental changes made to document implementation. The POPBP working group will be asked for input on implementation metrics that should be tracked, and these will be systematically gathered and analyzed by the UTSA research team and reported semi-annually following POPBP implementation.

On the impact side, the POPBP working group will again work with the UTSA researchers to identify appropriate effectiveness metrics such as violent crimes, shootings, or violence-related calls for service received pre- and post-intervention. A 6-month pre- and 6-month post-intervention period will be utilized initially to gauge the impact of the strategy on the agreed-upon impact metrics collected in and around the crime-place locations and surrounding areas. Once maintenance plans are put in place to maintain crime reduction gains at targeted sites, the TPD and UTSA researchers will continue to follow key outcome metrics over time (e.g., 24-36 months) to track long-term impacts.

## **Long-Term Strategy**

Longer-term crime reduction strategies require additional time and resources to implement compared to near-term or mid-term strategies. In most cases, they also require collaboration with outside stakeholders, which may include other city departments, federal law enforcement agencies, schools, or even business or non-profit organizations. The long-term violence reduction strategy proposed below is evidence-based and has proven successful in other cities after rigorous evaluation.

### **Focused Deterrence Overview**

First designed and implemented in Boston in the 1990s, focused deterrence strategies (sometimes referred to as “pulling levers”) have proven successful in reducing violent crime in a number of cities where they have been applied and evaluated (Braga et al., 2001; Braga et al., 2018; Corsaro, 2018; Engel, 2018). A leading expert in the design and evaluation of these approaches to reducing street-level violence has stated unequivocally that “focused deterrence strategies save lives” (Engel, 2018). The goal of focused deterrence is to change the behavior of high-risk offenders through a combination of deterrence, incapacitation (arrest), community involvement, and the provision of alternatives to violence (Braga et al.,

2018). A key feature of most focused deterrence strategies is the clear communication to gang members and other violent offenders of the risks associated with continued criminal activity and the alternatives available to them under a robust suite of social service, education, and job-related services made available to them under the strategy. Focused deterrence strategies have been successfully implemented in cities such as Indianapolis, Cincinnati, Chicago, New Orleans, Oakland, Detroit, and Seattle among others and have shown statistically significant, and in some cases, substantively large reductions (15-34%) in reported violent crime (McGarrell et al., 2006; Engel et al., 2010; Papachristos & Kirk, 2015; Corsaro & Engel, 2015; Saunders et al., 2016).

### ***Components of Focused Deterrence***

While focused deterrence strategies typically contain common elements, they should be viewed as problem-oriented policing strategies that work best when tailored to a specific crime problem (e.g., gang violence, youth homicide) in a city or area of a city. These strategies emphasize the development of an interagency law enforcement team often consisting of local, state, and federal partners (law enforcement, prosecutors, probation/parole, etc.), which relies on local intelligence to identify high risk offenders or groups of offenders within the targeted risk group. The law enforcement team then develops a strategy to target the offenders utilizing all available legal remedies – arrest and prosecution (often with federal partners taking the lead on drug and gun-related crimes), gang injunctions, place-based strategies to close down buildings or houses used to facilitate crime, etc. Key to the strategy is (1) a deterrence message communicated directly and repeatedly to the target population, and (2) offering violent lifestyle alternatives to the targeted offenders, which may involve the provision of social services, education, job training, or direct employment with willing partners in the private or non-profit sectors (Braga, 2018).

The deterrence message is often communicated through “call-ins” or offender notification meetings whereby offenders are invited or required (as a condition of probation or parole) to appear and hear deterrence messaging from law enforcement officials and respected community voices (e.g., clergy or family members of victims). At these meetings, social service representatives are also available to offer prosocial alternatives to the threat posed by law enforcement of arrest and long-term incarceration in a federal penitentiary. Cities that have used focused deterrence strategies successfully sometimes have made use of street workers (often former gang members) to communicate the deterrence message directly to gang members on the street and to serve as a resource to connect them with social services (CICF, 2021; Engel et al., 2010; McGarrell, et al., 2006).

