



# Welcome to the Smart Policing Initiative Spring 2014 National Meeting

Podcast Filming: Phoenix and Reno

April 29-May 1, 2014

This project was supported by Grant No. 2009-DG-BX-K021 awarded by the Bureau of Justice Assistance. The Bureau of Justice Assistance is a component of the Office of Justice Programs, which also includes the Bureau of Justice Statistics, the National Institute of Justice, the Office of Juvenile Justice and Delinquency Prevention, and the Office for Victims of Crime. Points of view or opinions in this document are those of the author and do not necessarily represent the official position or policies of the U.S. Department of Justice.



# Welcome from Office of Justice Program Assistant Attorney General Karol Mason

April 30, 2014

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# SPI Spring 2014 National Meeting

## Introductions and Overview of Agenda – Day 2 and 3

Kate McNamee & Chip Coldren

April 30, 2014

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# Meeting Goals

- Dialogue with BJA leadership
- Hear from sites at various stages of implementation
- Focus on core Smart Policing principles and issues
- Discuss capacity assessments and TTA plans
- Build the Smart Policing community of practice
- Record (podcasts) site updates

# Agenda Overview

## April 30

- Karol Mason Opening Remarks
- Introductions
- Shawnee, KS Presentation
- Sustainability
- TTA Opportunities
- Lunch: Aubrey Fox from the Center on Court Innovation
- Peer-to-Peer Breakouts
- Concurrent: Grant Management & Roundtables
- Wrap-up
- Dinner (Optional)

## May 1

- Keynote from COPS Director Ron Davis
- Phase IV Site Presentations
- Roundtable on Smart Policing Challenges
- Wrap-up



# An Evaluation of Data-Driven Approaches to Crime and Traffic Safety (DDACTS) in Shawnee, Kansas: 2010-2013

Chief Larry Larimore, Dr. Kevin Bryant, and Greg Collins

April 30, 2014

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# Policing with a Purpose

- What is the primary mission of a law enforcement agency?

Culture – Philosophy, Science, Craft

- My Borrowed Philosophy (Chief Larimore)  
“The primary object of an efficient police is the prevention of crime: the next that of detection and punishment of offenders if crime is committed. To these ends all the efforts of police must be directed...”

# Policing Priorities in Shawnee

1. Emergency Response
2. Community Caretaking
3. Target Violent, Serial, and Wanted Offenders
4. Target Active Crime Series and Problems
5. Target Strategic Crime Hot Spots (*DDACTS*)
6. Target Traffic Safety Complaints and Problems (*DDACTS*)
7. Target Quality of Life Complaints and Problems



# How should we measure success?

*“The primary object of an efficient police is the prevention of crime: the next that of detection and punishment of offenders if crime is committed. To these ends all the efforts of police must be directed.*

**The protection of life and property, the preservation of public tranquility, and the absence of crime**, will alone prove whether those efforts have been successful and whether the objects for which the police were appointed have been attained.”

*Sir Richard Mayne, Joint Commissioner of London’s Metropolitan Police,  
1829*

# Problem

- Between 2007 and 2009, Shawnee witnessed an *increase* in Part I Violent Crime, while nationally, during the same time period, there had been a *decline* in these types of crime.
- Due to economic conditions at the time, the department eliminated some specialized positions; officers who occupied those positions filled openings in the patrol division. This resulted in a 4.5% reduction in the number of sworn officers.

# DDACTS in Shawnee

- **Data-Driven Approaches to Crime and Traffic Safety (DDACTS) initiative as Smart Policing**
- **Goals**
  - Reduce crime and traffic accidents in the DDACTS Zone using high-visibility traffic enforcement
  - Harness community stakeholders and partners to reduce crime and crashes
  - Change the (police) culture
  - Expect diffusion of benefits

# Introduction to the DDACTS Concept

- **Shawnee became aware of DDACTS in August 2009 while it was being developed by NHTSA**
  - Looking for a way to implement “data-driven” decision-making into department operations
- **Attended Kansas Traffic Safety Conference**
  - **DDACTS Presentation, March 30, 2010**
- **Hosted NHTSA’s first DDACTS Implementation Workshop, June 8-9, 2010**
  - SPD DDACTS Block Training June 22-24, 2010
  - SPD DDACTS Implementation July 6, 2010

# DDACTS as a Policing Philosophy

- **DDACTS represents a sea change in the way we police.**
  - We understood officers can't be everywhere all the time.
  - We realized a need to be smarter in the use of resources to reduce the social harm of crime and crashes.
- **Based on data, rather than completely random patrol, officers conduct high-visibility traffic enforcement at a specified location, at specified “target” times.**
- **Used existing staff**

# Stakeholder Involvement

- **Introduced DDACTS concept to the businesses in the target area.**
  - Special Investigations Officer contacted business owners and managers prior to launch
- **Introduced DDACTS concept to multi-housing complex managers**
  - Our Crime Resistant Community Program (CRCP) coordinator met with apartment managers to make them aware of increased police visibility.
- **Multiple media releases**

# Research Design

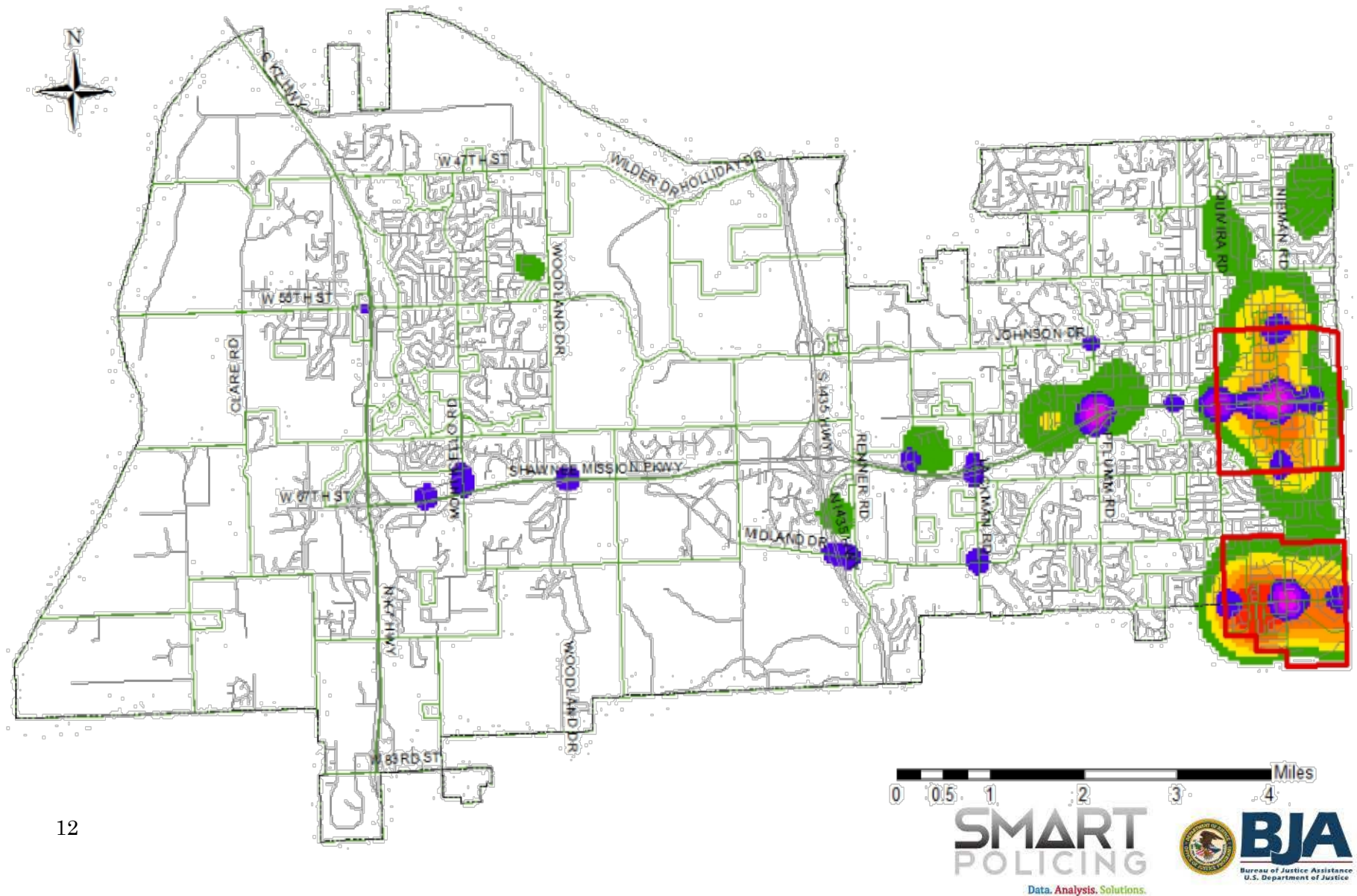
- **Pre- and post-test comparison of means between a treatment area and a control zone. Police tactics within the control zone (and the rest of the city) were conducted as usual.**
- **Compared three-year average of target crimes and collisions from prior the introduction of DDACTS to the three years following the introduction.**
  - Comparisons were made for three areas in the city.
  - Treatment area, control zone, and the remainder of the city.

# Treatment and Control Zones

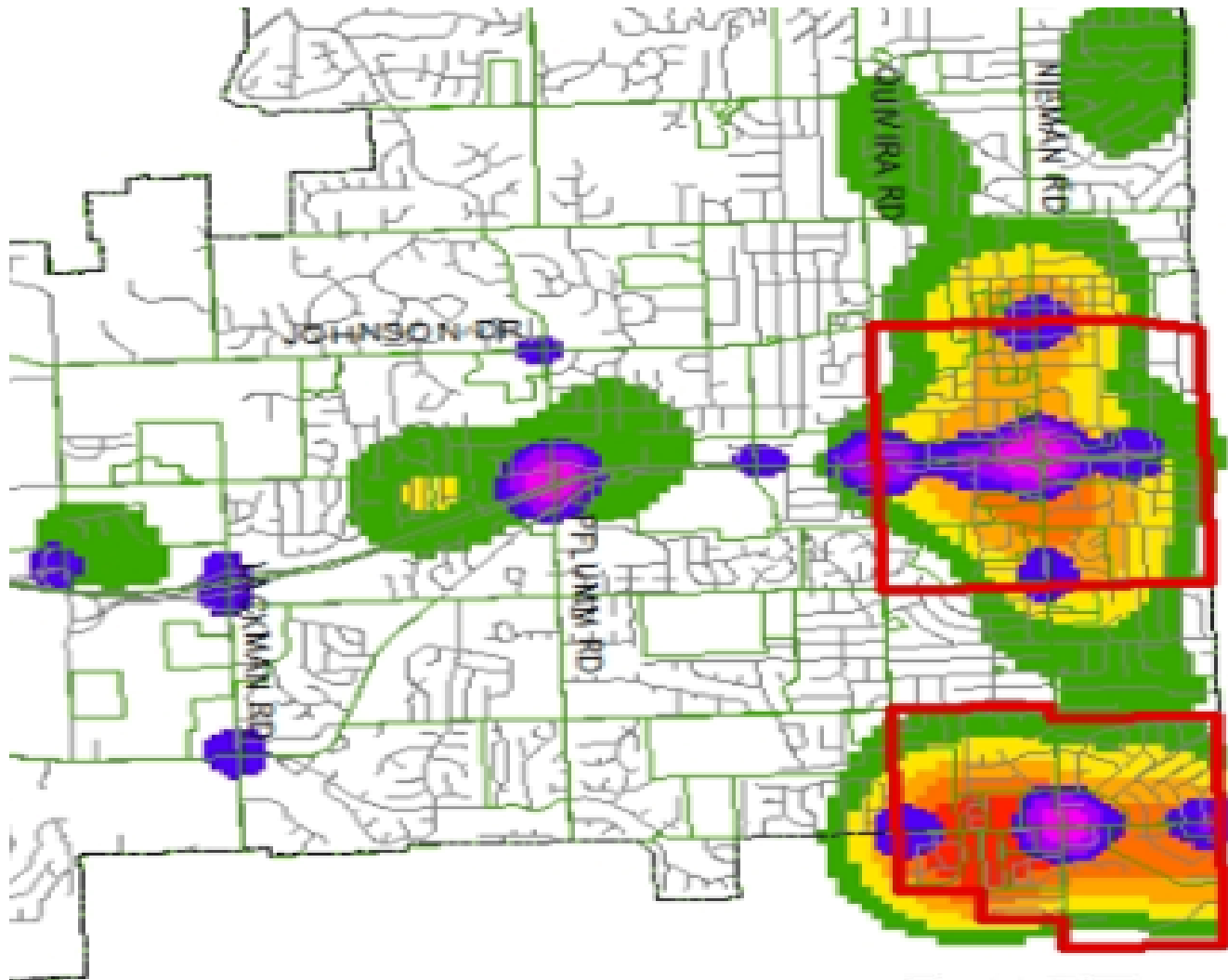
- **The next slide has a density map of crime and collisions in Shawnee from 7/6/2007 to 7/5/2010.**
- **The map also outlines the treatment and control zones, with crimes and collisions depicted as:**
  - Robbery, Vehicle Burglary, and Vehicle Theft
    - Crime density color key: Green, Yellow, Orange, Red
  - Fatal Accidents, Injury Accidents, and Accidents that Cause Property Damage Only
    - Collision density color key: Blue, Purple, Pink



## 12



# Isolated View of Treatment and Control Areas



# Treatment and Control Area Comparisons: Area and Population

	75 <sup>th</sup> St.	% of City Total	Control Zone	% of City Total
Area	.88 Sq. Mi.	2.05%	1.0 Sq. Mi.	2.3%
Population Estimate Current	5,004	7.73%	3,732	5.76%

# Treatment and Control Area Comparisons: Land Use

Land Use Categories	Number in 75 <sup>th</sup>	% of total	Number in Control	% of total
Single Family	610	23%	775	40%
Duplex	162	6%	70	4%
Multi-Family Units	1825	68%	1009	53%
Business Licenses	104	4%	64	3%

