

City of Tacoma Blue Ribbon Property Crimes Reduction Task Force

Task Force Report

April 2016

Executive Summary

The Tacoma City Manager created the Blue Ribbon Property Crimes Reduction Task Force in October 2015 and charged it with studying residential property crime in the City. The Task Force was charged with making actionable, measurable and equitable recommendations for a systems-based approach to reducing residential property crime and increasing the safety of our community.

The Task Force consists of twelve community members. The Task Force met eight times from October 2015 through April 2016. It was supported by a team of City staff including the City Attorney and leadership from the Police Department, with additional support from professors at the Washington State University Institute for Criminal Justice and an independent facilitator.

The Task Force received briefings from the Tacoma Police Department personnel and staff from several other City Departments, as well as individuals representing County criminal justice agencies, the school district, and a variety of community and health services agencies working in the City. Members also reviewed some best-practices studies regarding community response to property crime.

In each of the last three years, the Tacoma Police Department has received over 21,000 reports of property crimes. The Department believes many property crimes also go unreported. There is insufficient evidence in 80% of reported property crimes for the Police to pursue an investigation. About 8-11% of reported property crimes are investigated by the Police Department. About 70% of those investigated cases are referred to the City or County for prosecution, and charges are filed on an estimated 70% of those referred cases.

Some of the major recurring themes the Task Force heard were:

- The police and criminal justice system alone cannot solve our property crime challenges. More work needs to be done to build community awareness and pro-active engagement on crime prevention; fortunately, there are many potential community partners to assist in these effort—from schools, to the city to neighborhood councils, service providers, and the faith community.
- The lack of adequate substance abuse treatment capacity in the City/County is a barrier to making substantial progress in addressing one of the root causes of property crime.
- Agencies across these various systems are not as well coordinated as they could be. There are opportunities to find more holistic solutions if we can improve coordination among and between criminal justice agencies, human services, housing and health providers, police and community groups.

This report forwards 35 recommendations to the City and greater Tacoma community. The Task Force endorses a systems-based, holistic approach to reducing residential property crime and believes such an approach is less expensive and more effective than simply expanding policing strategies. Our recommendations include six focus areas:

- Expand harm reduction and restorative justice practices within criminal justice agencies
- Expand training and resources for neighborhood and community building with a focus on residential crime prevention
- Improve the appearance of the community
- Engage the business community as well as residents to improve community building with a focus on crime prevention
- Help youth, young adults, in-custody adult offenders and offenders under community supervision, get the education and training they need to improve their lives
- Increase funding for, and capacity of, substance use disorder treatment services

The Task Force believes that many of the components of a systems-based approach for addressing residential property crime are in place now. But there is more that can and should be done.

The Task Force recommends the City take the lead in adding to the existing foundation of programs and services, and work to implement a *community-focused and city-led effort* to reduce residential property crime. The City can accomplish this by engaging a broad spectrum of agencies and community leaders in a sustainable, multi-year effort.

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Introduction

The City of Tacoma has adopted a vision of being known as one of the safest cities in Washington by the year 2025. One of the challenges that must be addressed if we are to achieve this vision is property crime. In October 2015, the City Manager created the Blue Ribbon Property Crimes Reduction Task Force (“Task Force”) and charged it with advancing the City’s vision by studying *residential property crime* and making actionable, measurable and equitable recommendations for a system-based approach to reducing residential property crime and increasing the safety of our community. This report presents the Task Force’s recommendations.

Task Force Members and Process

The Task Force consists of twelve members. Members’ names and affiliations are set forth at **Attachment A**. The Task Force met eight times, from October 2015 through April 2016. We were supported by a team of City staff including the City Attorney, and personnel from the Police Department as well as administrative support from the Office of Management and Budget. We also had the benefit of input from professors at the Washington State University Institute for Criminal Justice, and the support of an independent facilitator. Support team members and outside experts are identified on **Attachment B**.

Our meetings were open to the public, and all our agendas and materials were posted on the City’s website, together with summaries of our meetings. We spent most of our meetings in “learning mode,” hearing presentations from agencies and experts; our last three meetings were focused on developing recommendations and finalizing this report.

What is property crime?

The term “property crime” includes a number of different criminal acts. Generally, the category includes crimes against property that do not involve direct interaction or contact with a victim. The exception to this is robbery-- a property crime offense that is also considered a “person crime.” “Person crimes” include things like murder, kidnapping, rape and assault. **Table 1** provides a list of property crimes and short definitions to help distinguish between these various offenses.

In both 2013 and 2014, Washington State had the highest rate of reported property crimes per 100,000 residents of any state in the nation: in 2014, the combined reported rate of burglary, larceny motor vehicle theft and arson in Washington was 42% higher than the national average -- 3706.1 reported property crimes per 100,000 residents, as compared to a national rate per 100,000 residents of 2596.1.¹

¹ Source: FBI national crime statistics.

What is happening in Tacoma specific to property crime?

Based on a review of comparative cities in western Washington, Tacoma had the highest per capita rates of larceny theft, property destruction, motor vehicle theft, fraud and burglary in 2014.² It is important to note that there are problems with comparing crime statistic data across jurisdictions, given the varying practices of local police departments with respect to how crimes are reported.

According to The Tacoma Police Department, more than 21,000 property crimes were reported in each of the last 3 years (2013-2015). In each of these years, 37%-40% of reports were for larceny incidents and reports of vandalism of property ranged from nearly 14% to over 27% of total reported cases. See **Figure 1** and **Table 2**. In comparison, the City had just over 8,850 reports of “person crimes” in 2015. Person crimes are a higher priority for response by the Police Department because they represent a greater threat to community and individual safety.

Because resources are not available to investigate every reported crime, the Department prioritizes its resources first on person crimes which represent the greatest negative impact on the quality of life in the City. Using this same criteria for property crimes the Department prioritizes robbery, burglary, and identity theft involving major financial loss ahead of less impactful property crimes like larceny. It should be noted there are always exceptions.

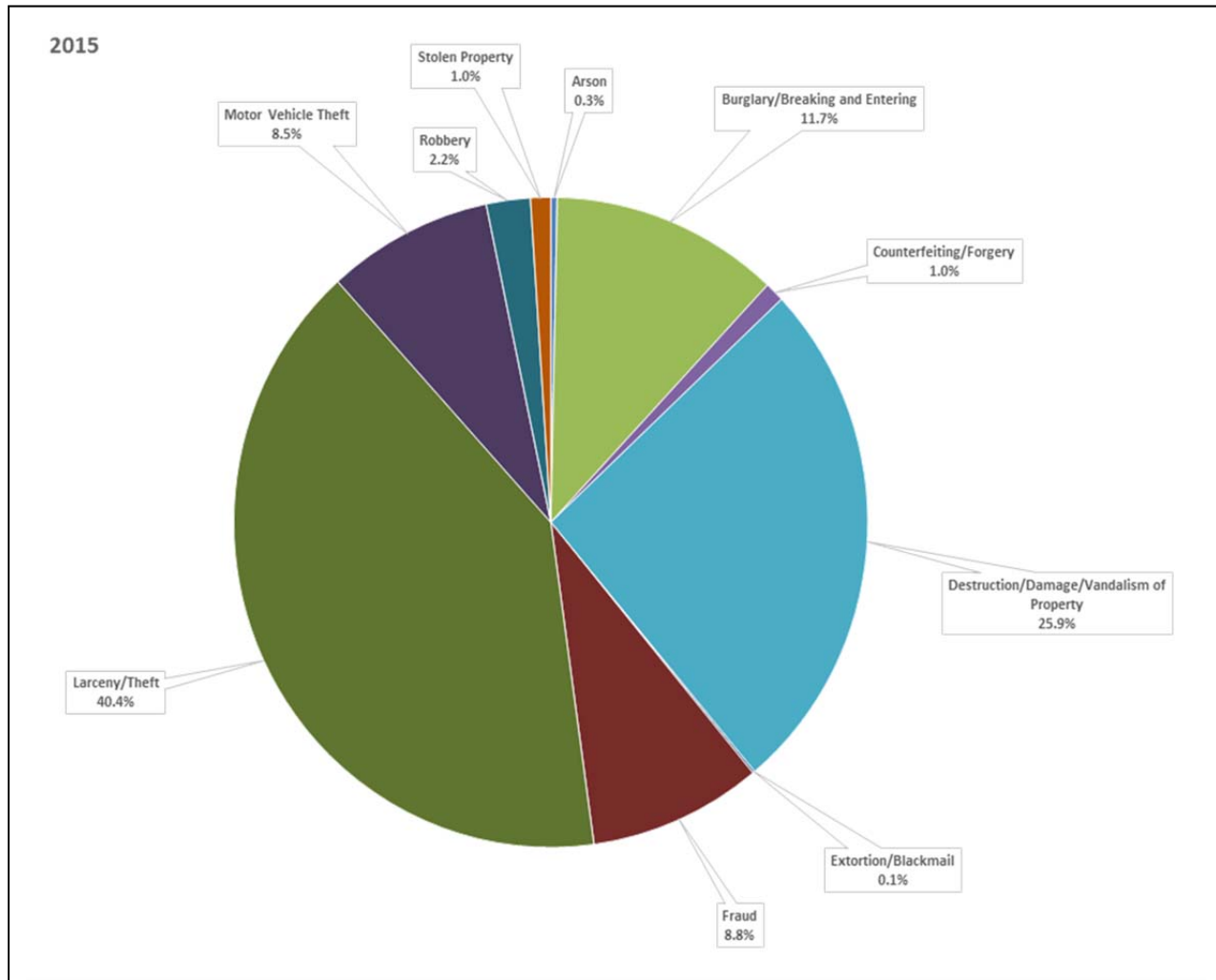
Department data shows that some parts of the City are hit slightly more frequently with property crime—typically lower income areas. Some parts of the City lose more in property value each year to property crime —typically higher income areas of the City. There is also seasonality to property crime, with reported cases increasing somewhat around the Christmas holiday, spring break, and summer. The Department reports these trends remain relatively consistent from year to year.