Focused deterrence strategies come in several varieties. The original Boston Ceasefire model, later replicated and modified in Cincinnati and other cities, focused on gangs and violent criminal groups. Other cities have copied the High Point, NC drug market intervention (DMI) program that focused on identifying and arresting violent drug dealers while suspending criminal proceedings against non-violent drug offenders within targeted drug markets (Kennedy & Wong, 2009). These non-violent offenders were then provided moral support and encouragement from family members and/or community leaders and social service support from city or non-profit agencies. Based on the High Point experience, DMI has been rated as “effective” by the National Institute of Justice (NIJ, 2014). A final type of focused deterrence targets repeat offenders by leveraging available legal tools (arrest and prosecution), deterrence through the use of “moral” voices from the community, and the provision of social service alternatives (Braga, 2018; Papachristos et al., 2007).

### **Focused Deterrence in Tacoma**

As part of its strategy to help provide long-term solutions to violent crime in Tacoma, the TPD will lead problem-based, focused deterrence strategies tailored to particular violent crime problems or neighborhoods. In partnership with the UTSA research team, the TPD will utilize problem-oriented policing methods to clearly identify underlying violent crime patterns in Tacoma and its neighborhoods,<sup>6</sup> and then it will design tailored strategies to address those problems drawn from the success of focused deterrence models in other cities.

Focused deterrence is a holistic, resource-intensive process involving multiple law enforcement and community partners. Initially, the TPD will work with its academic partners, city leadership, and other stakeholders to prioritize problems for focused deterrence interventions. The nature of those interventions may vary according to the problem identified (gang violence vs. neighborhood-based open-air drug markets), recognizing that some problems may overlap. As studies that have documented success have found, law enforcement partners at the local, state, and federal level will be engaged and brought onboard early in the process. These partners may include the FBI, U.S. Attorney’s Office, DEA, ATF, Pierce County Prosecuting Attorney, Pierce County Probation, Washington State Department of Corrections, and others.

Given the resource-intensive nature of focused deterrence, initially one problem and/or neighborhood will be selected for intervention. High risk offenders will be identified from a

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<sup>6</sup> Neighborhoods may be defined in the traditional sense using historically understood neighborhood boundaries (e.g., Hilltop, South Tacoma, Eastside) or it may focus on troublesome housing complexes, known drug market locations, or other problem areas.

combination of arrest data and criminal intelligence maintained by TPD and/or federal law enforcement. The initial plan will be drawn-up as outlined above, and it will be continually assessed as part of the evaluation process once enacted. If resources allow, a second (or even third) focused deterrence effort may be undertaken simultaneously based on the emerging evidence and lessons learned from the first.

Engaging in the SARA<sup>7</sup> problem-oriented process and laying the groundwork for the partnerships needed to ensure programmatic success will take 6-12 months from the time implementation of the strategy begins. It is anticipated that the actual implementation of a focused deterrence strategy likely will begin in spring 2023. By that time, the impact of the short and mid-term strategies that are part of TPD's overall violence reduction strategic plan will have been measured and felt. The impact of these shorter-term strategies may affect the crime problems identified and chosen for intervention using a focused deterrence approach. In this way, the long-term focused deterrence strategy will build upon the expected success of the earlier components of the overall violent crime reduction plan, and the components will work synergistically to reduce violent crime in Tacoma and lay the groundwork for long-term change.

The resources needed to successfully implement focused deterrence are considerable. Most cities that have utilized this approach have hired (or assigned) a full-time, senior-level director to oversee implementation of the strategy. Service providers must be identified, funding secured, and contracts or memoranda of understanding drawn up and signed. The cooperation of federal partners must be secured and criteria established for federal prosecution when needed. The support of community and faith-based leaders, victim or survivor groups, family members, and other "moral voices" from the community will be necessary. Cooperation from other elements of the criminal justice system, especially the Pierce County prosecutor, is vital for success. In planning for the implementation of focused deterrence, the TPD chief and other city leaders may consider the development of strategy to identify philanthropic partners who may be willing to help underwrite the initial and ongoing costs of the initiative and its evaluation. In sum, the time and effort needed to manage an effort of this magnitude requires a capable leader and appropriate staff (both police and non-police) to support and sustain the initiative for several years until processes are routinized and long-term impacts are felt.