# Treatment and Control Area Comparisons: Total Crimes and Collisions, Pre-DDACTS

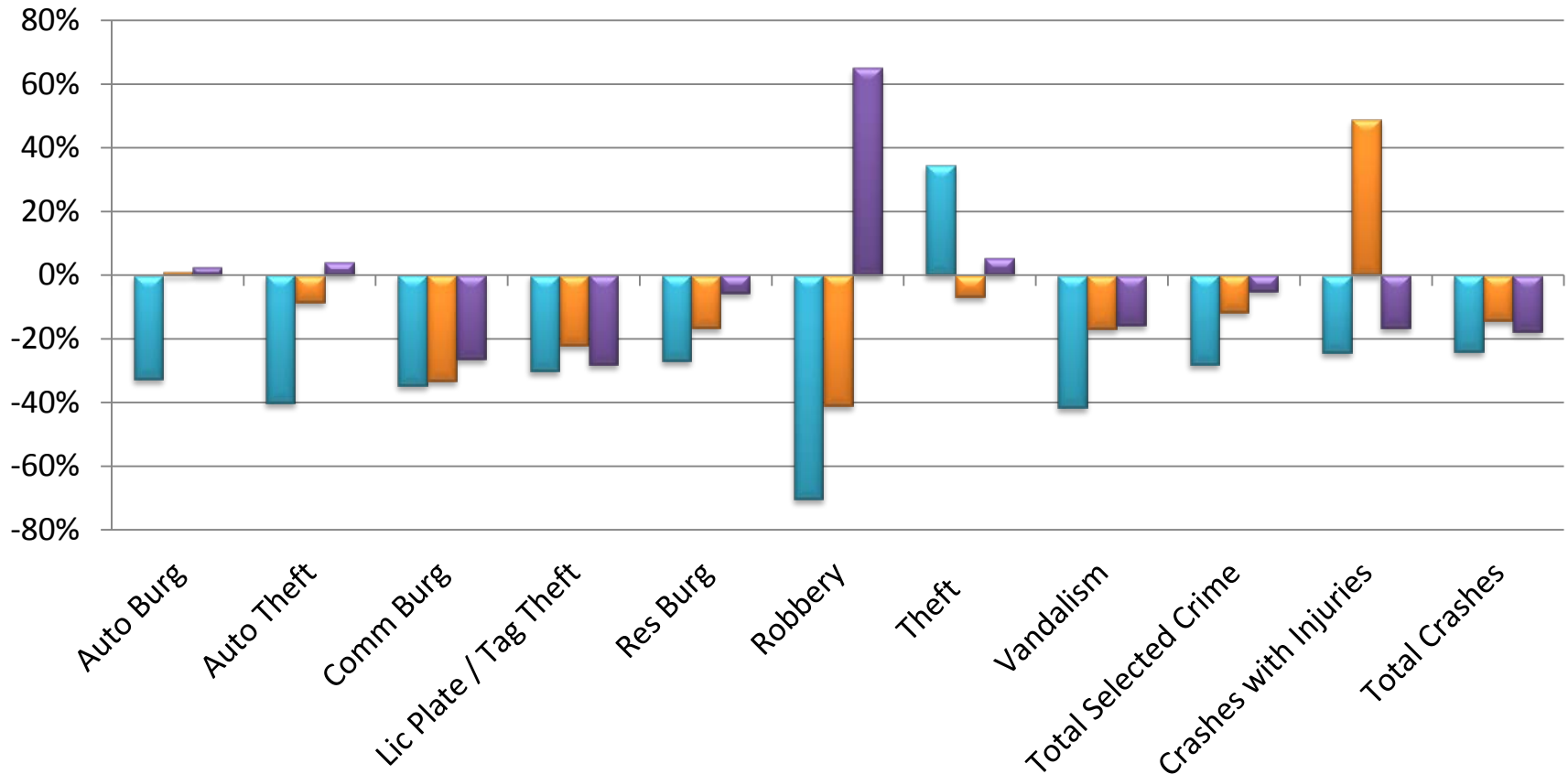
	75 <sup>th</sup>	% of City	Control	% of City
Total Target Crime-Pretest 3 yr. avg.	97	38.4%	70	27.7%
Total Collisions-Pretest 3 yr. avg.	104.67	14.8%	161.33	22.88%

# Study Findings

- **Three-year findings:**
  - Total targeted crime: down 25.9% (-13.4% in control)
  - Collisions: down 22.6% (-15.8 in control zone)
  - Robbery: down 70.4% (-41.2% in control)
  - Vehicle Theft: down 40.3% (-8.5% in control)
  - Commercial Burglary: down 34.8% (-33.3% in control)
  - Residential Burglary: down 27.1% (-16.7 in control)
  - Vehicle Burglary: down 32.9% (+0.9% in control)

# Graph of All Areas

Percent changes in reported crimes three years after the implementation of DDACTS



# Other Findings

- **Officer perceptions and attitudes toward DDACTS (focus groups)**
  - DDACTS as a department-wide initiative
  - Evidence of culture change
- **Community survey**
- **Business survey**
- **Displacement / Diffusion of Benefits**



# Focus Groups

- **Research Project Focus Groups**
  - Line officers, supervisors, investigators, commanders, communications personnel
    - Line officers had two randomly selected groups.
  - Gain insight into officer/personnel perception of DDACTS
- **Department Focus Group**
  - Work group created by Deputy Chief
  - Selected officers and supervisors
  - Intended to improve officer understanding and performance during targeted times.
- **Some crossover between the two groups.**

# Business Survey

- **92 surveys delivered, received 57 responses**
- **Discover their knowledge of DDACTS**
  - 73% said they were not aware of the initiative
- **Have they noticed more officers**
  - However 86% noticed an increase in officer presence
- **Have they noticed more traffic enforcement**
  - 52% have noticed more traffic stops.
- **What is their perception of effective police tactics**
  - While 80% believe targeted enforcement is effective or very effective, 86% believe random patrol is effective or very effective.

# Community Survey

- **307 responses received**
  - 51% apartments, 41% single family, 8% duplexes.
- **Discover their knowledge of DDACTS**
  - 58% not aware of the initiative
- **Have they noticed more officers**
  - However, 89% have noticed greater police presence
- **Have they noticed more traffic enforcement**
  - 81% have noticed more traffic stops
- **What is their perception of effective police tactics**
  - While 77% believe targeted enforcement is effective or very effective, 82% believe random patrol is effective or very effective.

# Lessons Learned

- **Involve your Staff, Top to Bottom, from the Start**
  - In most cases it means a change in “CULTURE”
  - Explain how it affects each member’s job responsibilities
  - Advocate Strategic Approach vs. Tactical Operations
- **Develop a Clear and Specific Operations Plan**
  - Set a “GOAL” (i.e. 25 hours per week, 85% annually)
  - Specific as to Why, Who, Where, When, How Much...
  - Let the staff develop the operations plan (Ownership)
- **Monitoring, Adjustments and Accountability**
  - “It’s only practice if you’re not keeping score.”
  - Make adjustments when needed
  - Make sure they know this approach is “IMPORTANT”



# Break

Podcast Filming: Rochester and Port St. Lucie

10:15-10:30 am

April 30, 2014

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# Session on Sustainability

## The Lowell Sustainability Peer-to-Peer Exchange

Michael D. White, Ph.D.

April 30, 2014

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# Lowell Sustainability Exchange

- **Date of Visit:** November 14 and 15, 2013
- **Location:** Lowell Police Department
- **Participants:** Lowell, Boston, Cambridge, Frisco, Glendale and New Haven SPI team members

# Goals of Exchange

- Share information between police departments regarding the problems addressed by their respective SPIs
- Compare and contrast the goals, objectives, and strategies for efforts to integrate Smart Policing within the organization
- Learn first-hand from officers engaging in specific SPI tactics and operation to identify the challenges and best practices for sustainability in the field;
- Engage with community partners regarding SPI activities



# Exchange Format

- Lowell CompStat; Ride-alongs; Community Meeting
- Site presentations on Sustainability, Challenges and Strategies
- Roundtable Discussion (major brainstorming!)

# Challenges to Sustainability: Common Themes

- How to institutionalize programs and practices so they became “permanent.”
- Getting buy-in from line officers.
- Personnel changes (especially at the leadership level);
- Impact of external events (Boston bombing; Crime lab scandal);
- Lack of resources; and the
- Timeline of the two-year grant cycle.

# Common Strategies for Achieving Sustainability

- Integrate the SPI into **training**. SPI principles can become sustainable once they are integrated as core components of training curricula (academy and in-service).
- Create a cross-sector **agency working group** to guide the SPI. The creation of a working group with representatives from all levels of the agency, sworn and civilian, will garner department-wide buy-in. Create the group early-on at the beginning of the project.
- Integrate SPI activities into the **regular duties of officers and staff**. Reliance on overtime to fund SPI activities is a short-sighted approach. Once the overtime funds run out, the SPI activities will stop. If the activities become a routine part of the officers' daily and weekly activities, they can be sustained regardless of grant funding.

# Common Strategies for Achieving Sustainability

- SPI leaders must **communicate and market** their activities both inside and outside the agency. “Spread the good word” about SPI. By reducing the unfamiliarity with SPI, the initiative can be embraced as standard practice for the agency.
- **Engage other stakeholders**, especially the community, to raise their expectations of what the police should accomplish. The residents may then demand that SPI activities continue, regardless of grant funding, because they view the activities as vital to their community.
- SPI agencies must be **flexible and responsive to data-driven decision-making**. Sustaining SPI sometimes will mean doing things differently, or making course corrections based on the data. Also, external events may intervene and force a shuffling of priorities (e.g., Boston Marathon bombing). SPI agencies must be “nimble” and adaptable.

# Roundtable Discussion on Sustainability

- Lowell, Reno, and Phoenix SPI teams
  - Challenges to Sustainability in your agency?
  - Strategies for Achieving Sustainability?
  - Insights from Other Sites
- Input from other SPI sites



# Technical Assistance Opportunities I – Roundtable

BJA NTTAC, Center for Problem-Oriented Policing, [CrimeSolutions.gov](http://CrimeSolutions.gov), DDACTS, OJP Diagnostic Center, and Vera Institute of Justice

11:30 am-12:30 pm

April 30, 2014

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# **Bureau of Justice Assistance (BJA) National Training and Technical Assistance Center (NTTAC)**

Smart Policing Initiative  
2014 Spring Conference  
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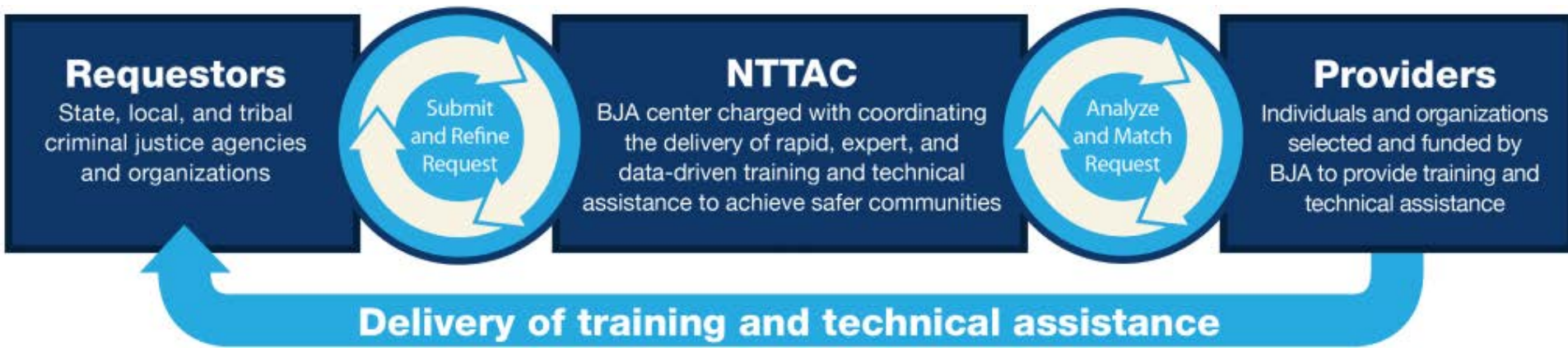


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# About BJA NTTAC

- Established in 2008, BJA NTTAC facilitates the delivery of high-quality, strategically focused training and technical assistance (TTA) to achieve safe communities nationwide.
- To achieve this mission, BJA NTTAC works to improve the criminal justice system by providing rapid, expert, coordinated, and data-driven TTA to support practitioners in the effort to reduce crime, recidivism, and unnecessary confinement in state, local, and tribal communities.
- BJA NTTAC connects criminal justice professionals to the resources they need to improve outcomes at the state, local, or tribal level. The graphic below illustrates BJA NTTAC's TTA request life cycle.





# BJA NTTAC Service Areas

- BJA NTTAC TTA services provided through NTTAC cover a broad set of topic areas, including training, information dissemination, technical assistance, and facilitation of multi-agency and cross-jurisdictional teams and working groups.
- BJA NTTAC offers a range of TTA services:
  - Adjudication
  - Justice Information Sharing
  - Substance Abuse
  - Corrections
  - Law Enforcement
  - Tribal Justice
  - Counter-Terrorism
  - Mental Health
  - Capacity-Building
  - Crime Prevention
- TTA Examples: Implementing evidence-based programs, curriculum development, data analysis, onsite and distance learning training, peer-to-peer visits, research and information requests, and strategic planning assistance.



**Bureau of Justice Assistance**



# BJA NTTAC FY14 TTA Initiative – Crime Analysis on Demand

- BJA NTTAC offers Crime Analysis TTA resources to law enforcement agencies to enhance their capabilities to analyze and use data to make informed decisions, respond effectively, and prevent crime.
- Crime Analysis TTA resources will address analytical gaps and needs for crime analysts and law enforcement personnel, as well as implementation of strategies to address those needs.
- Crime Analysis TTA services include assessment of current Crime Analysis capabilities and operations, analyst training, leadership organizational and operational consulting, and action planning.



**Bureau of Justice Assistance**



# BJA NTTAC FY14 TTA Initiative – Crime Prevention Through Environmental Design (CPTED)

- BJA NTTAC offers CPTED TTA resources to communities as they strive to create and maintain safe, crime-resistant public areas that discourage destructive behavior.
- CPTED TTA resources will show communities how to incorporate design, lighting, and other environmental factors into the maintenance of public locations that, by their appearance, prevent crime.
- CPTED TTA services include assessment of problem locations, identification of and implementation assistance with specific tools for turning those locations into safe areas, and strategies for sustaining positive change.



**Bureau of Justice Assistance**



# Contact BJA NTTAC

- To request TTA services, complete our online request form by selecting “Request TTA Information” from the BJA NTTAC home page. You will be prompted to create a user account to complete the request form.
- BJA NTTAC Web Site: [www.bjatraining.org](http://www.bjatraining.org)
- BJA NTTAC Email: [nttac@bjatraining.org](mailto:nttac@bjatraining.org)
- BJA NTTAC Phone: 1-855-BJA-TTAC (855-252-8822)
- BJA NTTAC POC: Becky Rose  
[rebecca.rose@usdoj.gov](mailto:rebecca.rose@usdoj.gov)  
(202) 598-9314



**Bureau of Justice Assistance**

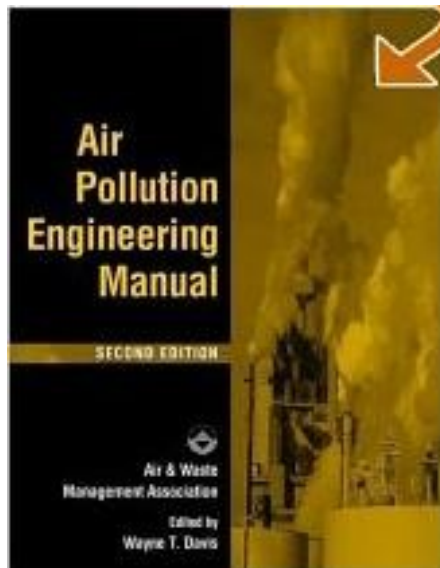




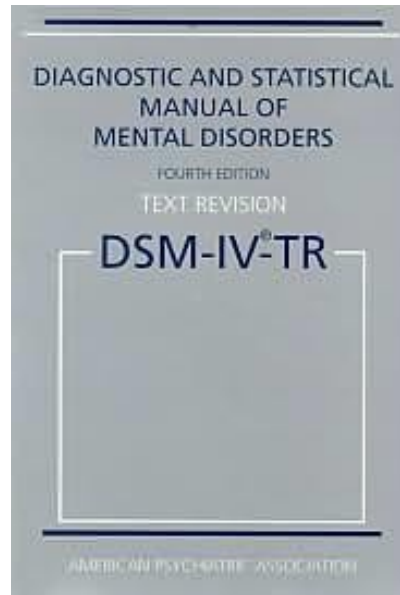
**Center for Problem-Oriented Policing**