The Police Department has 45 detectives with ongoing caseloads; 15 of these detectives are tasked with investigating property crimes. According to the Tacoma Police Department records, there is no suspect information available on over 80% of the reported property crimes. Because there is insufficient information and/or evidence at a property crime scene police are often not able to “work” a case. Considering the lack of evidence, compounded with the Department’s resource allocation priorities, only 8 – 11% of reported property crimes are investigated. For example, in January 2016, there were 1,900 reported property crimes: 146 of these were assigned to detectives for active investigation.

When someone is arrested by Police for a property crime, only about 70% of those cases are eventually prosecuted. Since many of those apprehended on property crimes will not be charged—whether for lack of evidence or decisions to allocate scarce prosecutorial resources elsewhere -- there is a perception that committing property crimes has limited consequence until someone has been apprehended several times for such crimes, or can be linked to several such crimes.

² Information provided by Tacoma Police Dept. comparing 2014 property crime data between Tacoma and the cities of Auburn, Federal Way, Lakewood, Seattle, Tukwila and Vancouver.

Figure 1: 2015 Property Crimes in Tacoma



Source: Tacoma Police Dept. (See Table 1 for definition of crimes)

The Department estimates that even doubling the number of detectives assigned to property crimes would not enable the City to investigate every reported property crime (although it would certainly increase the number and scope of such investigations). And, even if investigations were to double, the Department notes that there may be insufficient prosecutorial resources available to process such an increase in the volume of cases.

The Department also estimates that many property crimes go unreported. This could be for a variety of reasons – fear, not wanting to go through the effort of reporting, or believing that the Police will not follow up so reporting is a waste of time, etc.

Table 1: Property Crimes Defined

ARSON includes knowingly and maliciously causing a fire or explosion which is dangerous to human life or damages a dwelling, building, or other property.
BRIBERY includes agreeing to confer a pecuniary benefit upon a public servant with the intent of securing a particular result in the exercise of the official's duties.
BURGLARY (Residential) includes entering or remaining unlawfully in a dwelling other than a vehicle with intent to commit a crime against a person or property therein.
COUNTERFEITING/FORGERY includes any unauthorized reproduction or use of intellectual property and falsely making or altering a written instrument.
DESTRUCTION/DAMAGE/VANDALISM OF PROPERTY includes intentionally and without legal authority causing physical damage to any property of another in willful disregard of the owner's rights in the property.
EMBEZZLEMENT includes theft or misappropriation of funds placed in one's trust or belonging to one's employer.
EXTORTION/BLACKMAIL includes knowingly obtaining or attempting to obtain by threat property or services of the owner.
FRAUD (Identity theft) includes knowingly obtaining, possessing, using, or transferring a means of identification or financial information of another person, living or dead, with the intent to commit, or to aid or abet, any crime.
LARCENY/THEFT includes wrongfully obtaining or exerting unauthorized control over the property or services of another or the value thereof, with intent to deprive him or her of such property or services.
MOTOR VEHICLE THEFT includes intentionally taking, driving away with, or riding in an automobile without the permission of the owner or person entitled to possession
ROBBERY includes unlawfully taking personal property from the person of another or in his or her presence against his or her will by the use or threatened use of immediate force, violence, or fear of injury to that person or his or her property or the person or property of anyone.
STOLEN PROPERTY includes knowingly receiving, retaining, possessing, concealing, or disposing of stolen property knowing that it has been stolen and withholding or appropriating the same to the use of any person other than the true owner or person entitled thereto.
TRESPASS includes knowingly entering or remaining unlawfully in a building, or in or upon premises, of another. (Often arises as a charge where burglary can't otherwise be charged).

Source: City Attorney.

There is no solid data set on the *value* of property stolen in the City. Some property crime reports include estimated values, some do not. Police Department staff report that the insurance industry does not report cumulative data relative to the value of property theft claims filed by City residents. The insurance industry largely treats this as proprietary information.

In addition to the cost to the victims of property crimes, there is a cost to the City and other public agencies who are engaged in the policing, prosecution, adjudication and detention of offenders. A reduction in property crime reduces not only losses to residents, but also could potentially free up public resources to be allocated elsewhere.