### ***Measurement and Evaluation***

A scientifically valid process and impact evaluation of the Tacoma focused deterrence strategy is essential for measuring and documenting programmatic successes and failures.

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<sup>7</sup> Scanning, analysis, response, and assessment (Goldstein, 1990).

The UTSA research team will be engaged to conduct an independent evaluation of the strategy. An evaluation of this magnitude will be a considerable investment, but it is critical to know if the strategy is being implemented as intended and having the impacts it is intended to achieve. The before-and-after measure of crime, calls for service, quality of life, and community safety perceptions will be key outcome indicators that experienced evaluators will consider. Carefully documenting the fidelity with which the strategy is implemented is also important and necessary to produce a “lessons learned” document that can serve as an implementation guide for subsequent iterations of the strategy.

### **Equity and Effectiveness of the Strategies**

As noted, the strategies outlined above are evidence-based and data-driven. They rely on objective indicators of crime, offending, and victimization to address the relatively few places where violent crime is prevalent and the repeat offenders who disproportionately engage in violence. When executed as designed, these strategies are race and ethnicity-neutral. They do not rely on over-policing, stop and frisk, or racial stereotypes for their success. The hot spots policing strategy, in particular, relies on visibility and deterrence rather than discretionary or proactive stops by the police. The place and offender-focused strategies included in the plan are likewise informed by objective criteria (e.g. reported crime, previous violent convictions, gang membership) rather than the race and/or ethnicity of neighborhoods or individuals in Tacoma. In sum, the modern strategies outlined above are designed to reduce victimization in violence-prone places and among violence-prone people while improving the place-based conditions that contribute to violent crime. Experienced criminologists and researchers from the University of Texas at San Antonio will continually and objectively evaluate the implementation and impact of this plan and report publicly on their findings.

### **Summary and Conclusion**

This document serves as the Violent Crime Reduction Strategic Plan of the Tacoma Police Department. It contains evidence-based near, mid, and long-term strategies to address violence and its underlying conditions in the City of Tacoma over the next three years in a manner aligned with the City Manager’s and Council’s direction.

In any city, violent crime is caused by a combination of social, structural, and environmental conditions, many of which are outside of the direct control of the police. This plan aims to align and build on the ongoing work of the City and other partners to address areas such as homelessness, graffiti, litter, violence prevention, economic development, and other

essential services in a data-driven way that reduces crime, victimization, and supports economic vitality in the City of Tacoma.

As the social and economic fallout of the Covid 19 pandemic continues to put pressure on public services and the criminal justice system, policy-makers at the state and local levels must remain cognizant of the role that well-intended policies can have on crime and violence. The linkage between social and physical disorder and crime and fear of crime is well-established in the literature but may be moderated by collective efficacy<sup>8</sup> in neighborhoods and is strongly influenced by concentrated poverty (O’Shea, 2006; Sampson & Raudenbush, 1999; Taylor et al., 1985; Wei et al., 2005; Yang, 2009). Violent crime, and especially robbery, as a subset of violent crime, is directly correlated with levels of physical disorder (Sampson & Raudenbush, 1999; Wei et al., 2005).

In Tacoma, evidence of homelessness and physical disorder is widespread, and the City of Tacoma has been operating under a Declaration of State of Public Health Emergency since 2017 to address the health and safety concerns caused by growing encampments. Research suggests that the disorder conditions produced by large numbers of impoverished people living on the streets will have a reciprocal relationship with crime, violence, and fear of crime (Yang, 2009). Moreover, it is well understood that the homeless are victimized at rates that far exceed those of the non-homeless and are especially vulnerable to predatory violence (Ellsworth, 2018; Fitzpatrick et. al, 1993). A study of police efforts to reduce crime and victimization on L.A.’s Skid Row found meaningful reductions in violent, property, and nuisance-related street crimes following a police-led effort to disperse the large homeless population for which Skid Row was infamous (Berk & MacDonald, 2010). While de-concentrating the homeless can have crime reduction benefits, this strategy does not “solve” the homelessness problem; however, it may make them less vulnerable to predation while deeper reforms are put in place (Culhane, 2010).