**[www.popcenter.org](http://www.popcenter.org)**

# Law

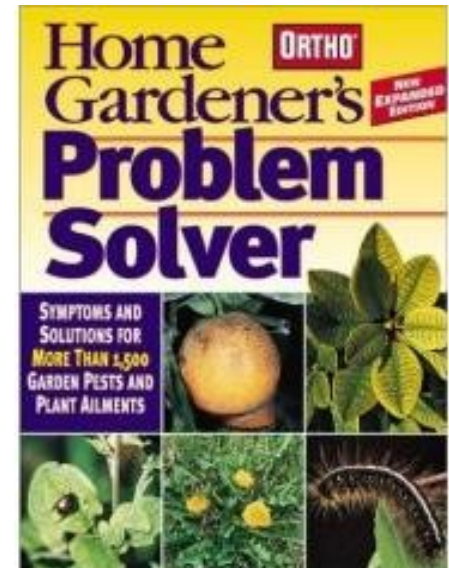
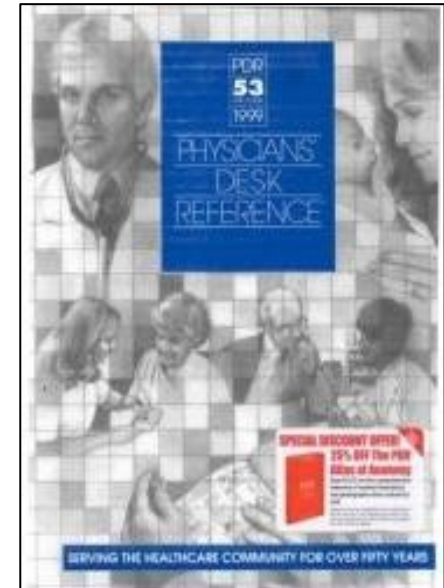


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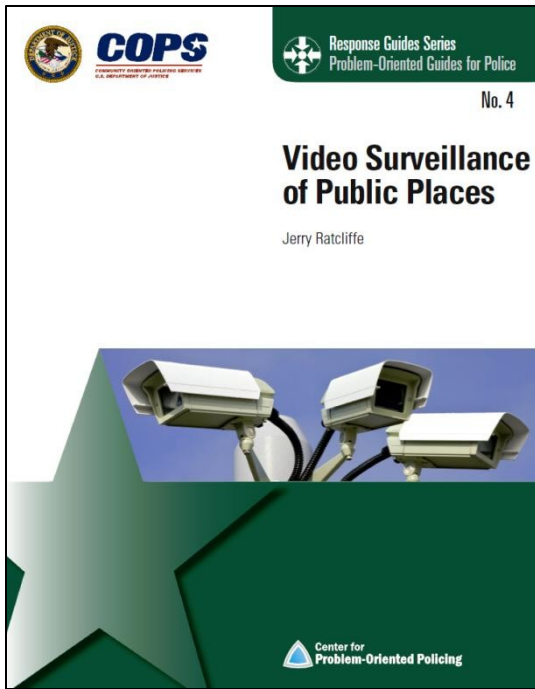
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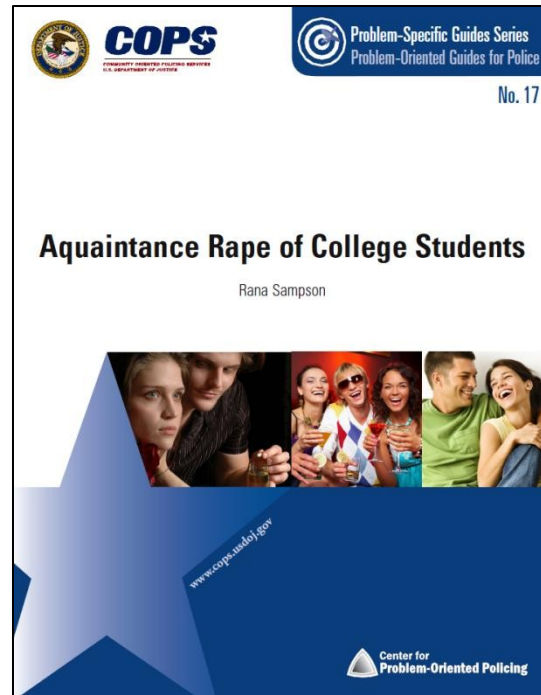
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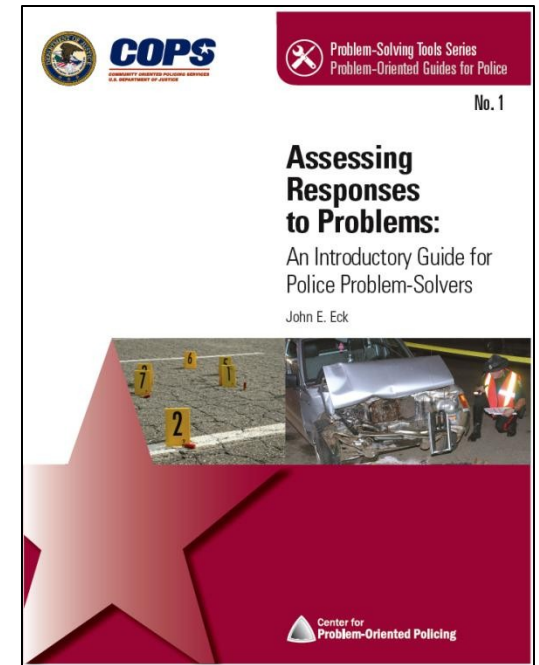
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# Responses



# Problems



# Tools





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## Gasoline Drive-Offs

### Guide No. 67 (2012)

by Bruno Meini and Ronald V. Clarke

## The Problem of Gasoline Drive-Offs

### What This Guide Does and Does Not Cover

This guide deals with "gas drive-offs" - a form of theft in which motorists intentionally drive away from a convenience store or gasoline service station without paying for gas they have pumped into their vehicle's tanks. The guide reviews factors that are correlated with an increased risk of this crime. It also covers employee theft related to gas sales; for example, when attendants make false reports of drive-offs and pocket the money the driver paid. The guide then identifies a series of questions to help you analyze your local gas drive-off problem. Finally, it reviews responses to the problem and what is known about these from research and police practice.

The number of gas drive-offs nationwide has declined sharply in recent years, progress which has been brought about by improved video surveillance and the introduction of pre-payment at many convenience stores and service stations. However, the danger of high-speed escapes continues to pose a serious problem. There is an ongoing need, therefore, for police to deal with gas drive-offs. This guide provides information that will help you choose among the different forms of video equipment and pre-pay systems. These have different costs and benefits, rendering them more or less suitable for particular local problems.

While gasoline drive-offs are but one aspect of the larger set of problems related to thefts from commercial establishments, this guide is limited to addressing the particular harms resulting from gasoline drive-offs. Related problems not directly addressed in this guide, each of which requires separate analysis, include the following:

- Robbery of convenience stores
- Shoplifting
- Fraudulent return of retail merchandise
- Burglary of retail establishments
- Check and card fraud

Some of these related problems are covered in other guides in this series, all of which are listed at the end of this guide. For the most up-to-date listing of current and future guides, see [www.ppscenter.org](http://www.ppscenter.org).

While this guide does not deal directly with other kinds of gasoline theft, some of the measures to reduce gas drive-offs will also reduce the opportunities for these sister crimes. These forms of theft include the following:

- Manipulating the security system on pumps. For example, after prepaying a few dollars' worth of gas, some offenders have learned how to keep the pump operating beyond the amount paid for.
- Posing as maintenance personnel and tapping a pump's metering system to release fuel.
- Stealing directly from the underground tanks at service stations: a driver positions a truck with a hole drilled in its floor over the tank, pries off the tank cover, and inserts a pump that can gulp hundreds of gallons. This is highly dangerous, because the absence of an effective vapor recovery system means one small spark could ignite a blaze.<sup>1</sup>


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### The Problem of Gasoline Drive-Offs

- Understanding Your Local Problem
- Responses to the Problem of Gasoline Drive-Offs
- Summary of Responses
- Endnotes
- References
- Related POP Projects
- Glossary

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No. 67

**Gasoline Drive-Offs**

Bruno Meini and Ronald V. Clarke



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### ★ Drug-Impaired Driving

- Drug testing—in the field, at the police station or at a hospital—can be expensive for communities, particularly if local substance use rates are high and if ongoing drug testing and monitoring is included as one of the conditions of a conviction.
- Drug-impaired drivers may inadvertently lead other drivers to believe that drug-impaired driving is acceptable or not dangerous, which can exacerbate the problem.<sup>21</sup>
- Drug-impaired drivers contribute to and participate in the illicit drug trade, in some cases.
- Drug-impaired drivers may create liability concerns for physicians, pharmacists, and pharmaceutical companies, which may drive up costs of medications.<sup>22</sup>

### Factors Contributing to Drug-Impaired Driving


Understanding the factors that contribute to your problem will help you frame your own local analysis questions, determine good effectiveness measures, recognize key intervention points, and select appropriate responses.

### Access to Drugs

Jurisdictions with significant local drug market activity likely have correspondingly high drug-impaired driving problems, notwithstanding the availability of mass transportation or the proximity of users to illicit markets. To the extent that drugs, including prescription drugs, are readily available and easily obtainable—whether through illicit markets on or off the street, through legitimate or illegitimate (usually recreational) prescription markets or through other means (e.g., Internet-based purchasing, nightclub transactions, concert distribution, discount retailers, and medical marijuana outlets)—the risk of increased drug-impaired driving is higher. Certain drugs or drug categories may be more risky than others,<sup>23</sup> although a number of factors affect the level of impairment, including dosage, frequency of use, and use of other substances.

Open-air drive-by drug markets (those where users drive up and purchase drugs without getting out of their cars) are of particular concern because potential users are already in vehicles as drugs are being purchased, and these buyers may remain for additional drugs within a matter of minutes or hours, depending on the particular substance. In addition, jurisdictions that have difficulty controlling access to legal prescriptions or that have particularly high rates of prescription drug use within their populations (e.g., jurisdictions that mainly include elderly persons or that include large groups of mentally ill patients who are medicated) might create substantial public safety challenges. Finally, jurisdictions with relaxed drug laws (e.g., allowing the use of medical marijuana or decriminalizing the use of marijuana) might also have higher rates of drug-impaired driving.

### ★ The Problem of Drug-Impaired Driving



Drugs by drug purchases, such as the one pictured here, are of particular concern as users are already in vehicles.

### Misperceptions of Risk of Injury or Apprehension

Drug use can affect users' perceptions of the risks associated with substance use, can alter decisions and influence behaviors, and can decrease user concerns with apprehension. Despite evidence to the contrary, some marijuana users<sup>24</sup> and users of other drugs<sup>25</sup> perceive minimal risk associated with driving following substance use, and perceptions of risk seem to vary across different drugs and drug use patterns.<sup>26</sup> As a result, some drug users are more likely and more willing to drive while impaired, and their willingness to do so can affect other drug users, who may then be inclined to drive following their own drug use at some point in the future. To the extent that drug-impaired drivers successfully make it to their destinations and avoid being apprehended by police, their willingness to continue to use drugs while driving increases risks for other drivers as well.

### Combining Legal or Illegal Drugs Along with Alcohol

Using multiple drugs simultaneously or using drugs in combination with alcohol significantly impairs driving performance,<sup>27</sup> which is a particularly important concern in situations or places where alcohol and drugs are readily available and consumed simultaneously (such as nightclubs, parties, races, and concerts). For example, nightclub attendees in Australia reported both recent drug use and a likelihood of driving home with someone who is drug impaired and possibly alcohol impaired as well.<sup>28</sup> Although some race attendees have reported higher levels of concern with impaired drivers,<sup>29</sup> young people, in particular, are willing to accept risks from drugged drivers.<sup>30</sup> In addition, a prior experience of driving while drug impaired increases the likelihood of doing so again; it also increases the chances of accepting rides with others who are drug impaired.<sup>31</sup>

# Web

Carrier 4:14 PM

SketchMD Product Line Sales

Top Stores

Store	Sale Amount
Corner Bicycle Supply	\$283,987.52
Excellent Riding Supplies	\$293,054.76
Outdoor Equipment Store	\$282,709.48
Sheet Metal Manufacturing	\$277,595.03
Toles & Baskets Company	\$296,133.24



Category	Amount
Category 1	\$283,988
Category 2	\$293,055
Category 3	\$277,595
Category 4	\$296,133

# Print

# Mobile

# Problem-Specific Guides

## Alcohol & Drug Problems

Assaults in and Around Bars 2nd Ed. (2006)  
Drug Dealing in Privately Owned Apartment Complexes (2001)  
Rave Parties (2002)  
Clandestine Methamphetamine Labs (2006)

## Burglary & Theft

Thefts of and from Cars in Parking Facilities (2002)  
Shoplifting (2002)  
Burglary of Retail Establishments (2002)  
Burglary of Single-family Houses (2002)

## Vehicle-related Problems

Speeding in Residential Areas (2001)  
Loud Car Stereos (2001)  
Thefts of and from Cars in Parking Facilities (2002)  
Street Racing (2004)

## Frauds

Financial Crimes Against the Elderly (2003)  
Check and Card Fraud (2003)  
Prescription Fraud (2004)  
Identity Theft (2004)

## Disorder & Nuisance Problems

Street Prostitution 2nd. Ed. (2006)  
Speeding in Residential Areas (2001)  
Loud Car Stereos (2001)

## Business-related Problems

Thefts of and from Cars in Parking Facilities (2002)  
Shoplifting (2002)  
Burglary of Retail Establishments (2002)  
Prescription Fraud (2004)

## Sex-related Problems

Street Prostitution 2nd. Ed. (2006)  
Acquaintance Rape of College Students (2002)  
Disorder at Budget Motels (2005)  
Illicit Sexual Activity in Public Places (2005)  
Exploitation of Trafficked Women (2006)  
Child Pornography on the Internet (2006)  
Child Abuse and Neglect in the Home (2010)

## Youth/Juvenile Problems

Disorderly Youth in Public Places (2001)  
Graffiti (2002)  
Bullying in Schools (2002)

## **Contents**



**The Problem of Underage Drinking**



**Understanding Your Local Problem**



**Responses to the Problem of Underage Drinking**



**Summary of Responses to Underage Drinking**



**Endnotes**



**References**



**Related POP Projects**



**Glossary**

# Summary of Responses

<i>Improving Opportunities for Secure but Convenient Storage</i>				
#	Response	How It Works	Works Best If...	Considerations
<i>Increasing the Effort Required To Steal Metal</i>				
1	Hardening scrap metal theft targets	Increases the effort required to steal metal	...government agencies, builders, utility companies, and scrap metal buyers are educated about crime prevention through environmental design and collaboratively increase physical security	Some initial costs may be incurred to secure targets
2	Securing vulnerable places	Increases the effort required to steal metal	...private security collaborates with police to perform risk assessments, followed by redesigning locations with enhanced security	Some costs may be incurred to secure places
#	Response	How It Works	Works Best If...	Considerations
<i>Increasing Offenders' Risks</i>				
3	Identifying scrap metal thieves	Increases offenders' risk of detection	...police officers are trained in signs of suspicious activity related to metal theft	May require some specialized training for police officers
4	Identifying scrap metal sellers	Deters thieves from trying to sell stolen metal to scrap metal dealers for fear of being identified	...state legislation requires all dealers to collect and record photo ID information from each seller	Police may need to persuade some scrap metal dealers to identify sellers; lax scrutiny of IDs may undermine effectiveness; dealers may lose some sales

## Theft of Scrap Metal

# Related POP Projects

## Street Robbery

[Be Street-Safe](#), Merseyside Police Department (UK), 2001

[Bristol Anti-Robbery Strategy: A Crime Reduction Solution for the City Centre of Bristol](#), Avon and Somerset Constabulary (Bristol, UK), 2001

[District Two 250 Area Robbery Reduction Project](#), Milwaukee Police Department (WI, US), 2010

[Hispanic Robbery Initiative](#) [[Goldstein Award Finalist](#)], Charlotte-Mecklenburg Police Department, 2002