Table 2: Property Crime Data from Tacoma Police Dept. 2013-2015.³

Crimes Against Property Offenses	1 January to 31 December									
	2013	% of 2013	2014	% of 2014	2015	% of 2015	2013 -2014 Change		2014-2015 Change	
							Raw	Percent	Raw	Percent
Arson	91	0.4%	67	0.3%	70	0.3%	-24	-26.4%	3	4.5%
Bribery	0	0.0%	0	0.0%	1	0.0%	0	0.0%	1	NC
Burglary/Breaking and Entering										
Burglary Non-Residence	780	3.3%	845	3.9%	787	3.6%	65	8.3%	-58	-6.9%
Burglary Residence	2132	9.1%	2139	10.0%	1735	8.0%	7	0.3%	-404	-18.9%
Counterfeiting/Forgery										
Counterfeiting/Forgery	234	1.0%	274	1.3%	198	0.9%	40	17.1%	-76	-27.7%
Counterfeiting/Forgery - Prescription	16	0.1%	16	0.1%	16	0.1%	0	0.0%	0	0.0%
Destruction/Damage/Vandalism of Property	6406	27.3%	4942	23.1%	5613	25.9%	-1464	-22.9%	671	13.6%
Embezzlement	5	0.0%	0	0.0%	4	0.0%	-5	-100.0%	4	NC
Extortion/Blackmail	27	0.1%	30	0.1%	24	0.1%	3	11.1%	-6	-20.0%
Fraud										
Credit Card/Automatic Teller Fraud	514	2.2%	545	2.5%	543	2.5%	31	6.0%	-2	-0.4%
False Pretenses/Swindle/Confidence Game	305	1.3%	329	1.5%	275	1.3%	24	7.9%	-54	-16.4%
Identity Theft	406	1.7%	753	3.5%	521	2.4%	347	85.5%	-232	-30.8%
Impersonation	407	1.7%	757	3.5%	534	2.5%	350	86.0%	-223	-29.5%
Welfare Fraud	7	0.0%	2	0.0%	9	0.0%	-5	-71.4%	7	350.0%
Wire Fraud	20	0.1%	13	0.1%	27	0.1%	-7	-35.0%	14	107.7%
Larceny/Theft										
All Other Larceny	3408	14.5%	2887	13.5%	2960	13.7%	-521	-15.3%	73	2.5%
Pocket-picking	24	0.1%	21	0.1%	18	0.1%	-3	-12.5%	-3	-14.3%
Purse-snatching	40	0.2%	46	0.2%	35	0.2%	6	15.0%	-11	-23.9%
Shoplifting	1545	6.6%	1616	7.6%	1671	7.7%	71	4.6%	55	3.4%
Theft from Building	203	0.9%	181	0.8%	142	0.7%	-22	-10.8%	-39	-21.5%
Theft from Coin-Operated Machine or Device	25	0.1%	18	0.1%	5	0.0%	-7	-28.0%	-13	-72.2%
Theft from Motor Vehicle	3958	16.9%	2923	13.7%	3580	16.5%	-1035	-26.1%	657	22.5%
Theft of Motor Vehicle Parts or Accessories	339	1.4%	290	1.4%	344	1.6%	-49	-14.5%	54	18.6%
Motor Vehicle Theft	1799	7.7%	1883	8.8%	1830	8.5%	84	4.7%	-53	-2.8%
Robbery										
Robbery Business	200	0.9%	212	1.0%	183	0.8%	12	6.0%	-29	-13.7%
Robbery Other	10	0.0%	6	0.0%	9	0.0%	-4	-40.0%	3	50.0%
Robbery Residence	50	0.2%	47	0.2%	37	0.2%	-3	-6.0%	-10	-21.3%
Robbery Street	266	1.1%	253	1.2%	257	1.2%	-13	-4.9%	4	1.6%
Stolen Property	264	1.1%	301	1.4%	222	1.0%	37	14.0%	-79	-26.2%
Total	23481		21396		21650		-2085	-8.9%	254	1.2%

³ Data from Tacoma Police Dept. Not National Incident Based Reporting System (NIBRS) or Uniform Crime Report (UCR) compliant; each crime against property counted once. Multiple reports can be related to the same incident, and multiple crimes may be included in one report.

State Context

In 2014, Governor Inslee convened a task force focusing on property crime.⁴ Among its policy goals were to:

- Increase public safety by addressing the state's high property crime rate
- Reduce recidivism among property crime offenders and drug offenders
- Avert growth in the state prison population
- Ensure a win-win for counties and the state in terms of cost /impacts of recommendations.

The recommendations of the group were to:

- Invest in law enforcement efforts to deter property crime
- Create a victim compensation benefit for victims of property crime and sustain victim notification
- Hold offenders accountable by developing a sentencing grid for property offenders that includes a period of supervision and treatment
- Address double-counting of prior felony convictions in offender scores for property offenders
- Reduce recidivism by ensuring reinvestments in supervision/probation and treatment to be sustained through better oversight and coordination
- Create incentives for counties to use risk assessments to inform pretrial release decisions.

None of the Task Force recommendations were approved by the state Legislature in 2015 or 2016. In terms of criminal justice issues generally, the City's Government Relations Manager reports there has been little movement in the last two sessions, other than to pass a bill encouraging the use of police body cameras. Bills to increase funding for probation or rehabilitative justice programs did not pass. There has been no activity on sentencing reform.

What do we know about the individuals who commit property crime and why they do it?

In a nutshell, we know frustratingly little. As noted, there is insufficient evidence in 80% of reported property crimes for the police to pursue an investigation.

Studies indicate that the vast majority of property crimes are committed by repeat offenders, who may commit dozens of such crimes before being apprehended. Low rates of being able to process crime scenes help facilitate longer criminal careers. Longer criminal careers before incarceration also correlate to higher recidivism rates, and other research indicates that violence can escalate for many of these offenders over time.⁵

The Pierce County Prosecutor's office reports that there is a great variety in the individuals committing property crimes, and that that a great deal of burglaries are committed to feed drug habits, but they also see mental health, domestic violence, and "simple greed" as motivating these offenders. The Prosecutor's office does not, however, track motives for cases, so they report that putting a specific percentage on any of these motives would be speculative. However, they also noted that "when looking

⁴ Washington State Justice Reinvestment Task Force Report, 2014.

⁵ Source: D. Makin, Asst. Professor, Dept. of Criminal Justice & Criminology, Washington State Institute for Criminal Justice, WSU.

at an offender's criminal history and other factors, there is clearly a connection between most of the charged property cases and the defendant's use of drugs."⁶

Similarly, the Pierce County Superior Court judge presiding over the County's Drug Court told us that those individuals being *prosecuted* for property crimes frequently also have substance abuse issues, and that most of the cases in Pierce County Drug Court involve defendants with both substance abuse and felony property crimes charges.

What is the larger community context in which this relatively high level of property crime is occurring?

Like most urban centers, Tacoma has its share of challenges. Here are few sample data points:

- Tacoma has relatively high poverty levels: 17.9% of the population had income under the federal poverty line in 2014, compared to the state average of 13.2%. In 2014, the federal poverty level was \$23,850/yr. for a family of four, or \$11,670 for a single individual. (U.S. Census Bureau.)
- 44% of households in Tacoma are paying more than 30% of their income for housing. (U.S. Census Bureau, American Community Survey, 2014.)
- Like many cities, homelessness is a growing challenge: The Pierce County 2016 Point in Time homelessness report released in April 2016 found that the number of people and families living outside, in cars or other places not meant for habitation has risen 37% in the County since last year. In the preceding six years (2010-2015), the number of unsheltered individuals reported in the One Night Count in Pierce County overall doubled;⁷ the vast majority of those individuals reported a Tacoma zip code or a zip code shared with Tacoma as their last permanent address before becoming homeless.
- The Tacoma School District reported 1,616 students experiencing homelessness in the 2014-15 school year.
- Unemployment in the City in 2015 was at an annual rate of 6.7% as compared to a state rate of 5.7%. (Source: Local Area Unemployment Statistics, Bureau of Labor Statistics.)
- The percentage of all students reported as chronically absent in the Tacoma School District was 22.8% in 2015-- the second highest in the state, according to the Office of the Superintendent of Public instruction (the State average is 16%).
- Like other parts of the state and country, Pierce County is seeing a growing use of heroin: According to many of the stakeholders involved in the Pierce County Dependency system, the majority (60-70%) of dependency cases (where a child has been abused or neglected) involve illegal drugs, primarily methamphetamines and/or heroin.

⁶ John Sheeran, Assistant Chief Criminal Deputy, Pierce County Prosecutor's Attorney.

⁷ State Dept. of Commerce. This number does not include sheltered homeless individuals.

- Per the Tacoma Pierce County Health Department, only 10-20% of Pierce County residents with substance use disorders are in treatment, and the County’s only methadone treatment clinic is nearing capacity.
- Just like the rest of the State and nation, there is racial inequity in the justice system in Pierce County: At the statewide level, US Census data shows African Americans constitute around 4% of the population. In contrast, the percentage of African Americans in the State prison population in the last 3 years has been in the range of 18.1% to 18.5%. According to the U.S. Census Bureau, African Americans comprised 7.4% of the Pierce County population in 2014; in contrast, Pierce County Sheriff’s Department reports show that African Americans constituted on average just over 27% of the detention population in the Pierce County jails in 2015.⁸ African American youth comprise 11% of the youth population (age 10-17), yet make up 33% of all referrals to secure detention in Pierce County. (Pierce County Juvenile Court).

It is crucial to note that a person being poor, or homeless, or a truant, or having a substance use disorder does not equate to that person being someone who commits property crime.

What can we learn from those studying property crimes?