Long-term solutions to violent crime in Tacoma will require strategic policing and a continued commitment from policy-makers and the community to address the underlying conditions that contribute to violence. While the police are a necessary component of violent crime reduction and prevention, they do not make policy, influence the amount or concentration of physical or social disorder, or control the factors that produce concentrated poverty.

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<sup>8</sup> Collective efficacy refers to cohesion among neighborhood residents coupled with shared expectations of informal social control of public space.

Moreover, as criminal justice and bail reform efforts continue to gain traction throughout the nation and in Washington, prosecutors and judges are increasingly becoming cognizant of how prosecution and bail decisions can impact violent crime by increasing the number of offenders who are not prosecuted or who are on pre-trial release, a portion of whom will commit additional crimes while on release pending trial.<sup>9</sup> Thus, the successful execution of this plan will require active participation, cooperation, and investment by a wide-range of stakeholders in Tacoma, including the continued support of the Mayor, Council, and City Manager and collaboration across multiple City departments, federal and state law enforcement partners, other government entities, community and faith-based organizations, non-profits, research partners, and community members themselves. The TPD recognizes its leading role in protecting the safety of our City and its residents, and it is prepared to do so while working in partnership with all key stakeholders to execute this plan.

In the near-term, the TPD will execute a hot spots policing strategy to significantly increase police visibility in violent crime hot spots and deter violent offenders. As a mid-term strategy, the TPD will coordinate and lead a problem-oriented, place-based policing strategy to identify crime-prone places, arrest offenders when needed, and address the underlying environmental conditions conducive to crime. Long-term, the TPD will lead a focused deterrence strategy to arrest and prosecute violent offenders, deter others from committing violent crimes, and facilitate the provision of social services to crime-prone individuals willing to take advantage of them. From near-term to long-term, the TPD is also committed to facilitating the scientific evaluation of these strategies by credible and independent evaluators to document programmatic successes or failures and to provide a roadmap for future leaders in Tacoma and beyond to follow in their continuing efforts to reduce violence and the toll it takes on individuals and families in the community.

These strategies are evidence-based and purposely designed to work synergistically to lower violent crime and improve the environmental conditions that facilitate it, recognizing that lowering poverty, improving education, reducing unemployment, eliminating homelessness and food insecurity, and supporting families are also critical to reducing violence in communities in the long term. Overall, these evidence-based strategies will advance the Mayor, Council, and TPD's goals to improve perceptions of safety and reduce the number of victims across the City of Tacoma.

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<sup>9</sup> See Cassell & Fowles (2020) for a recent discussion of bail reform in Chicago and its impact on public safety.

### TPD Crime Plan Timeline: Year 1 (July 2022-June 2023)

*This draft timeline is subject to adjustment based on stakeholder inputs and/or available resources*

<b>MONTH</b>	<i>Jul</i>	<i>Aug</i>	<i>Sep</i>	<i>Oct</i>	<i>Nov</i>	<i>Dec</i>	<i>Jan</i>	<i>Feb</i>	<i>Mar</i>	<i>Apr</i>	<i>May</i>	<i>Jun</i>
<b>TASKS</b>												
	<b>Hot Spots Policing</b>											
Allocate resources based on recent analyses	X	X	X	X	X	X	X	X	X	X	X	X
Evaluate treatment effectiveness		X			X			X			X	
Modify treatment application as necessary			X			X			X			X
Prepare interim report on treatment effectiveness			X			X			X			X
Prepare comprehensive report on longer term trends and patterns						X						X
	<b>Problem-Oriented, Place-Based Policing (POPBP)</b>											
Select and train TPD POPBP unit	X											
Establish and train POPBP advisory and working group	X											
Gather pre-intelligence to select violent micro-locations		X							X			
Conduct internal and stakeholder information-gathering sessions		X							X			
Present POPBP plan to advisory group for approval			X							X		
Execute strategy			X	X	X	X	X	X	X	X	X	X
Evaluate effectiveness; adjust; add new sites									X			
Prepare summary report									X			
	<b>Focused Deterrence</b>											
Convene program stakeholders						X	X					X
Establish and train program advisory group							X	X				
Program planning								X	X	X		
Identify at-risk offenders & locations									X	X	X	
Conduct offender call-in meetings												X
Intensive enforcement/people & places												X
Monitor implementation												X
Prepare summary report on outcomes												
Prepare comprehensive report												