[Mobile ATM Robberies](#), Stamford Police Department (CT, US), 2000

[Operation Rockingham: Reducing Robbery in Bury](#), Greater Manchester Police (Manchester, UK), 2005

[Police Intervention: Security Building with the School Community](#), Carabineros of Chile, 2009

[Problem-solving Street Robbery - 'Baits his hook and takes your cash'](#), Greater Manchester Police (Manchester, UK), 2001

[Robbery SARA Project and GCDRP](#), Gloucestershire Constabulary, 2003

[The Tower Project](#) [[Goldstein Award Finalist](#)], Lancashire Constabulary, 2003

# Response Guides

1. Police Crackdowns
2. Closing Streets & Alleys
3. Shifting & Sharing Responsibility
4. Video Surveillance of Public Places
5. Crime Prevention Publicity Campaigns
6. Sting Operations
7. Asset Forfeiture
8. Street Lighting in Residential Areas
9. Designing Urban Parks
10. Assigning Police to Schools
11. Using Civil Actions Against Property to Control Crime Problems

# Problem-SolvingTools

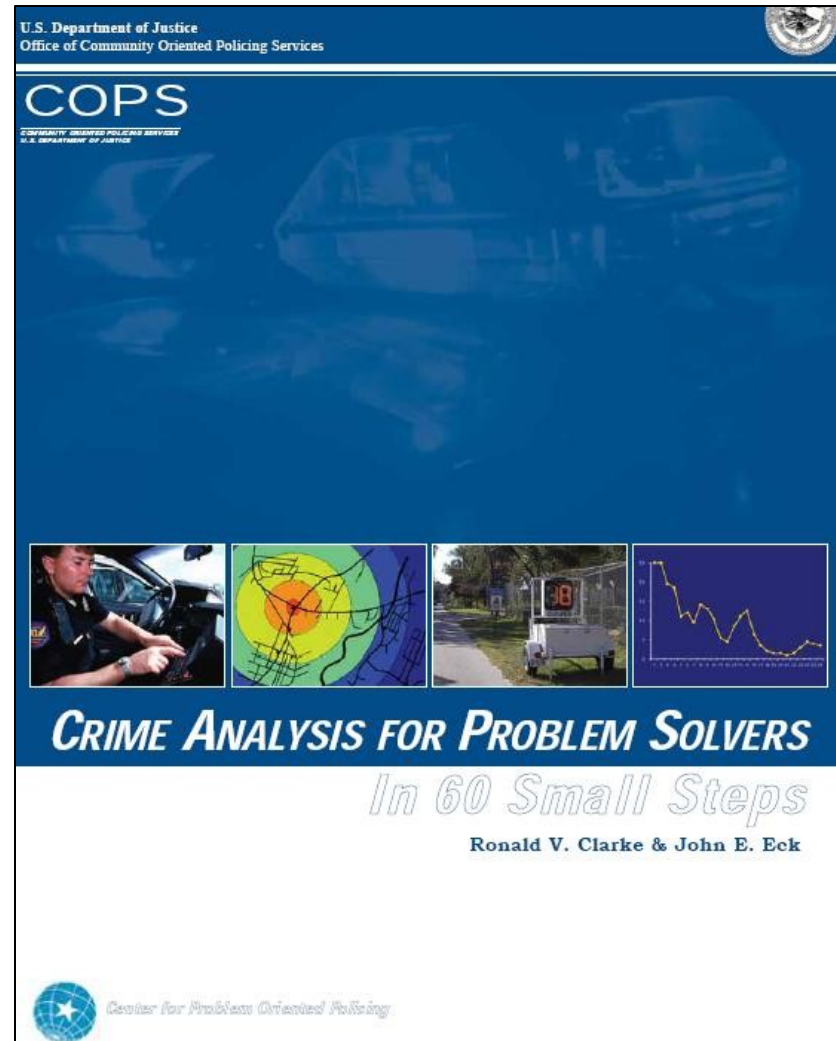
1. Assessing Responses to Problems
2. Researching a Problem
3. Interviewing Offenders for Problem Solving
4. Analyzing Repeat Victimization
5. Partnering With Businesses
6. Understanding Risky Facilities
7. Implementing Responses to Problems
8. Using CPTED in Problem Solving
9. Enhancing Crime Analysis Units
10. Analyzing Displacement & Diffusion
11. Analyzing and Responding to Repeat Offending
12. Understanding the Theft of 'Hot' Products



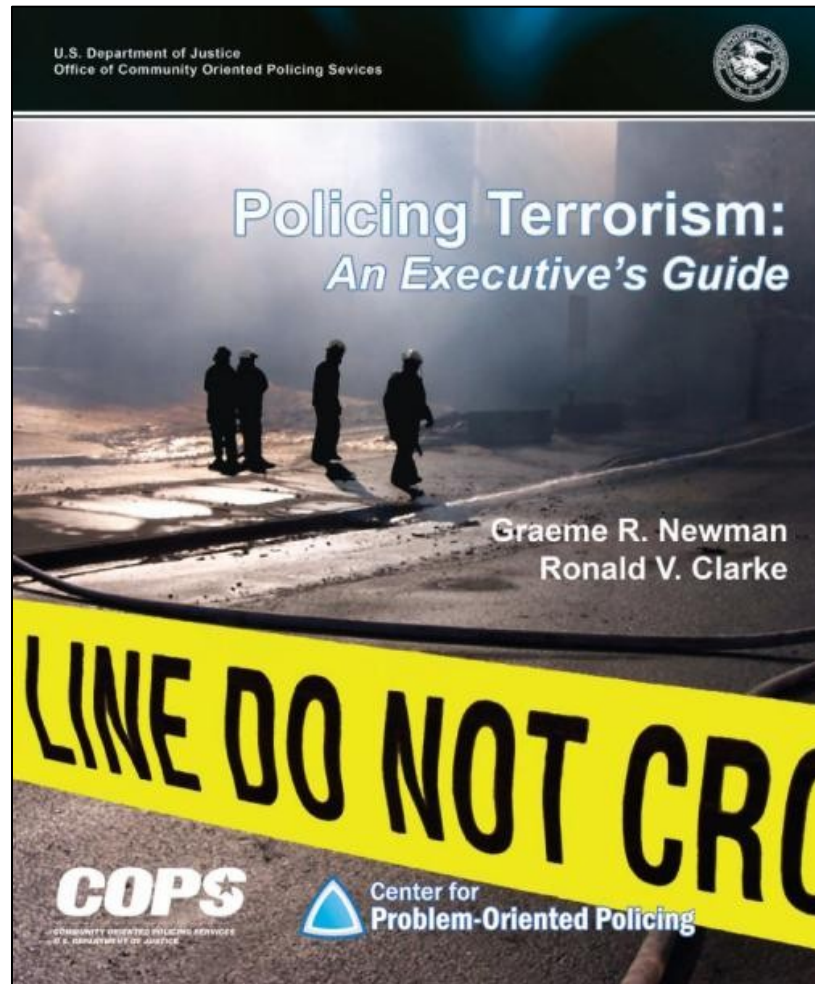
# Forthcoming POP Guides

- Robbery of Pharmacies
- Monitoring Offenders in the Community
- Identifying and Defining Policing Problems

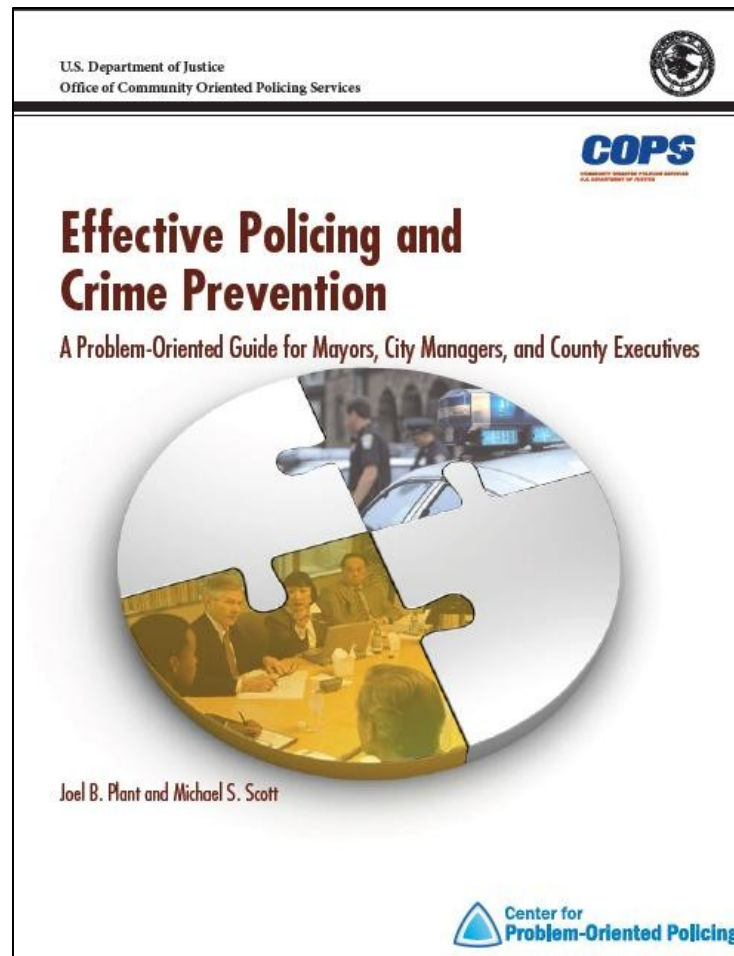
# Crime Analysis for Problem Solvers: In 60 Small Steps



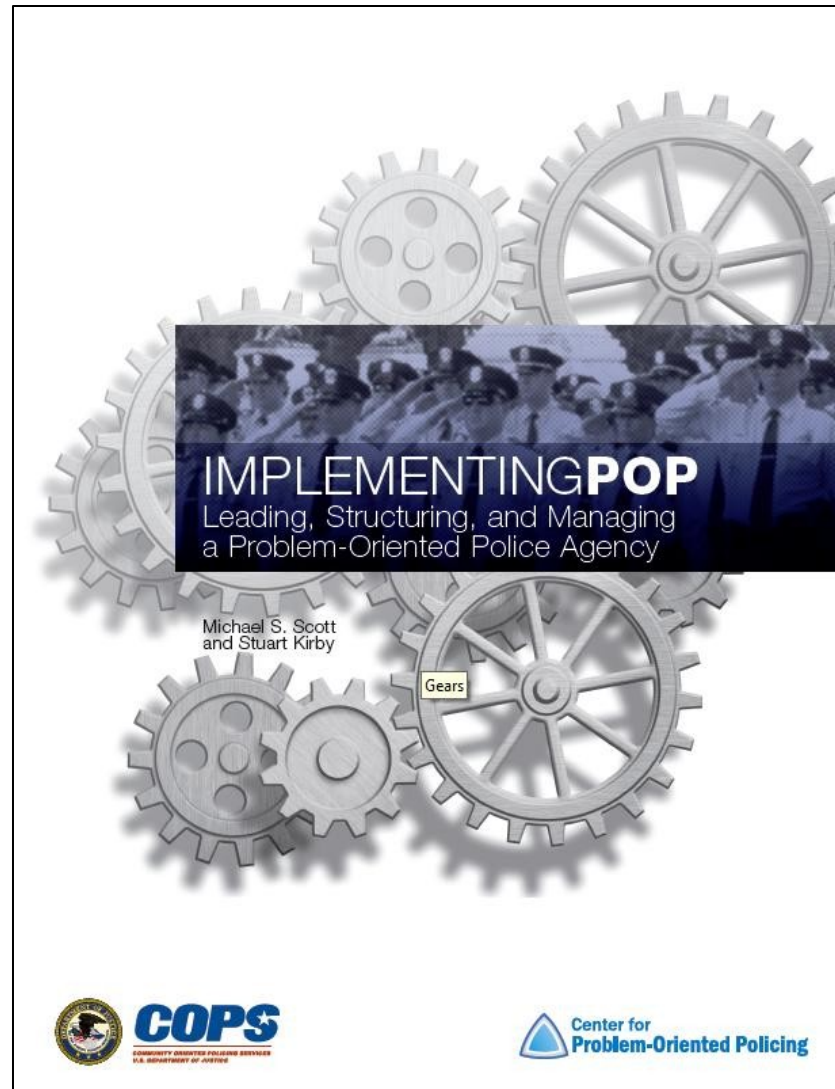
# Policing Terrorism: An Executive's Guide



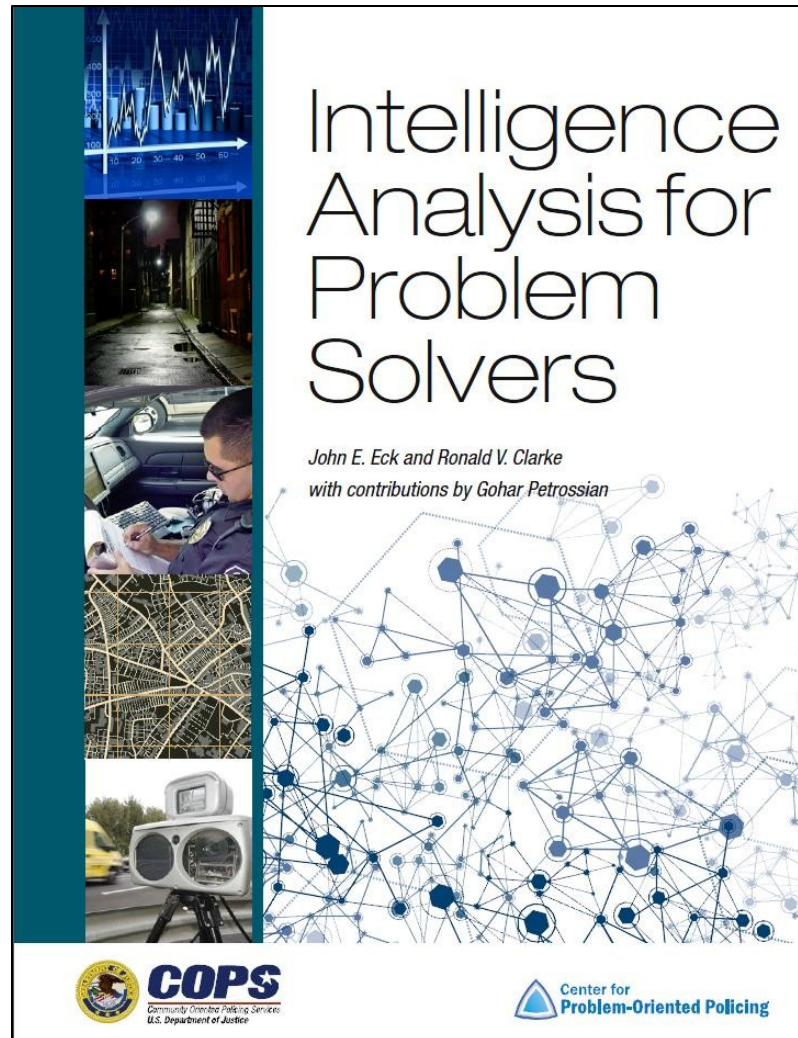
# Guide for Mayors & Managers



# POP Implementation Manual




# Intelligence Analysis Manual





# POP Projects






## Center for Problem-Oriented Policing

2012 POP Conference  
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POP Center » Case Studies and Databases

### Case Studies and Databases

#### Goldstein Awards

The Herman Goldstein Award recognizes outstanding police officers and police agencies that engage in innovative and effective problem-solving efforts and achieve measurable success in reducing specific crime, disorder, and public safety problems.