At our second Task Force meeting, we were fortunate to have a presentation from Asst. Prof. David Makin of Washington State University, Dept. of Criminal Justice and Criminology, who specializes in the study of police practice and policy. He shared with us some best practice literature from the United Kingdom which found that a systemic approach to property crime –combining community policing, analyzing crime data, increasing public awareness and engaging community groups-- is the most effective way to secure significant, enduring reductions in property crime.⁹ Prof. Makin noted that the Tacoma Police Department is already deploying many of the best practice strategies in this regard – and that our Task Force includes membership from the key stakeholder groups necessary to deploying a systemic response through partnership.

Professor Makin shared his view that an effective Tacoma solution would be a *community focused, agency(s) driven and city-led effort*, tailored to Tacoma and to specific property crimes. Stakeholders he noted for inclusion in this effort were: the criminal justice system, agencies addressing physical and mental health, the business sector, education sector, community leaders and others. Prof. Makin also encouraged us to seek *sustainable solutions*—strategies that can be consistently deployed over several years—in order to see sustainable reduction in property crime rates.

Key Stakeholders in Tacoma

Following Prof. Makin’s presentation, we heard presentations from stakeholders in many of the groups he noted, including presentations from most members of the Task Force. We sought information regarding initiatives underway or other ideas that could help reduce property crime in Tacoma.

⁸Based on an average of “Population Snapshots” for the first day of each month in 2015. The Population Snapshot includes all inmates who were in the County’s Main and Annex facilities at the date and time specified. It does not include inmates in the hospital, Western State Hospital, home detention, temporary release or work release.

⁹ [7 Comprehensive Burglary Reduction Strategies](#), Ministry of Justice, New Zealand

Tacoma is fortunate to have many different agencies and community groups working on aspects of community building that together constitute a solid foundation for a systemic approach to the challenge of property crime in our City. Summarized below are some of the key things we learned from the speakers at our meetings, starting with the several departments of City government directly working on this issue.

Input from City Departments:

- **Police Department:** The Police Department has deployed a number of strategies to address property crime:
 - Promoting on-line “self-reporting” of crimes to make it more likely that these crimes are reported
 - Community policing programs and Community Liaison Officers (CLOs)
 - Project PEACE (Partnering for Equity and Community Engagement)—intended to strengthen relationships between the City Police Department and the community
 - Pairing mental health workers with Patrol Officers on the street (Primary Call Responders (PCRs) & Community Liaison Officers)
 - Use of predictive policing models and analysis to help target reductions in particular crimes. Burglary Reduction Initiative: In March 2015, the Department launched a “Burglary Reduction Initiative” that targeted residential and commercial burglaries. When comparing 2014 and 2015 crime statistics, this initiative was notably successful in reducing the number of burglary and breaking and entering crimes reported (year-to-year reduction of over 20% for residential burglaries and nearly 17% for commercial burglary). There was a 5 % average increase in both theft from motor vehicles and theft from vehicles in 2015 compared to 2014: it appears that some of this increase may be due to investigative resources being diverted from vehicle crime investigations.

- **City Funding for Substance Use Disorder Treatment:** Tacoma is the only city in the state collecting the 1/10th of 1% sales tax for chemical dependency or mental health treatment, as authorized by RCW 82.14.460 in situations where the *county* in which a city of over 30,000 in population is located had not imposed the sales tax by January 2011. Pierce County is the only county in the state that has not imposed the tax on a countywide basis. Tacoma began collecting a 1/10th of 1% sales tax in 2012 to fund mental health and substance use disorder services. The City reports it has served 4,119 unique clients with this funding *since July 1, 2013* (when the City began tracking this data). The sales tax raised approximately \$4.8 million in 2015. It is estimated that if the tax were approved by the County’s voters, the amount of revenue available for mental health and substance use disorder treatment would increase by about \$7.4 million a year. The State Department of Social and Health Services reports that between July 2013 and June 2014, it provided substance use disorder related services to 6,379 individuals in Tacoma.

Planning and Development Services Department: The Department has a “Crime Prevention Through Environmental Design” (“CPTED”) program that helps interested developers design their projects with community safety in mind, to reduce the potential for crime on and adjacent

to their property. City code offers incentives for developers integrating CPTED into their projects. There are also a number of zoning code requirements that seek to promote public safety, by promoting “eyes on the street,” lighting on pedestrian walkways, clear sightlines in landscaped areas and public seating that discourages loitering or sleeping. There is not a blanket requirement for developers to integrate CPTED elements into their projects.

Neighborhoods and Community Services Department: This Department works with the City’s neighborhood councils, business districts and a variety of neighborhood groups. They help promote CPTED ideas, are responsible for code compliance (dealing with nuisances, derelict buildings, etc.), have a rapid graffiti removal program and sponsor community clean-ups. Staff from the Department promoted the need for systemic, sustainable change and more proactive outreach by the City. Staff also noted that the goal of reducing property crime can be helped by improving community safety, increasing safety and affordability of housing, reducing homelessness, and reducing the number of families living below the poverty line. Task Force members note that few of the City’s 15 organized business districts are currently active. Anecdotally, most neighborhood groups seem to be operating independently of one another—often unaware of other groups operating in the same territory. Other agencies and programs we heard from included:

- **Criminal justice system.** We were fortunate to meet with the Pierce County Superior Court Hon. Edmund Murphy; Hon. Drew Henke from Tacoma Municipal Court, the head of the Pierce County District Court Probation Division, the City of Tacoma Lead Criminal Prosecutor Jean Hayes and Superior Court Assistant Prosecutor Steve Penner. In addition, several Task Force Members are or were formerly associated with other parts of the Criminal Justice System, including public defense, State Dept. of Corrections, Superior Court Administration, and Pierce County Juvenile Court.

Property crimes cases can be prosecuted in three different courts:

- **Superior Court** (handles felonies punishable by more than a year in prison—these cases may be pled down to a misdemeanor)
- **Municipal Court** (misdemeanor punishable by a year or less in jail)
- **Juvenile Court** (misdemeanors or felonies committed by individuals under age 18)

While Police track data about crimes and which cases are forwarded to the prosecutor, once a matter leaves the Police Department’s hands, the data tracking moves to separate systems that don’t readily allow us to connect the dots.

Things we don’t know/can’t readily access include:

- Percentage of those charged and sentenced for property crime offenses (in either County or City Court) serving time in jail, and their average length of sentence
- Percentage of defendants charged with property crimes whose cases are *eligible* for processing in a therapeutic court (mental health/substance abuse), and the percentage of such cases actually so referred-- and if not referred, why not?
- Percentage of property crime defendants with substance abuse problems
- Recidivism rate of those serving time for property crimes

What do we know?

- Of the property crime cases referred to the County prosecutor, how many are prosecuted and how many does the Prosecutor decline to charge? The County Prosecutor reports as follows for 2015:¹⁰
 - *Countywide* property crimes cases referred: 2265 cases
 - Number of such cases which the Prosecutor declined to file: 954 cases (42%)
 - Reasons for the decline to file:
 - About 2/3rd of cases were classified as “No Charges Filed” (NCF). NCF results when the deputy prosecutor concludes there was not sufficient evidence to prove the defendant did it, or because there is insufficient evidence a crime was committed (i.e. ownership of the property is in doubt).
 - Most of the other third of the cases are referred to municipal city attorneys’ offices (Lakewood, Tacoma, Puyallup, Gig Harbor, Fife) because the crime for which the suspect was arrested did not warrant felony charges, i.e. the damage done was misdemeanor level.
 - For Tacoma cases specifically, in 2015 there were 647 referrals; 70% were charged and there were NCF dispositions on 30% of referred cases.

- What is the disposition of property crimes cases actually filed by the County Prosecutor? The Prosecutor reports as follows¹¹:
 - About 33% of the defendant’s plead or are convicted by a jury as charged.
 - About 52% plead to a felony different from that charged.
 - About 10 % plead to a misdemeanor, different from the initial charges filed
 - The balance (about 5%) are either dismissed (some after participation in drug court, or diversion) or for an inability to prove the case.

Of those cases going to a jury trial in 2015, only two of those cases resulted in “not guilty” verdicts.

- The Prosecution Division of the City Attorney’s office reports that that on average it charges approximately 70% of the cases received from the Police Department (*all crimes* not just property crimes). Property crimes make up well under half of the cases *not* charged. The Division does not maintain any statistics on the outcome of cases charged.