### TPD Crime Plan Timeline: Year 2 (July 2023-June 2024)

*This draft timeline is subject to adjustment based on stakeholder inputs and/or available resources*

<b>MONTH</b>	<i>Jul</i>	<i>Aug</i>	<i>Sep</i>	<i>Oct</i>	<i>Nov</i>	<i>Dec</i>	<i>Jan</i>	<i>Feb</i>	<i>Mar</i>	<i>Apr</i>	<i>May</i>	<i>Jun</i>
<b>TASKS</b>												
	<b>Hot Spots Policing</b>											
Allocate resources based on recent analyses	X	X	X	X	X	X	X	X	X	X	X	X
Evaluate treatment effectiveness		X			X			X			X	
Modify treatment application as necessary			X			X			X			X
Prepare interim report on treatment effectiveness			X			X			X			X
Prepare comprehensive report on longer term trends and patterns						X						X
	<b>Problem-Oriented, Place-Based Policing (POPBP)</b>											
Select and train TPD POPBP unit												
Establish and train POPBP advisory group and working group												
Gather pre-intelligence to select violent micro-locations				X							X	
Conduct internal and stakeholder information-gathering sessions				X							X	
Present POPBP plan to advisory group for approval					X							X
Execute strategy	X	X	X	X	X	X	X	X	X	X	X	X
Evaluate effectiveness; adjust; add new sites				X							X	
Prepare summary report				X							X	
	<b>Focused Deterrence</b>											
Convene program stakeholders			X			X			X			X
Establish and train program advisory group												
Program planning												
Identify at-risk offenders & locations												
Conduct offender call-in meetings			X			X			X			X
Intensive enforcement/people & places	X	X	X	X	X	X	X	X	X	X	X	X
Monitor implementation	X	X	X	X	X	X	X	X	X	X	X	X
Prepare summary report on outcomes			X			X			X			X
Prepare comprehensive report						X						X

### TPD Crime Plan Timeline: Year 3 (July 2024-June 2024)

*This draft timeline is subject to adjustment based on stakeholder inputs and/or available resources*

<b>MONTH</b>	<i>Jul</i>	<i>Aug</i>	<i>Sep</i>	<i>Oct</i>	<i>Nov</i>	<i>Dec</i>	<i>Jan</i>	<i>Feb</i>	<i>Mar</i>	<i>Apr</i>	<i>May</i>	<i>Jun</i>
<b>TASKS</b>												
<b>Hot Spots Policing</b>												
Allocate resources based on recent analyses	X	X	X	X	X	X	X	X	X	X	X	X
Evaluate treatment effectiveness		X			X			X			X	
Modify treatment application as necessary			X			X			X			X
Prepare interim report on treatment effectiveness			X			X			X			X
Prepare comprehensive report on longer term trends and patterns						X						X
<b>Problem-Oriented, Place-Based Policing (POPBP)</b>												
Select and train TPD POPBP unit												
Establish and train POPBP advisory group and working group												
Gather pre-intelligence to select violent micro-locations						X						
Conduct internal and stakeholder information-gathering sessions						X						
Present POPBP plan to advisory group for approval							X					
Execute strategy	X	X	X	X	X	X	X	X	X	X	X	X
Evaluate effectiveness; adjust; add new sites						X						X
Prepare summary report						X						X
<b>Focused Deterrence</b>												
Convene program stakeholders			X			X			X			X
Establish and train program advisory group												
Program planning												
Identify at-risk offenders & locations												
Conduct offender call-in meetings			X			X			X			
Intensive enforcement/people & places	X	X	X	X	X	X	X	X	X	X	X	
Monitor implementation	X	X	X	X	X	X	X	X	X	X	X	
Prepare summary report on outcomes			X			X			X			X
Prepare comprehensive report						X						X

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