[Search the Goldstein award collection](#)

#### Tilley Awards

The Tilley Award was set up to encourage and recognize good practice in implementing problem-oriented policing (POP) in the United Kingdom.

[Search the Tilley award collection](#)

#### Tilley Awards Video Overview



#### Situational Crime Prevention Evaluation Database

This is a scientifically selected collection of studies that assess the effectiveness of situational crime prevention for diverse problems, contexts and techniques. Many of the studies are available in full text.

[Search, browse or analyze the studies online.](#)

#### Researcher-Assisted POP Projects

##### Experimenting with POP in Madison, Wisconsin

[Vol. I: The Problem-Oriented Approach to Improving Policing Service](#) PDF

[Vol. II: The Drinking Driver](#) PDF

[Vol. III: Repeat Sex Offenders](#) PDF

[Vol. IV: Reflections on the Process](#) PDF

##### Applying POP in Charlotte, N.C.

[Construction-Site Thefts](#) PDF

[Thefts From Cars in Parking Facilities](#) PDF

##### Field applications of POP Guides

[Burglary of Single-Family Houses in Savannah, Georgia](#) PDF

[Drug Dealing in Apartment Complexes in Newark, N.J.](#) PDF

[Loud Car Stereos in Savannah, Georgia](#) PDF

[Street Prostitution in Raleigh, North Carolina](#) PDF

[Residential Speeding in Raleigh, North Carolina](#) PDF

[Theft of and from Autos in Parking Facilities in Chula Vista, California](#) PDF

##### Other POP Projects

[The Problem Oriented Approach: Four Pilot Studies - London Metropolitan Police](#) PDF

#### Problem Solving Quarterly

Problem Solving Quarterly is a newsletter of the Police Executive Research Forum reporting on innovations in problem-oriented policing.

[Search complete collection](#)

## Goldstein Award Documents by Department / Agency

All documents linked below are in  PDF format. In order to view them you will need [Adobe's free Acrobat Viewer](#).

Browse by Letter of Department / Agency:

[A](#) [B](#) [C](#) [D](#) [E](#) [F](#) [G](#) [H](#) [I](#) [J](#) [K](#) [L](#) [M](#) [N](#) [O](#) [P](#) [Q](#) [R](#) [S](#) [T](#) [U](#) [V](#) [W](#) [X](#) [Y](#) [Z](#)

### Abington Police Department (Abington, PA, US)

- [Abington Citizen's Police Academy \(1995\)](#) 
- [Prescription Fraud Enforcement Program. \(PEP\) \(1995\)](#) 
- [Crestmont Community Policing \(1995\)](#) 

### Albuquerque Police Department (Albuquerque, NM, US)

- [Safe Streets in 1997 \(1997\)](#) 






### Alexandria Police Department (Alexandria, VA, US)

- [Moped Registration Project \(2011\)](#)  **FINALIST**
- [Alexandria Alcohol Interdiction Program \(1995\)](#)  **FINALIST**

### Altamonte Springs Police Department (Altamonte Springs, FL, US)

- [Repeat Adolescent Delinquency Abatement Responsibility project. RADAR \(1998\)](#) 
- [Repeat Adolescent Delinquency Abatement Responsibility project. RADAR \(1996\)](#) 

### Anaheim Police Department (Anaheim, CA, US)

- [GRIP \(2010\)](#) 
- [Truancy...Ditching a Life of Crime \(2010\)](#) 
- [GRIP on Gangs: Gang Reduction and Intervention Partnership. An Early Gang Prevention Problem Solving Strategy \(2009\)](#) 
- [The Boogie: When Jack Met SARA \(2007\)](#)  **FINALIST**
- [Parolee Free Parks \(1998\)](#) 



# Learning Center

## Downloads



**Model POP Curriculum**  
Model POP Curriculum. An adaptable 14 module undergraduate course, including detailed PowerPoints, links to required texts. Its a complete course, ready to go!

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**Interview with Herman Goldstein**  
Historic Interview with POP's founder, Herman Goldstein. Interviewed by renowned historian Samuel Walker. In 9 parts.

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**GIS for Public Safety: An Annotated Guide to ArcGIS Tools & Procedures**  
Crime analysis for problem solving can't be done without understanding location, and that's what GIS is all about. This easy to follow manual teaches you all the skills needed to bring you up to speed with this essential tool.

[Download now!](#)



**Speeding in Residential Areas Course**  
Residential Speeding Presentation (Powerpoint/Video)

[Download now!](#)

## Interactive

### What is POP?

Problem-oriented policing is an approach to policing in which discrete pieces of police business are subject to microscopic examination in hopes that what is freshly learned about each problem will lead to discovering a new and more effective strategy for dealing with it.

[Begin the What is POP Module](#)



### Street Prostitution

You advise the Mayor on how to solve a problem of street prostitution. People are upset. Save the mayor from a recall. A 60-90 minute exercise.

[Begin the Street Prostitution Module](#)



### Problem Analysis Module

Enter a problem and this interactive module will help you solve it step-by-step. Answer a series of questions and the program returns a variety of responses you could try. Best done in a group setting.

[Begin the Problem Analysis Module](#)



### Crime Analysis for Problem Solvers

In 60 simple steps learn how to generate, collect, use, and analyze data to solve everyday crime and disorder problems.

[Begin the Crime Analysis for Problem Solvers Module](#)



### 25 Techniques

See how the 25 techniques of situational crime prevention work. Learn how to increase the effort for offenders, increase their risks, reduce their rewards, reduce provocation and remove their excuses.

[Begin the 25 Techniques Module](#)



# TWENTY FIVE TECHNIQUES OF SITUATIONAL PREVENTION

Increase the Effort	Increase the Risks	Reduce the Rewards	Reduce Provocations	Remove Excuses
<b>Harden Targets</b> <ul style="list-style-type: none"> <li>Steering column locks and immobilisers</li> <li>Anti-robbery screens</li> <li>Tamper-proof packaging</li> </ul>	<b>Extend guardianship</b> <ul style="list-style-type: none"> <li>Take routine precautions: go out in group at night, leave signs of occupancy, carry phone</li> <li>"Cocoon" neighborhood watch</li> </ul>	<b>Conceal targets</b> <ul style="list-style-type: none"> <li>Off-street parking</li> <li>Gender-neutral phone directories</li> <li>Unmarked bullion trucks</li> </ul>	<b>Reduce frustrations and stress</b> <ul style="list-style-type: none"> <li>Efficient queues and polite service</li> <li>Expanded seating</li> <li>Soothing music/muted lights</li> </ul>	<b>Set rules</b> <ul style="list-style-type: none"> <li>Rental agreements</li> <li>Harassment codes</li> <li>Hotel registration</li> </ul>
<b>Control access to facilities</b> <ul style="list-style-type: none"> <li>Entry phones</li> <li>Electronic card access</li> <li>Baggage screening</li> </ul>	<b>Assist natural surveillance</b> <ul style="list-style-type: none"> <li>Improved street lighting</li> <li>Defensible space design</li> <li>Support whistleblowers</li> </ul>	<b>Remove targets</b> <ul style="list-style-type: none"> <li>Removable car radio</li> <li>Women's refuges</li> <li>Pre-paid cards for pay phones</li> </ul>	<b>Avoid disputes</b> <ul style="list-style-type: none"> <li>Separate enclosures for rival soccer fans</li> <li>Reduce crowding in pubs</li> <li>Fixed cab fares</li> </ul>	<b>Post instructions</b> <ul style="list-style-type: none"> <li>"No Parking"</li> <li>"Private Property"</li> <li>"Extinguish camp fires"</li> </ul>
<b>Screen exits</b> <ul style="list-style-type: none"> <li>Ticket needed for exit</li> <li>Export documents</li> <li>Electronic merchandise tags</li> </ul>	<b>Reduce anonymity</b> <ul style="list-style-type: none"> <li>Taxi driver IDs</li> <li>"How's my driving?" decals</li> <li>School uniforms</li> </ul>	<b>Identify property</b> <ul style="list-style-type: none"> <li>Property marking</li> <li>Vehicle licensing and parts marking</li> <li>Cattle branding</li> </ul>	<b>Reduce emotional arousal</b> <ul style="list-style-type: none"> <li>Controls on violent pornography</li> <li>Enforce good behavior on soccer field</li> <li>Prohibit racial slurs</li> </ul>	<b>Alert conscience</b> <ul style="list-style-type: none"> <li>Roadside speed display boards</li> <li>Signatures for customs declarations</li> <li>"Shoplifting is stealing"</li> </ul>
<b>Deflect offenders</b> <ul style="list-style-type: none"> <li>Street closures</li> <li>Separate bathrooms for women</li> <li>Disperse pubs</li> </ul>	<b>Utilize place managers</b> <ul style="list-style-type: none"> <li>CCTV for double-deck buses</li> <li>Two clerks for convenience stores</li> <li>Reward vigilance</li> </ul>	<b>Disrupt markets</b> <ul style="list-style-type: none"> <li>Monitor pawn shops</li> <li>Controls on classified ads</li> <li>License street vendors</li> </ul>	<b>Neutralize peer pressure</b> <ul style="list-style-type: none"> <li>"Idiots drink and drive"</li> <li>"It's OK to say No"</li> <li>Disperse troublemakers at school</li> </ul>	<b>Assist compliance</b> <ul style="list-style-type: none"> <li>Easy library checkout</li> <li>Public lavatories</li> <li>Litter bins</li> </ul>
<b>Control tools/weapons</b> <ul style="list-style-type: none"> <li>"Smart" guns</li> <li>Disabling stolen cell phones</li> <li>Restrict spray paint sales to juveniles</li> </ul>	<b>Strengthen formal surveillance</b> <ul style="list-style-type: none"> <li>Red light cameras</li> <li>Burglar alarms</li> <li>Security guards</li> </ul>	<b>Deny benefits</b> <ul style="list-style-type: none"> <li>Ink merchandise tags</li> <li>Graffiti cleaning</li> <li>Speed humps</li> </ul>	<b>Discourage imitation</b> <ul style="list-style-type: none"> <li>Rapid repair of vandalism</li> <li>V-chips in TVs</li> <li>Censor details of modus operandi</li> </ul>	<b>Control drugs and alcohol</b> <ul style="list-style-type: none"> <li>Breathalyzers in pubs</li> <li>Server intervention</li> <li>Alcohol-free events</li> </ul>

# TWENTY FIVE TECHNIQUES OF SITUATIONAL PREVENTION

**Increase  
the Effort**

**Increase  
the Risks**

**Reduce the  
Rewards**

**Reduce  
Provocations**

**Remove  
Excuses**

## REMOVE THE EXCUSES FOR CRIME

This fifth category of situational techniques recognizes that offenders often rationalize their conduct to "neutralize" what would otherwise be incapacitating feelings of guilt or shame. They make such excuses as: "He deserved it," "I was just borrowing it" and "I only slapped her." These excuses may be especially important for ordinary people responding to everyday temptations to evade taxes, drive when drunk, sexually harass junior employees and steal employers' property.

### Post instructions

Work rules are often set out in employment contracts and rules established by credit card companies, telephone providers and insurance companies are contained in the service contracts. Regulations governing public places or facilities may be publicly posted, either to prevent people claiming ignorance of the rules or to show precisely where these apply. The roads, in particular, make extensive use of signs governing driving or parking. Studies have found that warning signs significantly reduce illegal parking in bays reserved for disabled drivers. Many other facilities - parks, libraries, colleges, transportation systems and public housing projects - also post signs to govern a wide range of behaviours. Despite their wide use, there have been few evaluations of the preventive effectiveness of posted instructions - but they are an essential tool of law enforcement and are often used in problem solving efforts.



"Don't feed the ibis" signs at  
Brisbane Botanic Gardens,  
Australia

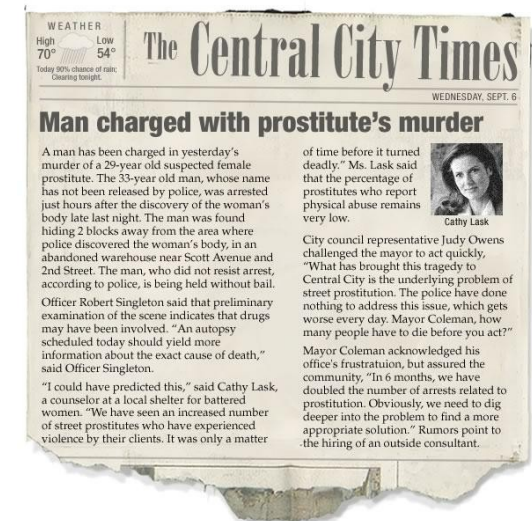


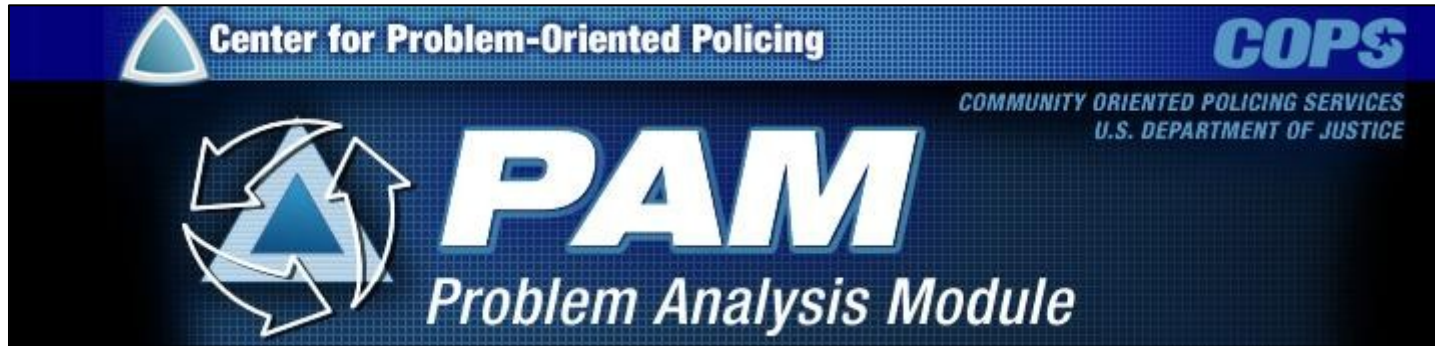


# Street Prostitution

Interactive Module version 2

- Interactive online game
- Fictional but realistic scenario
- Apply problem-solving skills
- Learn about street prostitution
- Quizzed on knowledge
- Receive feedback
- Develop action plan



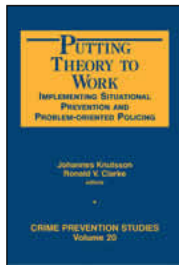


- Enter real data about real problems
- Expert system/guided inquiry
- Based on problem analysis triangle
- Steered toward effective and away from ineffective responses



- Recommended Readings
- POP-related Publications
- Crime Prevention Studies
- Private Security guides and manual
- Situational Crime Prevention Database
- Glossary
- Links
- Unpublished POP literature

# Crime Prevention Studies



## Putting Theory To Work: Implementing Situational Prevention and Problem-oriented Policing

Crime Prevention Studies, Volume 20

Edited by Johannes Knutsson and Ronald V. Clarke

[Buy this volume from Lynne Rienner Publishers](#)

### Contents



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Introduction

### Implementing Crime Prevention: Lessons Learned from Problem-oriented

Policing Projectst

by Michael S. Scott

Problem-oriented policing initiatives are one important form of crime prevention, and they offer opportunities for learning about implementation success and failure. Problem-oriented policing initiatives can succeed or fail for a variety of reasons, among them: inaccurate identification of the problem, inaccurate analysis of the problem, inadequate implementation, or application of an incorrect theory. This paper draws upon both the research literature and reports on problemoriented policing initiatives to identify those factors that best explain why action plans do or do not get implemented. It identifies and provides examples of five clusters of factors that help explain implementation success or failure: (1) characteristics, skills, and actions of project managers; (2) resources (3) support and cooperation external to the police agency; (4) evidence; and (5) complexity of implementation.