- The Pierce County Superior Court Drug Court is structured to address underlying causes of crime and has a track record of reducing recidivism. We are told that *most of the cases in Drug Court involve defendants with substance abuse and property crimes charges*. However, many property crime offenders are not eligible for these therapeutic court alternatives—or may not agree to the conditions of Drug Court. Unless an offender who is eligible agrees to go into a diversion court, there is little discretion when it comes to sentencing property crime offenders.

¹⁰ John Sheeran, Assistant Chief Criminal Deputy, Pierce County Prosecutor’s Attorney.

¹¹ *Id.*

- For those qualifying for and agreeing to a diversion court such as the Drug Court, placing people in treatment and on probation reportedly reduces recidivism. And it reduces local government expenditures on jail time – but shifts some costs to state and locally funded treatment programs.
- The Pierce County Superior Court has combined the interaction of the Pierce County Alliance clinical staff with the county prosecutor and client defense attorneys to screen and recommend eligible drug use clients for the treatment program which requires a minimum of one year participation and supervision. For the past 22 years Pierce County Alliance has provided evidence based treatment programs and intervention for individuals with substance use disorders who have been approved to participate in the Drug Court program by the Superior Court judge. Drug Court maintains services for an average of 220 individuals.
- The state Sentencing Reform Act requires certain minimum sentencing for those charged with felonies, and greatly limits a judge’s discretion to offer an offender drug treatment and other conditions involving positive conduct in lieu of jail time. The Sentencing Reform Act does not apply at the misdemeanor court level: judges in those courts have much greater flexibility to divert defendants out of jail to treatment.
- The State Sentencing Reform Act does provide some alternative sentencing options. Such alternatives include the drug offender sentencing alternative and parenting sentencing alternatives. Some alternatives are rarely used in Pierce County and should be evaluated for application in case disposition decisions.
- With respect to drug and mental health treatment, we were told there are routinely significant wait times to be able to access these resources, from a wait of several weeks to practical unavailability.
- There are limited probation resources available. Pierce County District Court has a Probation Division that has been operating for many years. However, Department of Corrections Community Corrections Supervision funding was cut by the State in the recession and there is currently no probation opportunity for those who plead to misdemeanors in Superior Court. Furthermore, Tacoma Municipal Court has no probation program, although judges may use their time to replicate probation service by recalling defendants to court every few months.
- Pierce County Juvenile Court adopted the Juvenile Detention Alternatives Initiative (JDAI) in 2004, which is focused on increasing diversion opportunities and community programming, rather than detention, for youth alleged to have committed low level crimes. The average daily population in Juvenile Court secure detention is now 26, down 84% from 163 in 2000. In that same time period, the number of juvenile felony petitions filed has also decreased 66%. (Source: Pierce County Juvenile Court).

- Criminal justice system leaders we spoke with noted that while each agency excels at the work they do, there is not a strong level of coordination between these agencies, which can translate to lost opportunities for developing new and more effective responses to property crime, loss of concerted efforts to share information, and lost opportunities to address issues in a holistic manner.
- **Education sector:** The Tacoma School District has launched a broad-ranging “Whole Child” initiative that engages partner agencies across the City to promote safe, health, positive, predictable, consistent host environments for students -- at home, school and in the community.
- **Community based groups: Safe Streets and Neighborhood Councils.** The Safe Streets program, of which the City was a founding partner 27 years ago, helps mobilize communities to reduce crime and be proactive with regards to crime prevention. Safe Streets organizes neighborhoods on a block by block basis, helping residents work with police and other city services (for example, code enforcement) to establish and maintain effective social controls to reduce crime, including property crime. Networks of grassroots residents are trained to identify and report crime and to work cooperatively with police and key agencies to intervene and prevent crime. Safe Streets maintains 51 organized neighborhood groups across Tacoma and collaborates with residents in the hilltop. Together these neighborhood groups serve about 22% of the total population of the City. The City funds about 10 percent of the costs of the program. In terms of evaluating the program, a formal survey of perception of safety is collected twice a year from organized neighborhood groups and is compared with NIBRS crime data. Over the period of 2008 – 2013 data collected shows a 20% reduction in crime and a 69% increase in community connectivity. Community connectivity strengthens the base of residents to participate in crime prevention. These informal mechanisms have proven to be effective in reducing neighborhood crime and increasing resident partnerships with police. The Ministerial Alliance in Tacoma will be learning about the Safe Streets Program, thanks to the work of two of our Task Force members; property crime is reported not to be a current focus for the Alliance. There are nine Neighborhood Councils covering the entire City of Tacoma. They provide an important avenue for engagement and communication between the City and local business owners and residents.
- **Agencies working with youth and adults at risk on health and personal development issues:**
 - The REACH Center provides education, career development services, peer support, training programs, and supportive services including a housing program, to youth and young adults ages 16-24. It is built on partnerships between nonprofits, government agencies, and the workforce development system and provides a one-stop center for young people-- particularly those disconnected from school, opportunities, and supportive social networks-- to work towards their goals.
 - Summer Jobs 253 is Tacoma's nationally recognized youth employment program that places incoming public school juniors and seniors into paid internships with regional employers during the summer: students are provided with case management, transportation support,

and a paid training component that can earn them high school credits, college credits, or certifications. Since 2013, Summer Jobs 253 has provided a positive first work experience and an opportunity to earn an income for nearly 300 students.

- There are treatment programs in place in the City for those on probation or leaving the corrections system. For example the work of the Greater Lakes Mental Healthcare program, the Pierce County Alliance, and TROC (Tacoma Resource and Opportunity Center) a program offered through the State Department of Corrections. TROC offers supervision support to released offenders and their families, assistance with housing and employment referrals, program and treatment referrals and collaborates with many local community partners to assist released offenders with community re-entry needs. However, as noted above, there are significant wait times to be able to access substance abuse treatment: on average 6 to 9 weeks. As a result, property crime offenders, when prosecuted and incarcerated, may well come out of jail often with the same challenges that led them to become incarcerated in the first place, and they may not be able to find treatment to help them.

With the limited time we had, we were not able to hear from every community agency that is, or could be engaged in a systemic response to property crime in the City. But we were able to hear from representatives from all the major systems and sectors that must come together in a *community focused, agency(s) based driven and city-led approach*.

Major Themes

Some of the major recurring themes we heard from our speakers include:

- The police and criminal justice system cannot solve our property crime challenges alone. More work needs to be done to build community awareness and pro-active engagement on crime prevention; fortunately, there are many potential community partners to assist in this type of effort—from schools, to the city to neighborhood councils, service providers, and the faith community.
- The lack of adequate substance abuse treatment capacity in the City/County is a barrier to making substantial progress addressing one of the root causes of property crime.
- The agencies across these various systems are not as well coordinated as they could be. There are opportunities to find more holistic solutions if we can improve coordination among and between criminal justice agencies, human services, housing and health providers, police and community groups.

Recommendations Criteria

Our mission called for us to make (1) **actionable**, (2) **measurable** and (3) **equitable** recommendations for a (4) **systems- based approach** to reducing residential property crime and increasing the safety of our community.

These four criteria serve as the basic screen for our recommendations. And, to this set of four criteria, we added the criteria of “**sustainability**.” The approach moving forward should be based on the ability of those involved to sustain actions over a long period of time—whether in terms of individual commitment of time, or of resources.

Our Framework: Towards a Systems-Based Approach

We adopted the following simple framework to guide our recommendations, based on the major interactions we see as comprising the system in which property crimes are occurring. In sum, we feel there needs to be a **multi-pronged approach** to property crime, with solutions identified in each of the quadrants below, each of which meet the criteria above.