### Volume 16

(2003)

Theory for Practice in Situational Crime Prevention,  
edited by Martha J. Smith and Derek B. Cornish



### Volume 17

(2004)

Understanding and Preventing Car Theft,  
edited by Michael G. Maxfield and Ronald V. Clarke



### Volume 18

(2005)

*Designing out Crime from Products and Systems*,  
edited by Ronald V. Clarke and Graeme R. Newman



### Volume 19

(2006)

*Situational Prevention of Child Sexual Abuse*,  
edited by Richard Wortley and Stephen Smallbone



### Volume 20

(2006)

*Putting Theory To Work: Implementing Situational Prevention and Problem-oriented Policing*  
edited by Johannes Knutsson and Ronald V. Clarke



### Volume 21

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*Imagination for Crime Prevention: Essays in Honour of Ken Pease*  
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### Volume 22

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### Volume 23

(2007)

*Perspectives on Identity Theft*  
Edited by Megan M. McNally & Graeme R. Newman



### Volume 24

(2009)

*Evaluating Crime Reduction Initiatives*  
Edited by Johannes Knutsson & Nick Tilley



### Volume 25

(2009)

*Reducing Terrorism through Situational Crime Prevention*  
Edited by Joshua D. Freilich & Graeme R. Newman



### Volume 26

(2011)

*Preventing Crowd Violence*  
Edited by Tamara D. Madensen & Johannes Knutsson

# Situational Crime Prevention Evaluation Database

## Search the Situational Crime Prevention Evaluation Database

Number of studies available in full text: **106**

OR

narrow your search by sorting the case studies using the following steps:

### Step 1: Choose Problem Type (Required)

Check All That Apply:

- ☐ Select All
- ☐ Violence
- ☐ Burglary
- ☐ Vehicle Related
- ☐ Alcohol and Drugs
- ☐ Various
- ☐ Disorder
- ☐ Robbery
- ☐ Fraud

### Step 2: Choose Sorting Method (Required)

Choose One:

- ☐ Environmental context of problems addressed
- ☐ Type of Situational Crime Prevention Technique
- ☐ Nature of tactic or intervention (e.g. street lighting; CCTV)
- ☐ Source of data
- ☐ Type of research design (e.g. time series, before-after w/ comparisons, etc.)
- ☐ Whether cost/benefit analysis was computed
- ☐ Whether displacement was examined.
- ☐ Whether diffusion of benefits was examined.
- ☐ Whether anticipatory benefits was examined.

## Your Results

**Filter based on: Environmental context of problems addressed**

Click on a number in the grid below to see a summary of titles that match

[Start a new search](#)

	Violence	Total
Residential	<a href="#">8</a>	<a href="#">8</a>
Public	<a href="#">8</a>	<a href="#">8</a>
Various	<a href="#">2</a>	<a href="#">2</a>
Retail	<a href="#">2</a>	<a href="#">2</a>
Transport	<a href="#">2</a>	<a href="#">2</a>
Human Services	<a href="#">1</a>	<a href="#">1</a>





**Center for Problem-Oriented Policing**

**[www.popcenter.org](http://www.popcenter.org)**

# Evidence for Justice: *CrimeSolutions.gov*

A single, credible, online resource to inform practitioners and policymakers about **what works** in criminal justice, juvenile justice, and crime victim services (Launched June 22, 2011)

---

Thom Feucht, Ph.D.  
Senior Science Advisor  
National Institute of Justice, USDOJ




Smart Policing Initiative Spring 2014 National Meeting  
April 30, 2014



**NIJ**

Findings and conclusions reported here are those of the authors and do not necessarily reflect the official positions or policies of the U.S. Department of Justice.

# What Will CrimeSolutions.gov Users Find?

- Research on program effectiveness (i.e., C&E) reviewed and rated by expert reviewers
- Easily understandable ratings based on the evidence that indicates whether a program achieves its goals
  - ✓ Effective 
  - ✓ Promising 
  - ✓ No Effects 
- AND - key program information and research findings



**NIJ**



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Nominate

## Topics A-Z

Corrections &amp; Reentry

Courts

Crime &amp; Crime Prevention

Drugs &amp; Substance Abuse

Juveniles

Law Enforcement

Technology &amp; Forensics

Victims &amp; Victimization

## Share Your Success

Let us know how CrimeSolutions.gov has helped your efforts – submit your success stories with us.

[Learn More](#)


## Crime SOLUTIONS.gov

## About CrimeSolutions.gov

## Announcements

## Recently Posted

The Office of Justice Programs' CrimeSolutions.gov uses rigorous research to determine **what works** in criminal justice, juvenile justice, and crime victim services.

**NEW** In addition to continuing to capture ongoing reviews of justice **programs**, CrimeSolutions.gov now also presents reviews of justice **practices**. A practice is a general category of activities, strategies, or procedures that share similar characteristics with regard to the issues they address and how they address them. While CrimeSolutions.gov program profiles can answer questions like "Did the ABC Mentoring Program in Anytown, USA achieve its goals?", a practice profile might be used to answer "Does mentoring usually achieve its goals?" See [Why Programs and Practices?](#) to learn more.

On CrimeSolutions.gov you will find:

- ◆ Research on the effectiveness of programs and practices as reviewed and rated by Expert Reviewers
- ◆ Easily understandable ratings based on the evidence that indicates whether a program or practice achieves its goals: ([Program Review and Rating from Start to Finish](#) and [Practice Review and Rating from Start to Finish](#))
  - Effective
  - Promising
  - No Effects
- ◆ Profiles of programs and practices with research findings

What is the difference between programs and practices on CrimeSolutions.gov?

	Programs	Practices
Description	A specific set of activities carried out according to guidelines to achieve a defined purpose.	A general category of programs, strategies, or procedures that share similar characteristics with regard to the issues they address and how they address them.
Question Answered	How effective is this specific program according to the most rigorous evaluation(s) available?	How effective is this general practice on average across many evaluations?

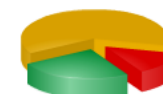


A A A

## I would like to:

- ◆ [Learn how programs and practices are rated](#)
- ◆ [Understand how to use this information](#)
- ◆ [Search for a program or practice](#)
- ◆ [View a list of all programs and practices](#)
- ◆ [Find out who rates programs and practices](#)
- ◆ [Recommend a program or practice](#)

## Programs at a Glance



13% No Effects  
 62% Promising  
 25% Effective

Total Number of Programs: 293

[See All Programs](#)
Practice Outcomes at a Glance **NEW**

47% No Effects  
 34% Promising  
 19% Effective

Total Number of Practices: 15

[See All Practices](#)


# NIJ



# Data-Driven Approaches to Crime *and* Traffic Safety

Smart Policing Initiative  
Alexandria, VA  
April 30, 2014



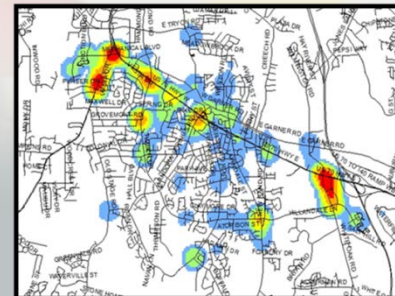
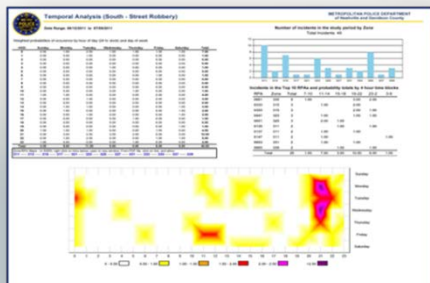
**BJA**  
Bureau of Justice Assistance  
U.S. Department of Justice



# Data-Driven Approaches to Crime *and* Traffic Safety

## DDACTS

**DDACTS is an operational model that uses the analysis of location-based crash, crime, calls for service and enforcement data to establish effective and efficient methods for deploying resources.**



# DDACTS

## Guiding Principles



# Examples of Successful DDACTS Sites:

Site	Population	Officers
Philadelphia (PA) Police	1,558,378	6,734
Metro-Nashville (TN) Police	635,475	1,413
Mesa (AZ) Police	452,725	777
Cary (NC) Police	141,461	185
Shawnee (KS) Police	63,652	84
Winter Park (FL) Police	28,069	84
Lafourche Parish (LA) Sheriff	100,000	80
Mount Laurel (NJ) Police	45,000	58



# Data-Driven Approaches Workshop Purpose

To provide training and technical assistance to implement or improve data-driven approaches to reducing *social harm*.



# **Workshop Objectives**

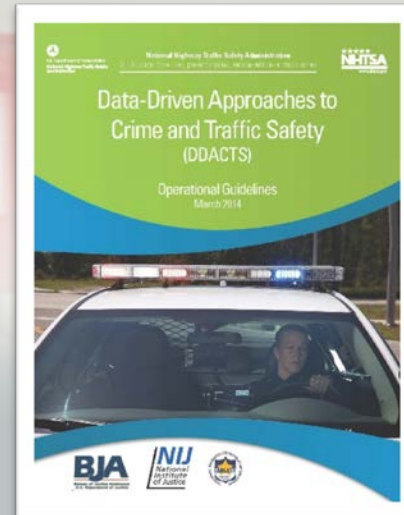
Data-Driven Approaches  
Crime and Traffic Safety

**At the conclusion of workshops, participants will:**

- **Understand the DDACTS Guiding Principles.**
- **Identify roles and responsibilities of DDACTS.**
- **Identify agency-specific desired outcomes.**
- **Develop agency DDACTS Implementation Plan.**

# Technical Assistance *Support*

- Create “hot spot” mapping, based on calls for service, crashes, and crime using current agency software and hardware.
- Ensure data sets are accurate and based on true statistics and crash and crime trends.
- Identify partners & stakeholders to share information.
- Train Command, Supervisor and Analysts in maximizing the use of the Guiding Principles.



# What Can DDACTS Do for Your Agency?

- Acknowledges spatial relationships between crashes & crime
- Renews emphasis on traffic safety
- Provides a flexible approach
- Meets CALEA® accreditation standards
- Increases agency accountability & productivity
- Strengthens relationships with partners & stakeholders

# PHILADELPHIA POLICE DEPARTMENT



**Inspector Christine Coulter      Analyst Anthony D'Abruzzo**



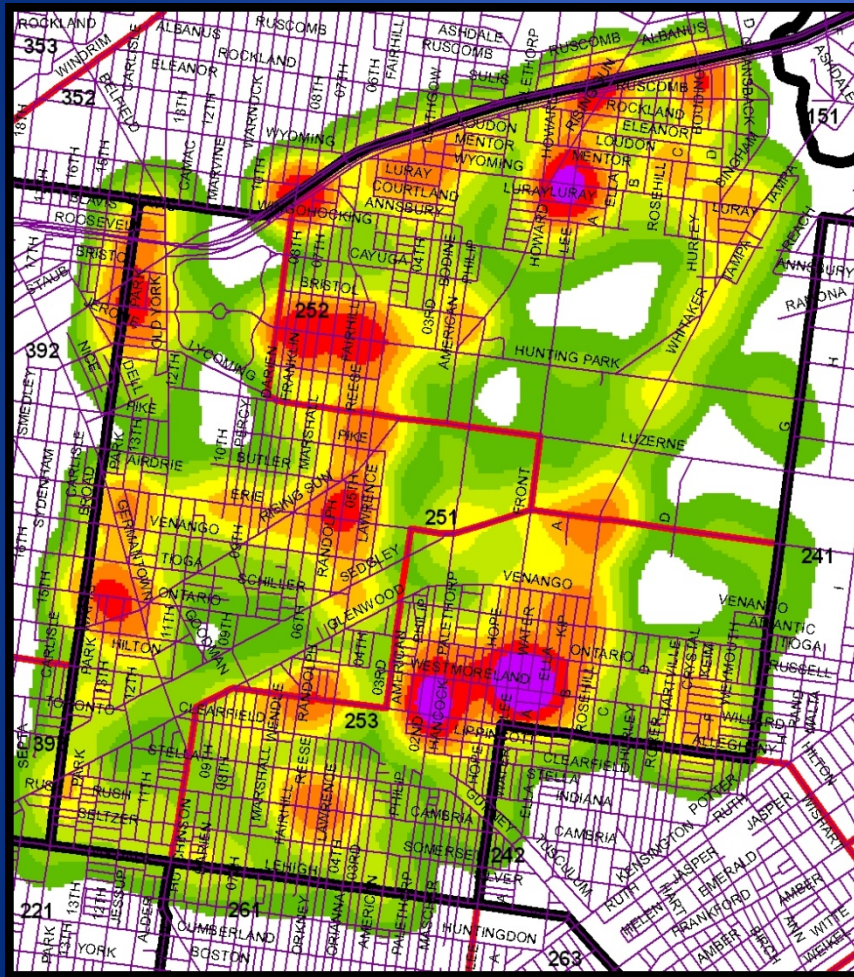
# Plan For DDACTS Implementation

- ❑ Utilize Traffic on “dark nights”
- ❑ Focus on 25<sup>th</sup> District
- ❑ Target areas of high traffic
- ❑ Emphasize traffic laws, DUI checkpoints, car stops

# Density of Crashes vs. Violent Crime

## Crashes

## Violent Crimes



Low

Medium

High

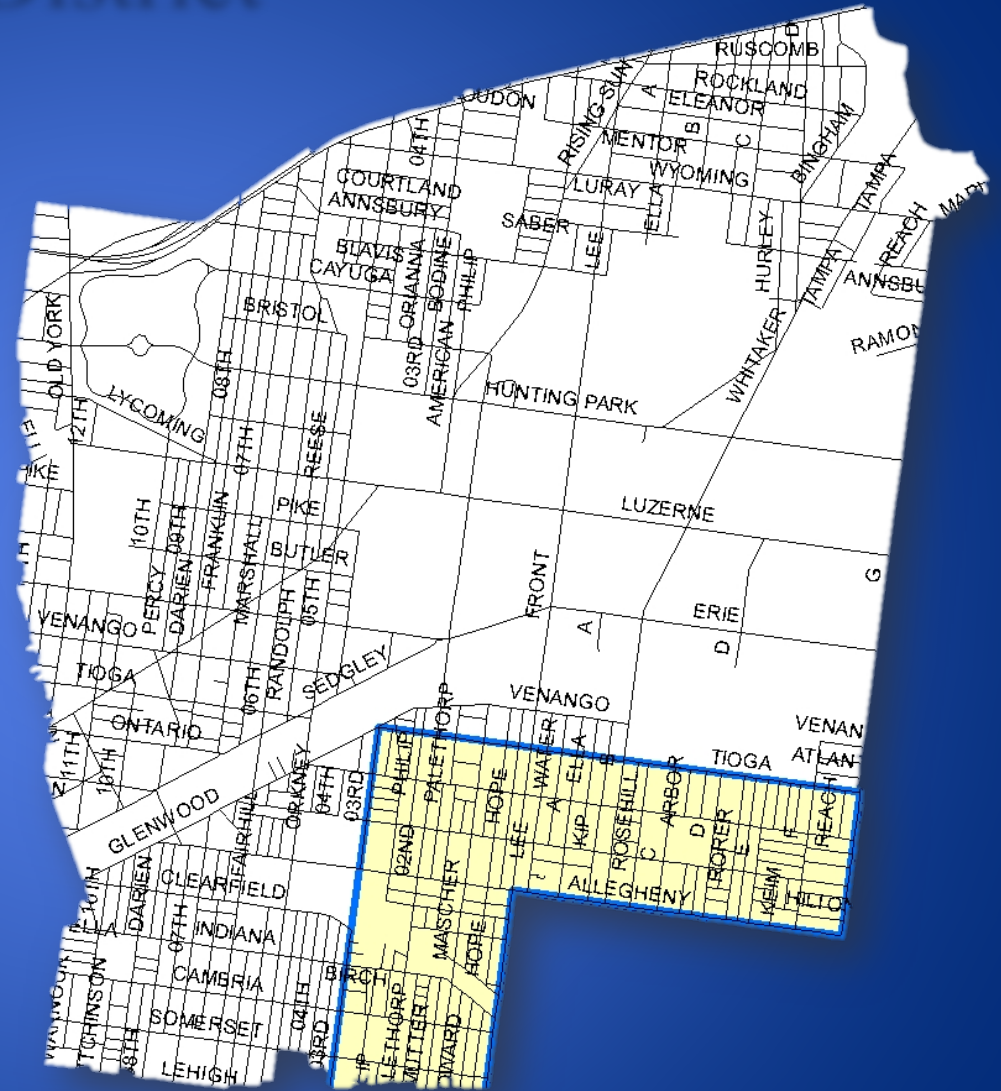




# Philadelphia's 25<sup>th</sup> District

❑ Based on density mapping of Traffic availability, most “hot spots” occur in this area