Criminal Justice System	Education/Training/Jobs
Community Building	Health, Welfare, Housing/Shelter

We identified thirty five (35) separate recommendations within this framework. They are presented on **Table 2** below. There are six “focus areas” under which a majority of our recommendations fall:

- **Expand harm reduction and restorative justice practices in the criminal justice system**
- **Expand training and resources for neighborhood and community building with a focus on residential crime prevention**
- **Improve the appearance of the community**
- **Engage the business community as well as residents to improve community building with a focus on crime prevention**
- **Help youth, young adults, in-custody adult offenders and offenders under community supervision get the education and training they need to improve their lives**
- **Increase funding for, and capacity of, substance use disorder treatment services**

For each recommendation, we identified who we believe might be a logical “lead” for implementation, as well as “partner” agencies, and we highlighted the role we see for the City of Tacoma. We also noted our rationale for each recommendation, and a rough estimate of the cost of implementing it.

As a review of our recommendations will indicate, we are endorsing a systems-based, holistic approach to reducing residential property crime. We believe such an approach to be less expensive and more effective than simply expanding policing strategies. Several of our recommendations can be implemented relatively quickly, to show progress and build momentum.

Table 2 –Task Force Recommendations

I. Criminal Justice System Actions				
#	Recommendation	Lead for implementing (L) Partners (P) City Role	Rationale	Est. Cost to implement \$ = <\$25 K \$\$ = \$25-100K \$\$\$ 100-\$250K \$\$\$\$ = > \$250K < \$1M \$\$\$\$\$ = >\$1M
<p>FOCUS AREA: Expand harm reduction and restorative justice practices</p> <p>This is a major focus area for Task Force recommendations; specific recommended strategies within this area are outlined below as Items 1–8. Generally, the Task Force feels that more criminal justice resources should be focused on rehabilitation, restoration and harm reduction strategies, rather than traditional detention in situations where the underlying root cause of property crime is mental health or substance abuse, and in the case of juvenile defendants.</p> <p>According to the Washington State Policy Institute, \$100K spent on substance abuse treatment leads to savings of \$700K in criminal justice costs and \$487K in medical costs.</p>				
1	Expand use of embedded mental professionals and add health/substance use disorder professionals as co-responders with the Tacoma Police Dept.	L: City/Police Dept. P: Mental Health Service Providers City Role: Fund, implement	This practice is increasingly used in urban areas with chronic street homeless populations. It increases the likelihood that individuals may be diverted to more effective treatment options rather than jail.	\$\$\$
2	Expand capacity of local programs that are conditions of release from jail or are Court ordered treatment.		Diversion and treatment are shown to be more effective than detention alone. There are not enough treatment beds and treatment program capacity is inadequate to allow for expanded use of therapeutic courts in Pierce County.	
	a. Expand referrals of property crime	L: City Prosecutor, County	Research shows that therapeutic courts,	

I. Criminal Justice System Actions				
#	Recommendation	Lead for implementing (L) Partners (P) City Role	Rationale	Est. Cost to implement \$ = <\$25 K \$\$ = \$25-100K \$\$\$ 100-\$250K \$\$\$\$ = > \$250K < \$1M \$\$\$\$\$ = >\$1M
	offenses to drug court, other therapeutic courts, or diversion alternatives wherever appropriate.	Prosecutor P: County & City Courts, public defenders City Role: Promotion	diversion and alternatives to detention are more effective at reducing recidivism and are also often less expensive than detention. However, this strategy will only be effective to the extent that treatment programs are in place.	2.a: \$
	b. Ensure Criminal Justice System participants are committed to using tools that are more likely to address root causes of property crime.	L: City & County Prosecutors P: County & City Courts, Public Defender City Role: Promotion, Funding	Without commitment from prosecutors and courts, available restorative justice tools will not be used to their best advantage	2.b: \$\$
	c. Maintain / enhance funding for Pierce County drug court, mental health court and probation and treatment services supporting Pierce County drug court.	L: County P: Prosecutors, Superior Court (to identify grants) City Role: Advocacy	See above.	2.c: \$\$\$\$\$
	d. Fund probation services in Tacoma Municipal Court.	L: City City Role: Fund, implement	Although most property crimes are adjudicated in County courts, an effective probation system at the lower court level (such as is in place in Pierce County District Court) can make more efficient use of court resources and reduce recidivism.	2.d: \$\$\$\$\$
3	Support efforts to reduce criminalization of	L: County / City	By creating or adding to the criminal	

I. Criminal Justice System Actions				
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	homelessness and victims of crimes including but not limited to trafficking.	P: Service providers, criminal justice agencies City Role: May need to implement code changes to support this concept	records of those who are most vulnerable, we make it more difficult for them to gain employment, housing, etc. and more likely that they will engage in criminal behavior to survive.	\$\$\$
4	Expand Juvenile Court Programs and amend laws related to juveniles. a. Fund restorative justice programs within Pierce County juvenile court b. Expand funding for detention alternative programs in Pierce County juvenile court. c. Seek changes in state law that will make it easier to expunge juvenile records.	L: County P: Juvenile Court (identify grants) City Role: Advocacy (same as for 4.a) L: State P: County, City, youth advocates City Role: Advocacy	These programs are proving to be effective at reducing juvenile recidivism; it would be beneficial to be able to expand their availability to more juvenile offenders. (same as for 4.a) Juvenile records can make it very difficult for youth to get good employment or housing as they become adults.	4.a \$\$-\$\$\$\$ 4.b \$\$-\$\$\$\$ 4.c: \$ --City Advocacy \$\$\$ -implementation
5	Implement restorative justice program at City Municipal court.	L: City Municipal Court P: Juvenile Court (identify grants) City Role: Advocacy,	Given the efficacy of these programs at reducing recidivism, expansion to other court should be considered.	\$\$-\$\$\$\$

I. Criminal Justice System Actions				
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		funding, implementation at Municipal court level		
6	Implement an active training program, engaging service providers, for those in the criminal justice system, focusing on existing options and the efficacy of harm reduction and rehabilitative justice strategies.	L: Law & Justice Commission P: City, Service Providers City Role: Participation, advocacy	This will increase coordination between service providers and the criminal justice system, and increase awareness of options to detention that may be more effective and less expensive.	\$\$
7	Seek state restoration of funding for the Dept. of Corrections to enable those pleading to misdemeanor offenses to be placed on community supervision.	L: State P: City Role: Advocacy	Probation is shown to reduce recidivism. Many property crimes cases are plead down from felonies to misdemeanors—and in this event, no community supervision services are available.	Advocacy: \$ Implementation: \$\$\$\$
8	Provide ability for public defenders to obtain in-custody client drug & alcohol evaluations and resources to allow the presentation of substantive sentencing alternatives to the court.	L: County P: Courts, City, Public Defenders, Prosecutors City Role: Advocacy	Helping access these services can help the client and help the court system better assess whether the clients are good candidates for diversion to therapeutic courts.	\$\$
Other Criminal Justice System Recommendations:				
9	Improve communication between criminal	L: Law & Justice Commission	Improved communication will help identify	

I. Criminal Justice System Actions				
#	Recommendation	Lead for implementing (L) Partners (P) City Role	Rationale	Est. Cost to implement \$ = <\$25 K \$\$ = \$25-100K \$\$\$ 100-\$250K \$\$\$\$ = > \$250K < \$1M \$\$\$\$\$ = >\$1M
	justice agencies / key players; Encourage proactive leadership on community safety / crime reduction issues by the Law & Justice Commission. (See also recommendations #6 and 33)	P: City, County City Role: Participate, assist in developing agendas, and promote focus on these issues.	opportunities for system improvement, innovation and problem solving	\$
10	Increase police resources applied to investigation of property crimes to the extent there is commensurate capacity in the prosecution / public defense areas to be able to process such cases.	L: City P: City Attorney/County Prosecutor; Department of Assigned Counsel City Role: fund, implement	Currently, the City is able to investigate only 8 – 11% of reported property crimes. .	\$\$\$\$\$

II. Community Building Actions				
#	Recommendation	Lead for implementing (L) Partners (P) City Role	Rationale	Est. Cost to implement \$ = <\$25 K \$\$ = \$25-100K \$\$\$ = 100-\$250K \$\$\$\$=\$250K<\$1M \$\$\$\$\$ = >\$1M
FOCUS AREA: Expand training and resources for neighborhood and community building with a focus on residential crime prevention				