❑ Focus area includes major arteries as well as one-way, residential streets



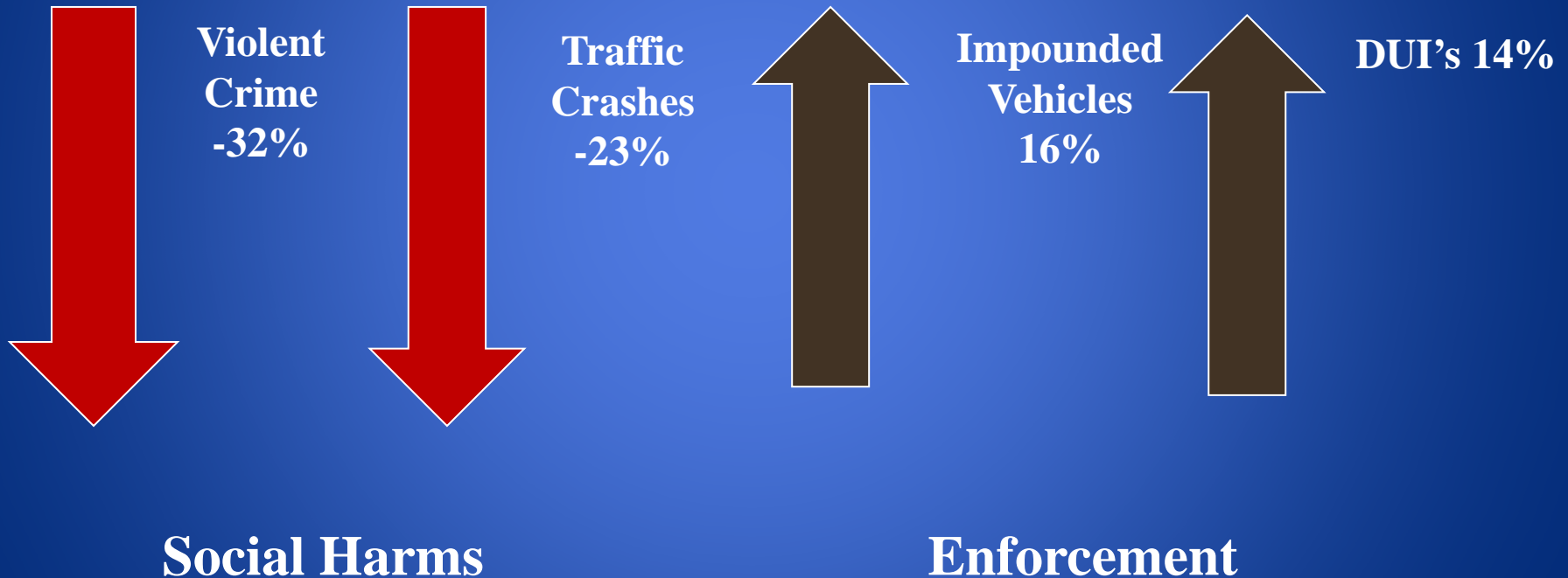


# **25<sup>th</sup> District DDACTS Deployment**

- **When manpower allows, officers are put in two-man cars without radio call responsibility.**
- **Emphasis on enforcing motor vehicle code and creating presence**
- **Viewed as a reward by assigned officers**

# Results from 2012

- Compared to the 3-year average



# DDACTS Philosophy In Practice

- SMART Policing
- GunStat
- Web-Based Mapping Application





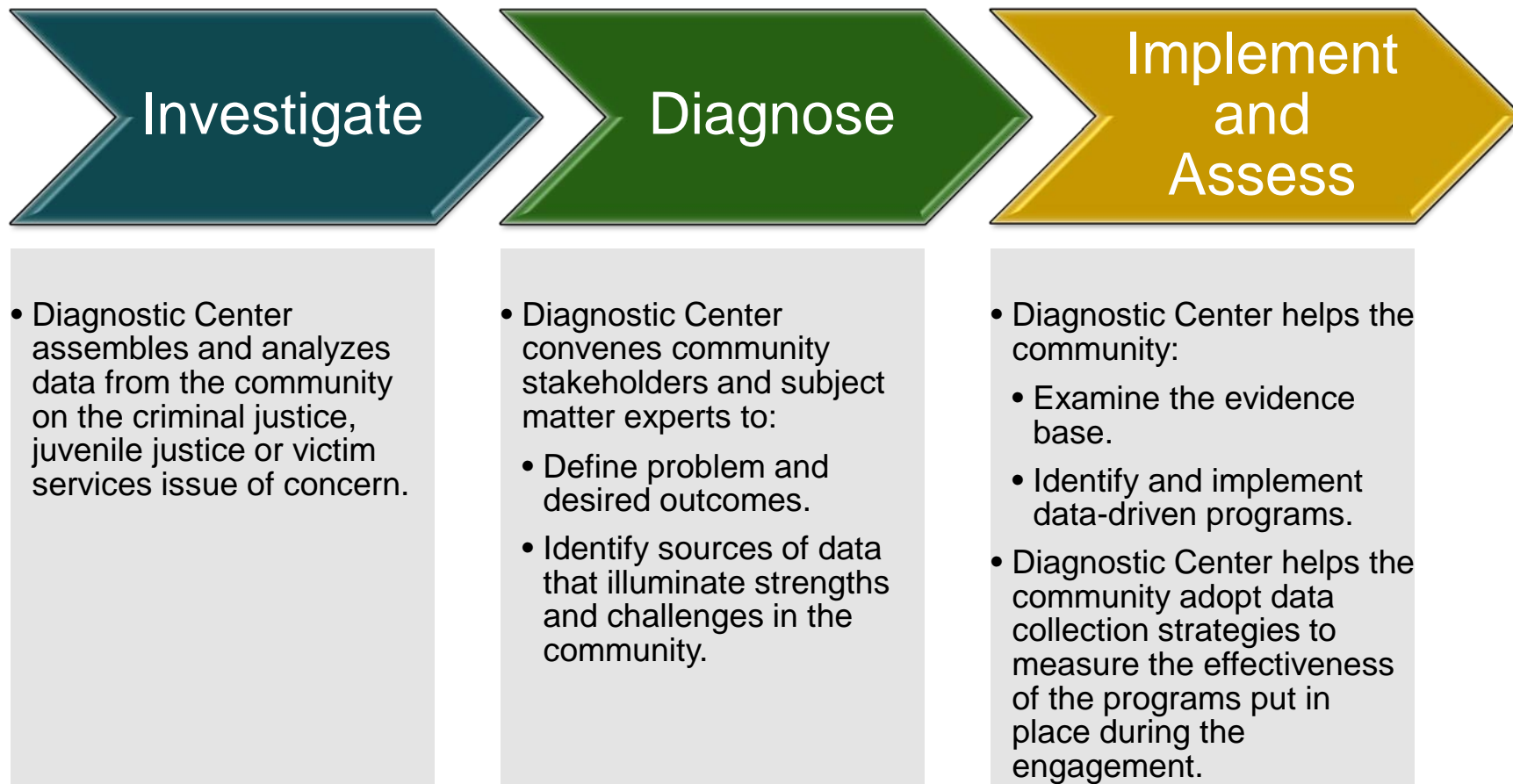
# **The Office of Justice Programs Diagnostic Center**

**Smart Policing Initiative Spring National Meeting  
Roundtable on Training and Technical Assistance**

April 30, 2014

# Diagnostic Center Three-Phase Process

Over the course of a community engagement, OJP Diagnostic Center specialists work with community leaders to:





Cost-Benefit Analysis Unit





# Lunch - Guest Speaker

## Aubrey Fox, Center for Court Innovation

12:30-1:30 pm

April 30, 2014

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## **Trial & Error in Criminal Justice Reform: Learning from Failure**

Center for Court Innovation

SPI National Meeting

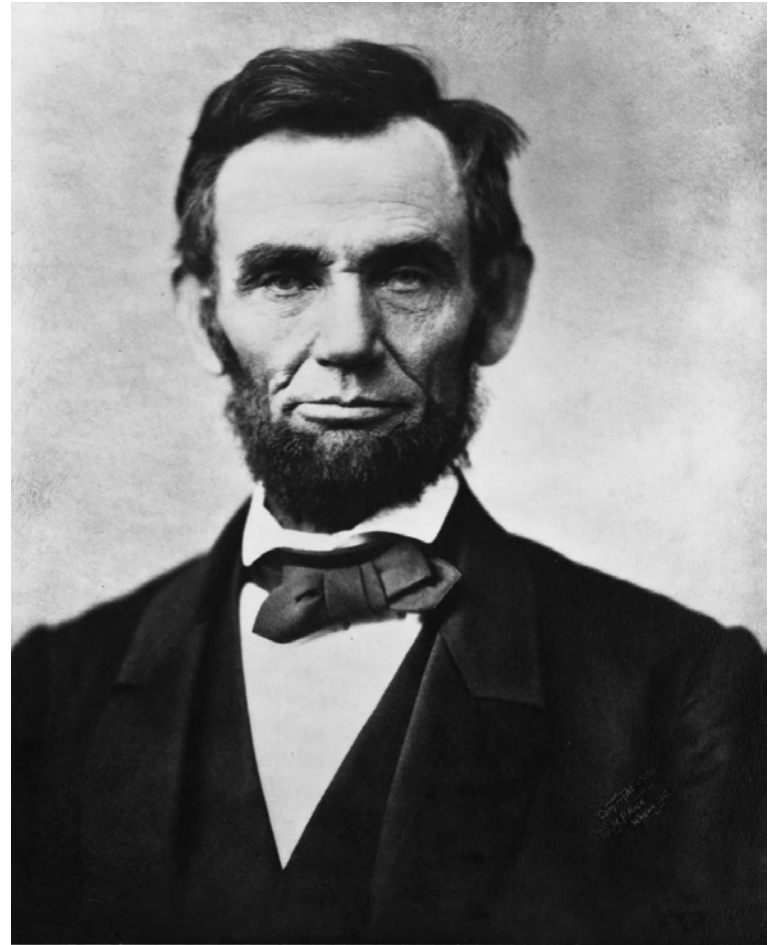
April 30, 2014



# Failure

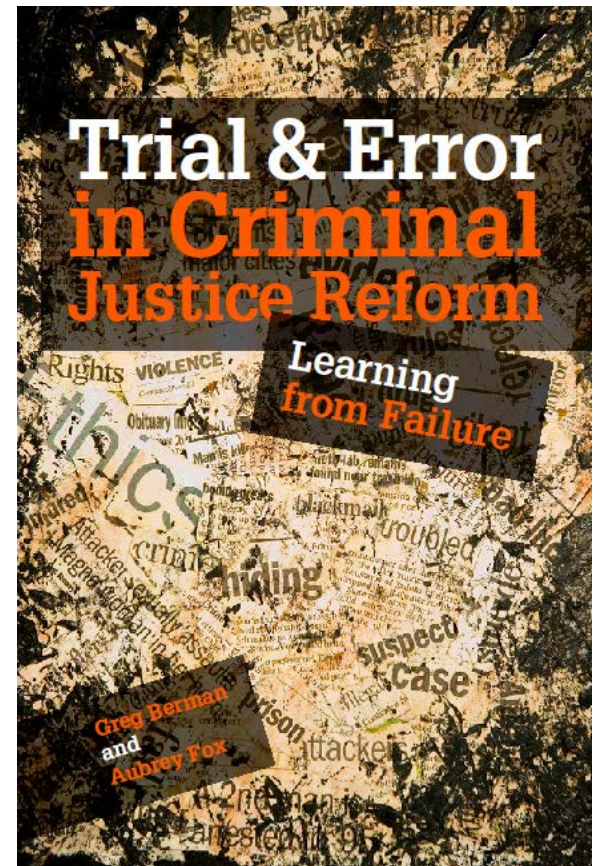
*Men are greedy to publish the successes of [their] efforts, but meanly shy as to publishing the failures of men. Men are ruined by this one sided practice of concealment of blunders and failures.*

-- Abraham Lincoln



# Research

- Dozens of interviews with leading scholars and practitioners
- Roundtable
- Literature review
- Site visits
- Detailed case studies

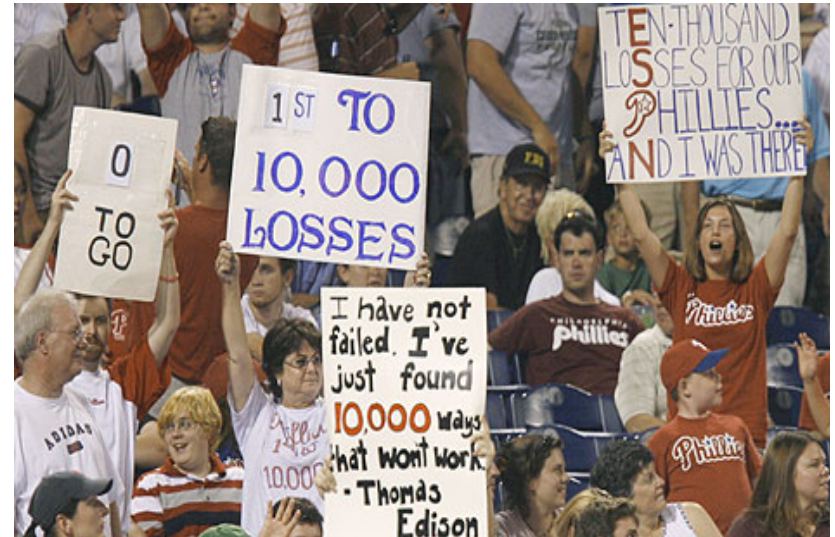


# Different Fields Handle Failure Differently

## Science:

*"I have not failed 5,000 times. I have successfully discovered 5,000 ways that do not work and I do not need to try them again."*

-- Thomas Edison



## Criminal justice:

*"Very seldom do police chiefs say, 'We had a great idea that just didn't work. We're going back to the drawing board to do it differently.' That's what a scientist would say without batting an eye, but a police chief often doesn't feel that he or she has that kind of latitude."*

-- Michael Scott, former police chief/law professor at U. of Wisconsin

# Failure Is in the Eye of the Beholder

- **DARE** – drug prevention program that researchers say doesn't reduce drug use, but...
- The program is still active in 75 percent of American school districts
- Lesson: crime reduction isn't the only thing that matters; the line between success and failure can be blurry



# Harlem Reentry Court

<b><i>Three Year Outcomes (N=526)</i></b>	Harlem Reentry Court	Comparison Group
Reconvicted	43%	52%
Revoked, Technical Violations	15%	8%

**Source:** Do Reentry Courts Reduce Recidivism?: Results from the Harlem Parole Reentry Court (March, 2010)

# Things Fall Apart



- **Operation Ceasefire** – the “Boston miracle” reduced teen homicide by 63%, but...
- *“Fame started getting into people’s heads. A decade ago, a young man in Dorchester told me, “You adults are the real gang members, easy to feel slighted, fighting petty beefs, vying for attention and credit.” It is the beefs on the streets that get the headlines. But the beefs in the offices and the agencies are now equally to blame for what is happening.”*
  - Boston outreach worker
- Lesson: The challenge of managing egos and politics, leadership transitions



# Context Matters

- **Drug Court** – has been shown to reduce substance abuse and recidivism, but...
- Not all drug courts have been successful – e.g. Denver and Minneapolis
- “Context is the most likely saboteur of innovations. The biggest mistake is thinking that because a program is wonderful, the surroundings won’t destroy it when you plunk it down in a new place.”  
– *Lisbeth Schorr*
- “You can borrow ideas, but you can’t borrow situations.”  
– *Billy Bragg*
- Lesson: the importance of “street-level bureaucrats,” marketing your program



# Managing Expectations

**The Goal:** “As required by the Second Chance Act, demonstration projects must have as a goal the reduction of recidivism by 50 percent within a five-year period.”