II. Community Building Actions				
#	Recommendation	Lead for implementing (L) Partners (P) City Role	Rationale	Est. Cost to implement \$ = <\$25 K \$\$ = \$25-100K \$\$\$ = 100-\$250K \$\$\$\$=\$250K<\$1M \$\$\$\$\$ = >\$1M
Crime prevention strategies are a necessary part of a successful effort to reduce property crime. Studies show that community awareness and engagement is a critical part of successful property crime reduction efforts. The strategies identified here respond to gaps identified by the Task Force.				
11	<p>Implement a City-wide campaign to educate the community on property crime reduction strategies. Tactics should include:</p> <ul style="list-style-type: none"> • Use of social media • Engaging community groups now working on these issues • Promoting CPTED practices in home maintenance and landscaping • Broadening circulation and cultural accessibility of the Police Department brochure on residential crime prevention • Creating online homeowner safety training video • Creating a resources brochure identifying community resources to build community and prevent crime and circulate it broadly • Train all City employees to promote the campaign and educate the community on property crime reduction strategies in their contacts 	<p>L: City P: Service providers, business community, insurance industry City Role: Convene group to develop strategy, assist in funding and implementation</p>	<p>The Task Force believes a broad-based community education campaign around preventing property crime is probably the most cost-effective action the City can take to reduce property crime.</p> <p>Several of the tactics listed are basic components of any such campaign. The existing Police Department brochure on crime prevention is a straightforward and helpful list of prevention tools. It should be available not only through the Police Department, but in Departments across the City, and in other community and public agency offices. Homeowner video training is a strategy deployed by some mortgage firms; it may be another tool to promote resident action to prevent property crime.</p>	\$-\$\$\$

II. Community Building Actions				
#	Recommendation	Lead for implementing (L) Partners (P) City Role	Rationale	Est. Cost to implement \$ = <\$25 K \$\$ = \$25-100K \$\$\$ = 100-\$250K \$\$\$\$=\$250K<\$1M \$\$\$\$\$ = >\$1M
	and roles with citizens.			
12	Promote reporting of property crimes; make self-reporting online easier/more user friendly.	L: South Sound 911 P: City City Role: Help develop system improvements, advocate for use	The more data in the system, the more likely offenders are to be caught, even if many reports cannot be acted on by Police.	\$\$
13	Expand Community oriented policing and other programs promoting stronger relationships between the Police and the community: <ul style="list-style-type: none"> • Fund additional community liaison officers by increasing budgeted patrol officer positions. • Focus on improving Police-Youth relations, consistent with recommendations from City's Project PEACE. • Fund more department training around community oriented policing 	L: City / Police Dept. P: Residents, Businesses City Role: Funding, Implementation	Positive community relationships with the police are more likely to result in reporting of property crimes, and also could facilitate public awareness of property crime prevention strategies. Funding additional officers has high value in terms of crime reduction and community building. If residents know and respect police, they may be less likely to commit crimes.	\$\$\$\$\$

II. Community Building Actions				
#	Recommendation	Lead for implementing (L) Partners (P) City Role	Rationale	Est. Cost to implement \$ = <\$25 K \$\$ = \$25-100K \$\$\$ = 100-\$250K \$\$\$\$=\$250K<\$1M \$\$\$\$\$ = >\$1M
	and expand resources to allow more use of officer time in this role.			
14	Offer incentives to encourage residents to practice crime prevention, such as new neighborhood lighting or assistance with community clean-ups.	L: City P: Residents, Neighborhood Councils, Service Providers City Role: Develop and fund program	A program of this sort could reinforce the use of crime prevention strategies by residents	\$-\$\$\$
15	Expand City funding of Safe Streets to engage more residents across city neighborhoods in order to expand community oriented policing and community oriented problem solving	L: City P: Safe Streets City Role: Funding	Safe Streets is a proven and effective low cost strategy for building community-- a necessary component for property crime reduction-- but they are only able to cover about 22% of the City population at present. The City currently provides about 10% of the funding for Safe Streets.	\$\$\$
16	Increase City staffing to support Neighborhood Councils, help share resource information	L: City P: Residents, business districts, service providers City Role: Funding, staffing	The City plays a key role in helping to convene residents and other stakeholders in community building	\$\$\$ /year
17	Encourage pastoral leadership on the issue of crime prevention	L: Ministerial Alliance P: City, Safe Streets City Role: Provide informational materials, support effort	The pastoral community can be a very effective partner in community outreach and engagement	\$

II. Community Building Actions				
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18	Conduct community surveys on perceptions of property crime and strategies to incentivize individual actions to protect against property crime.	L: City P: UW-Tacoma; WSU	A survey of specific areas within the City to identify both perceptions of property crime, and find ways to incentivize action, will provide needed information to target public and private crime fighting efforts.	\$\$\$
FOCUS AREA: Improve the appearance of the community				
A community that appears safe and well-cared for is an important component of helping people feel safer.				
19	Explore increasing incentives and/or requirements for use of CPTED in the design review/permitting process.	L: City P: Developers City Role: Fund, implement	A safe built environment is a less attractive place to commit crimes.	\$ (public dollars)
20	Increase funding for City's graffiti removal and nuisance abatement programs. <ul style="list-style-type: none"> Consider engaging juvenile offenders in these repair /abatement efforts as part of a restorative justice effort Utilize Dept. of Corrections work crews to assist in graffiti removal and clean-up of properties that are pending abatement 	L: City P: Businesses, Juvenile Court, State Dept. of Corrections City Role: Fund, staff,	Removing graffiti is an important part of promoting a sense of community safety. The Task Force also supports restorative justice programs.	\$\$\$

II. Community Building Actions				
#	Recommendation	Lead for implementing (L) Partners (P) City Role	Rationale	Est. Cost to implement \$ = <\$25 K \$\$ = \$25-100K \$\$\$ = 100-\$250K \$\$\$\$=\$250K<\$1M \$\$\$\$\$ = >\$1M
21	Expand funding of neighborhood-sponsored capital improvements.	L: City P: Businesses, neighborhoods, Neighborhood Councils City Role: Fund, staff	Locally-sponsored projects are an effective community building approach and a way to solve locally identified problems.	\$\$\$\$
<p>FOCUS AREA: Engage the business community as well as residents to improve community building with a focus on crime prevention</p> <p>While our mission is focused on residential property, in an urban environment, residents and businesses co-exist. Attention must be paid to strategies that can strengthen businesses as part of an overall goal of reducing property crime in Tacoma.</p>				
22	Create and strengthen business district associations across the City.	L: City P: Businesses, Chamber of Commerce City Role: Fund, staff	While not focused on residential property crime, this recommendation addresses an identified gap in building a stronger community. This may also be an effective source for communication/dissemination of prevention measures.	\$\$\$ (ongoing)
23	Promote economic development as a means of reducing property crime in specific locations.	L: City P: Chamber of Commerce City Role: Select areas, convene groups, develop plan, fund actions as appropriate	While healthy businesses can be a target for crime, as business areas become healthier they will be more resilient and able to work together to reduce crime.	\$\$\$\$\$

III. Education, Training and Jobs
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#	Recommendation	Lead for implementing (L) Partners (P) City Role	Rationale	Est. Cost to implement \$ = <\$25 K \$\$ = \$25-100K \$\$\$ 100-\$250K \$\$\$\$ = > \$250K < \$1M \$\$\$\$\$ = >\$1M
<p>FOCUS AREA: Help youth and young adults, in-custody adult offenders and offenders under community supervision get the education and training they need to improve their lives.</p> <p>These programs can make it more likely that individuals are able to build a life that does not involve criminal activity and reduce recidivism for those who have been in the criminal justice system.</p>				
24	Increase funding for programs that increase employment opportunities for youth ages 16-24, including support for life skills training and professional development programs.	L: City P: WorkForce Central, County, Service Providers, State Dept. of Corrections, County Sheriff, Juvenile Court City Role: Convene discussions; funding support, advocacy	Programs such as this can help address underlying causes of property crime.	\$\$\$\$\$
25	Increase funding for programs that provide services to help successfully reintegrate adult offenders under community supervision into the community.	L: State Dept. of Corrections P: City, Service providers, County City Role: Advocacy	Reducing recidivism reduces crime.	\$\$\$\$\$
26	Expand programs for summer learning and after school tutoring for youth 11-18.	L: School District P: Service providers, City City Role: Funding, Advocacy	A small investment in education can support the goal of crime prevention. Federal funds are available to support these types of programs.	\$\$\$\$

27	Implement evidence-based prevention approaches to reduce levels of adolescent delinquency and substance use through the interventions tailored to a community's specific profile of risk and protection.	L: City of Tacoma P: School District/Safe Streets/non-profit service providers	To reduce the incidence of youth becoming involved in the juvenile justice system, the City should develop a prevention system made up of key public and private sector stakeholders, in partnership with youth and families in underserved communities. Cross system collaboration including community members will encourage community engagement and community-based problem solving.	\$\$\$ - \$\$\$\$ (depending on the breadth of implementation)
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IV. Health, Welfare and Shelter/Housing				
#	Recommendation	Lead for implementing (L) Partners (P) City Role	Rationale	Est. Cost to implement \$ = <\$25 K \$\$ = \$25-100K \$\$\$= 100-\$250K \$\$\$\$ = > \$250K < \$1M \$\$\$\$\$ = >\$1M
<p>FOCUS AREA: Increase funding for, and capacity of, substance use disorder treatment services</p> <p>Criminal Justice System leaders we spoke with observe that many, if not most, individuals in drug court have both substance use and property crime charges pending against them. There is a strong perception that untreated substance use challenges are contributing to property crime, as individuals are committing theft to fund their drug habits. Since the state is moving to integrate mental health and substance use treatment programs, we refer to both issues in several recommendations.</p>				
28	Encourage and support Pierce County to deploy its existing authority under state law, RCW 82.14.460, to impose a 1/10 th of 1% sales tax to fund the operation or delivery of chemical dependency or mental health	L: County Council P: City City Role: Advocacy	This tax requires only a vote of the County Council to impose. Pierce County is the only county in the state not to impose this tax. Pierce County drug court has shown impressive results in reducing	Costs of tax collection

IV. Health, Welfare and Shelter/Housing				
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	treatment programs and services for the operation or delivery of therapeutic court programs and services.		recidivism. Tax revenues can be used to support the drug court and similar courts (mental health court) as wells as fund badly needed treatment services. Approval of the tax would generate an estimated additional \$7.4M/year.	
29	Advocate for an increase in state funding for drug treatment and mental health services.	L: State P: City, Service Providers, County City Role: Advocacy	The state ranks 47 th out of 50 in the nation for funding of mental health. The lack of support for this system is evidencing itself in a myriad of ways in our communities—growing homelessness in particular. Additional service capacity is needed to reduce wait times for those seeking service.	Advocacy: \$ Implementation: \$\$\$\$\$
30	Encourage and support Pierce County to establish heroin addiction treatment centers/programs in multiple locations in the County, rather than a single facility in Tacoma.	L: County P: Treatment Providers City Role: Advocacy	It should be easier for people in need to secure this service. The existing methadone treatment facility in Tacoma is nearing capacity.	\$\$\$\$
31	Enhance community awareness of substance abuse and mental health issues: these are public health issues.	L: County Health Dept. P: City, County, Service providers City Role: Support	To shift the public lens and hopefully increase support for preventative and restorative efforts that may address root causes of crime, and reduce stigma of those seeking treatment.	\$\$\$

IV. Health, Welfare and Shelter/Housing				
#	Recommendation	Lead for implementing (L) Partners (P) City Role	Rationale	Est. Cost to implement \$ = <\$25 K \$\$ = \$25-100K \$\$\$= 100-\$250K \$\$\$\$ = > \$250K < \$1M \$\$\$\$\$ = >\$1M
32	Explore feasibility of a program, based on a model in place in Massachusetts that would allow illegal drug users to come into a police station and give up their drugs without being arrested, in exchange for immediate enrollment in drug treatment services.	L: City P: Treatment providers City Role: Advertise program, make connections with treatment providers, have locations for operation of program.	This would require that treatment services be available, but if so, it would increase the avenues through which people could access those beds.	\$\$ City role \$\$\$\$\$ (treatment services)
Other Recommendations:				
33	Improve coordination and communication between service providers, housing providers, funders, and the criminal justice system, perhaps starting with an annual review of investments and outcomes in these areas. Develop metrics to track progress.	L: Service providers, Law & Justice Commission P: Criminal Justice partners City Role: Participant, advocate	Increased coordination should help improve effectiveness of restorative justice programs, and could lead to identifying new approaches as well.	\$
34	Find a location for the funded youth and young adult crisis residential shelter in the City.	L: Community Youth Services P: City, County, Service providers City Role: Zoning, siting support	The lack of such a facility means police are taking young people to juvenile detention when they might be better served in a crisis care facility.	\$\$ (City Role)
35	Increase the supply of permanent supportive housing in Tacoma and Pierce County.	L: Housing providers P: County, City, State City Role: Siting support, funding assistance	To address underlying root causes of crime: stable housing improves stability in lives.	\$\$\$\$\$

Conclusion

Tacoma is a leader in supporting holistic, pro-active approaches to community challenges. We have in place a strong foundation for a systems-based approach for addressing residential property crime. But there is more that can and should be done. We believe that the City should take the lead in adding to the existing foundation of programs and services – leveraging and expanding the resources available in our community.

What we are recommending is a *community- focused and city-led effort*, engaging many agencies – criminal justice agencies, agencies addressing physical and mental health, local businesses, the school district, other community service providers, the faith community, and other community leaders.

We must combine traditional policing and criminal justice system practices and programs with an expanded focus on harm reduction and restorative justice. We must expand work in community building, education and engagement around property crime reduction, and increase support for the basic safety net of services – shelter, skills training, and medical care -- for people in our community. Advocacy with the County and State are part of many of our recommendations.

The strategies deployed must be sustainable over several years in order to see sustainable reduction in property crime rates, and must engage all those with whom we spoke with over the course of our work, as well as many others in the City.

We thank the City Manager for the opportunity to serve on this Task Force and to offer our recommendations. Task Force members are prepared to advocate in support of the recommendations we offer here, and would welcome the opportunity to remain engaged with the City as it moves forward to implement our recommendations.

Attachment A: Task Force Members

City of Tacoma Blue Ribbon Property Crimes Reduction Task Force

Task Force Members

NAME	AFFILIATION/TITLE
Nick Bayard	REACH Center, Director
TJ Bohl	Pierce County Juvenile Court, Administrator
Gregory Christopher	Shiloh Church and NAACP, Pastor and President
Josh Garcia	Tacoma Public Schools, Deputy Superintendent
Michael Kawamura	Pierce County Department of Assigned Counsel, Director
William King (Co-Chair)	Community Council Vice Chair
Mark Langford	Retired Captain, Community Policing Division, Tacoma Police Department
Priscilla Lisicich (Co-Chair)	Safe Streets, Executive Director
Eric Madfis	University of Washington Tacoma, Professor of Criminal Justice
Jerry Minaker	Pierce County Alliance Chief Operations Officer
Andra Motyka	Retired Pierce County Superior Court Administrator
Kristine Skipworth	Washington State Department of Corrections, Field Administrator

Attachment B: Support Team and Outside Experts

Staff Support Team

NAME	AFFILIATION/TITLE
Elizabeth Pauli	City of Tacoma City Attorney
Charles Taylor	City of Tacoma Captain, Criminal Investigations Division, Tacoma Police Department
Syaz Sazali	City of Tacoma Management Intern Office of Management & Budget
Jared Eyer	City of Tacoma Management Analyst Office of Management & Budget
Karen Reed	Facilitator Karen Reed Consulting, LLC

Outside Subject Matter Experts

NAME	AFFILIATION/TITLE
David Makin	Assist. Professor, Dept. of Criminal Justice & Criminology, Washington State Institute for Criminal Justice, WSU
Dale Willits	Assist. Professor, Dept. of Criminal Justice & Criminology, WSU