*The dilemma: Innovators face pressure to overpromise what they can deliver in order to gain needed support and resources*



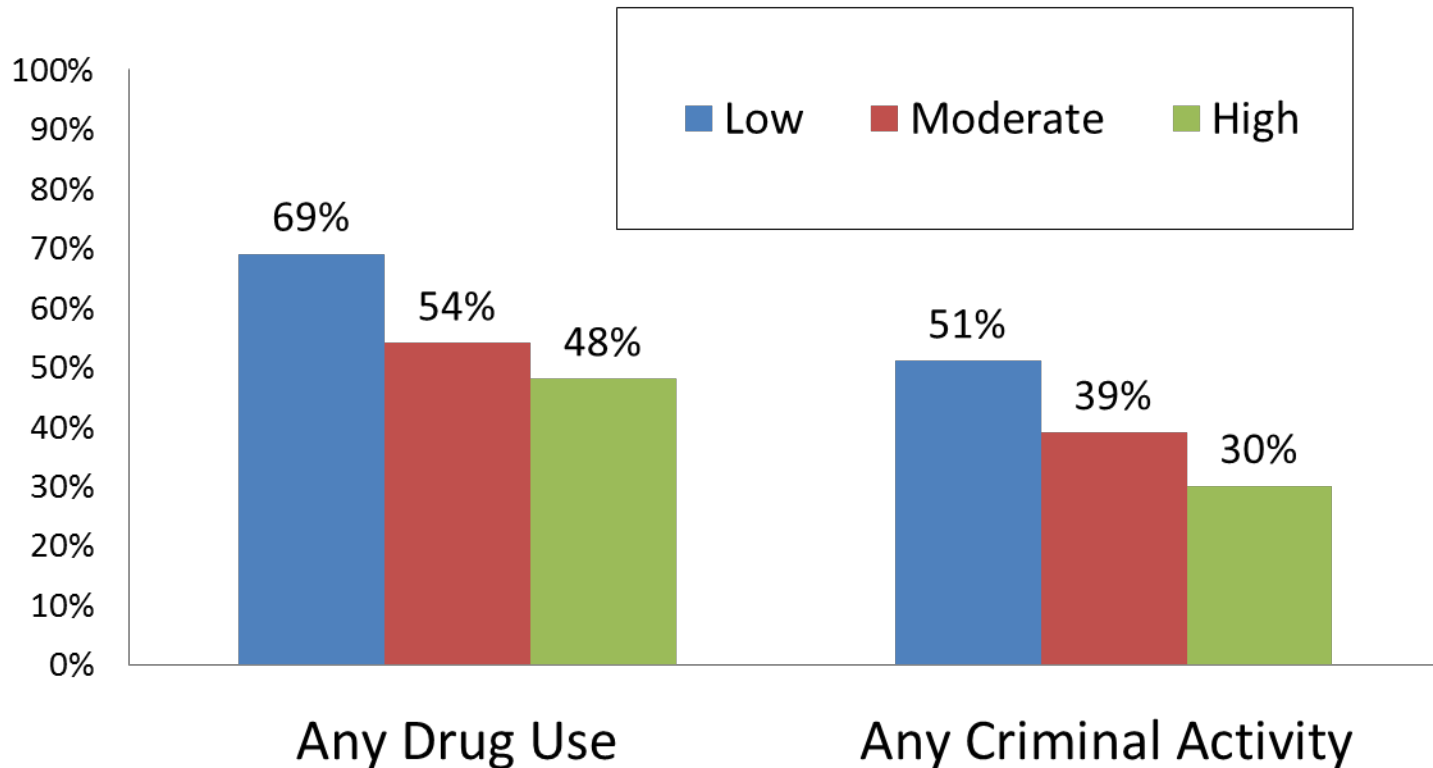
# Where We Need to Get To



*“We just have to be more honest . . . We’ve assumed that we would not win public support with more modest results.”*

# Pay Attention to Process

## Multi-Site Drug Court Evaluation 18 month Follow-up Results by Perceptions of the Judge



# PJ: What Works?

- **Compliance:** Perceived procedural justice can increase compliance with court orders and reduce illegal behavior (e.g., Lind et al. 1993; Paternoster et al. 1997; Tyler and Huo 2002)
- **Procedural Vs. Distributive:** Perceived procedural justice is more influential than perceptions of the outcome (win or lose) (see Tyler 1990; Tyler and Huo 2002)
- **Drug Court Research:** Key ingredient in reducing crime and drug use (Gottfredson et al. 2007; Rossman et al. 2011)
- **Role of the Judge:** Greatest influence on overall perceptions (Abuwala and Farole 2008; Curtis et al., forthcoming; Frazer 2006; Rossman et al. 2011)

# Procedural Justice

## From the Red Hook ethnography (Lee et al. 2013):

*I went to Brooklyn Criminal court before Red Hook, horrible place, horrible. They should do a tour there, just so people could see. I wouldn't wish that place on my enemy. Red Hook is 100 times better. A bum, a homeless person on the street would feel comfortable in the criminal court.*

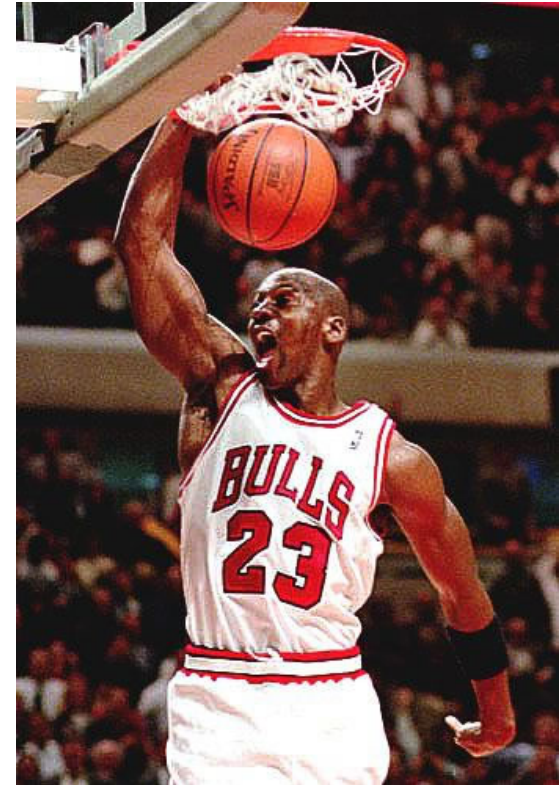
*He allows you to speak. I got a good feel from Calabrese because of the fact that he likes to interact and get your opinion. I don't get the feeling that he's one of those judges that that looks down on people. To me, he's fair, I'll put it that way. The court officers treat you like a person too, not like that other court over there. I learned that there's two different types of ways that courts treat people. You have these obnoxious goons and then you have those that look at you like, ok, you made a mistake.*

# Encouraging Trial and Error

*I missed more than 9,000 shots in my career. I've lost almost 300 games. Twenty-six times I've been trusted to take the game-winning shot...and missed. I've failed over and over and over again in my life.*

*And that is why I succeed.*

-- Michael Jordan/Nike



<http://www.courtinnovation.org/failure>



# Technical Assistance Opportunities II – Networking Session

BJA NTTAC, Center for Problem-Oriented Policing, [CrimeSolutions.gov](http://CrimeSolutions.gov),  
DDACTS, OJP Diagnostic Center, and Vera Institute of Justice

1:30-2:30 pm

April 30, 2014

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# Phase IV Peer-to-Peer Breakouts

## BJA Grant Management

Concurrent Sessions

2:30-3:30 pm

April 30, 2014

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# Phase IV Breakout Groups

- Breakout Group #1 – Room 1A01
  - Moderator: Chip Coldren
  - Subject Matter Expert: Mike White
  - SPI Sites: Columbia and Phoenix
- Breakout Group #2 – Boardroom
  - Moderator: Hildy Saizow
  - Subject Matter Expert: Julie Wartell
  - SPI Sites: Lowell, Port St. Lucie, and Reno
- Breakout Group #3 – Video Teleconference Room
  - Moderator: Scott Decker
  - Subject Matter Expert: Lt. Thomas Woodmansee
  - SPI Sites: East Palo Alto, Kansas City, and Rochester
- A representative from each Phase IV site will debrief their breakout group discussion at 3:45 pm



**BJA**  
Bureau of Justice Assistance  
U.S. Department of Justice

# Grant Management Guidelines

**Smart Policing Initiative Spring National Meeting 2014**

Melanie Davis

BJA Grants Manager



# Overview

- **Grant Modifications (Grant Adjustment Notices)**
  - Sole Source and Consultant Fee Approval
  - Project Period (No-Cost) Extension
  - Budget Modification
- **Prohibited Costs / Costs that Require Additional Approval**
  - Food and Beverage
  - Incentives
  - Conference Costs
- **DUNS, SAM & Address Verification**



# Grant Modifications

- **Grant Adjustment Notice (GAN) to revise programmatic, administrative, or financial items associated with an award.**
  - Budget Modification
  - Change of Scope
  - Sole Source Approval
  - Costs Requiring Prior Approval
  - Change of Project Period
  - Change of Address
  - Change of Point of Contact
- Submitted and approved through GMS with sufficient justification.
- Must be current on financial and programmatic reporting.



## Sole Source

- Non-competitively bid procurements in excess of \$100,000 requires prior approval.
- Approval requested via a sole source approval GAN in GMS.
- Justification must address criteria found in the Office of Justice Programs Procurement Guide.



# Consultant Rate Approval

- **Consultant rates that exceed \$450 per 8-hour day or \$56.25 per hour requires prior approval.**
  - Consultants should be compensated based on:
    - Market Rate
    - Previous Experience
  - Competitive Bidding Exemption
  - All consultants should not be paid \$450
- Approval requested via a program office approval GAN in GMS
- **Coming Soon: Consultant Rate Threshold Change**





# No-Cost Extension

- Must be requested no later than 30 days prior to the end of the award.
  - GMS lock-out function
- A maximum of 12 months may be requested.
- Generally, one extension is permitted per award.
- Retroactive requests may not be approved.
- **Submitted and approved through GMS with sufficient justification.**
  - Identify the length of time requested,
  - Describe the reasons the extension is needed,
  - Describe the reasons grant activities were not completed within the current project period,
  - Describe the activities that will be completed during the extension period,
  - Provide the unobligated balance of funds remaining as of the date the GAN is submitted, and
  - Provide a revised project period timeline.



## No-Cost Extension (Part 2)

- Final evaluation report must be attached to the final GMS progress report.
- Request an extension if additional time is necessary to complete the final evaluation report.
- Costs incurred outside the project period are unallowable.



# Budget Modification

- **Budget Modification GAN Not Necessary**

*Up to a cumulative of 10% of the federal award may be reprogrammed without prior approval as long as:*

- Funds are moved from an approved budget category to another approved category;
- The scope does not change; and
- Funds are not being moved in or out of the Indirect Cost budget category.

- **Budget Modification GAN Necessary**

*Proposed cumulative change is greater than 10% of the award amount or:*

- Funds are being moved into a budget category that was not previously approved.
- Funds are being moved in or out of the Indirect Cost budget category
- There is a scope change that requires a change in the budget.

**A GAN is Recommended Even if the <10% Rule Applies**



# Project Scope

- **A change of scope may be permitted during the project at the direction of BJA in coordination with CNA.**
  - BJA authorizes final approval of all program management and grants management related project scope changes.
- **Factors that involve a change of scope include**
  - Altering programmatic activities;
  - Affecting the purpose of the project;
  - Changing the project site



# Prohibited Costs/Costs Requiring Additional Approval

- **Food and Beverage**  
Food cannot be funded under any OJP grant, regardless of cost or purpose. Travel per diem is excluded.
- **Incentive Items**  
Token incentives and entertainment are not allowable.
- **Conference Costs**  
Any “event” requires BJA prior approval (Cooperative Agreements Only).



# DUNS, SAM & Address Verification

- DUNS number and address listed in GMS must be associated with the legal recipient of the award.
- If the address or DUNS are not correct, a change of address or a change of DUNS GAN must be submitted.
- SAM information must be resubmitted annually in GMS.





## Reporting Tips

- All reporting is completed in the PMT system and uploaded in GMS.
- **PMT narrative questions (end of PMT report) - provide detailed response**
  - Question 1: What were your accomplishments within this reporting period?
  - Question 2: What goals were accomplished, as they relate to your grant application?
  - Question 3: What problems/barriers did you encounter, if any, within the reporting period that prevented you from reaching your goals or milestones?
- Attach additional documentation (if necessary)



## Grant Closeout

- **Obligation and liquidation requirements**
  - All obligations must occur during the grant project period
  - 90-day liquidation period after the end of the project period.
- **Final drawdown of funds**
  - Final financial reconciliation
- Final financial report and final programmatic progress report due 90 days after the project period end date.
- Office of Justice Programs (OJP) Financial Guide closeout guidance
- Final evaluation report must be attached to the final GMS progress report.



# Grantee Resources

- OJP Financial Guide:  
<http://www.ojp.usdoj.gov/financialguide/>
- Office of Justice Programs Procurement Guide:  
[http://www.ojp.gov/financialguide/PDFs/New%20Procurement%20Guide\\_508compliant.pdf](http://www.ojp.gov/financialguide/PDFs/New%20Procurement%20Guide_508compliant.pdf)
- Grants Management System (GMS):  
<https://grants.ojp.usdoj.gov/gmsexternal/>
- GMS Help Desk: 1-888-549-9901, option 3  
Login Assistance and Navigation through the System
- GMS Online Training Tool: <http://www.ojp.gov/gmscbt/>



# Break

## Podcast Filming: Kansas City and Shawnee

3:30-3:45 pm

April 30, 2014

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# Phase IV Debriefs

3:45-4:15 pm

April 30, 2014

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# Research and Coordinator Roundtable

Board Room: Researchers

Multipurpose Room: Coordinators

4:15-5:00 pm

April 30, 2014

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# Day 2 Wrap-Up / Phase V Meeting Evaluations

Kate McNamee & Chip Coldren

5:00-5:15 pm

April 30, 2014

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