



Phoenix Police Department Smart Policing Initiative

Michael Kurtenbach, Commander

September 19, 2012

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.

Targeted problems

- Violence in general has declined in Phoenix but domestic violence has remained problematic
 - 40,000 incidents of domestic violence are dispatched a year
 - Domestic violence is one of the top five call types
- Shift in relationship with residents
 - Police community relations complex in some communities
 - High profile events involving police-resident encounters in these same communities

City Manager Task Force

- Created in April 2010 to address residents' concerns about Police Department interactions with the community
- Developed 34 recommendations designed to increase community access to, communication with, and confidence in the Police Department
- One recommendation called for a pilot program involving the deployment of dash cameras

PPD TASER AXON Pilot Program

- Police Chief made decision to test on-officer video rather than dash cameras
- 90 day pilot program with volunteer officers from two precincts
- Pilot program policy developed in partnership with the police officer union

PPD TASER AXON T&E Findings

- Participating officers completed a post T&E survey
- Officers acknowledged that video assisted with case prosecution / incident resolution, improved accountability, and reduced personal and agency liability

On-officer video cameras

- ❖ Pilot led to decision to pursue SPI funding to more effectively evaluate camera technology
- ❖ Preparing to release an RFP to purchase on-officer video cameras that record interactions between residents and police.
 - ❖ Use technology to collect evidence
 - ❖ Use technology to resolve disputes and build trust with the public

The technology

- Hardware
 - Head or body- camera
 - User controls, push to record, touch screen controls
 - Video/audio feed and playback in field
- Software
 - Uploaded to an online web-based digital media storage platform
 - Encrypted data



Increase police and public accountability

- Record police and citizen interaction
- Deter unprofessional conduct
- Disprove allegations
- Reduce resisting arrest and officer assault incidents
- Increase perceptions of legitimacy, trust and satisfaction with the police
- Decrease complaints
- Reduce civil judgments

Increase the effectiveness of police response to domestic violence

- Improve officer recollection for reports and court
- Can be used as evidence
- Improve charging
- Increased prosecution
- Increased conviction rates

Project setting

- Maryvale Precinct: 15 square miles with approximately 115,000 residents
- Large Hispanic and immigrant population, generally of lower socioeconomic status
- High rates of both property and violent crimes
- Two squads (areas 81 & 82)
- About 100 sworn first responders

11



Monitoring and evaluation plan

- Process evaluation
 - Document the implementation process
 - Describe the nature of the intervention
 - Monitor how much of the intervention was delivered
- Impact evaluation
 - Identify short term impact
 - Identify long term impact
 - Identify unanticipated consequences of the project

Quasi-experimental design

- Repeated measures from the below sources
 - Police/court data
 - Administrative records
 - Officer self-report surveys
 - Meta-data from cameras
 - Interviews with officers

Process indicators (examples)

- Officer familiarity & comfort with technology
- Change in perceptions & attitudes of technology.
- Frequency of technology use for domestic violence incidents (e.g., field, reports, court, and pleas)
- Frequency of technology use for officer performance (e.g., complaint proceedings)

Impact indicators (examples)

- Change in accuracy and speed of incident reports
- Probability of arrest, charging, prosecution, conviction for domestic violence
- Change in officer behavior (e.g., misconduct, use of force)
- Change in complainant behavior (e.g., resisting arrest, assaults on officers, escape).

Value/Impact for research partnership

- Offer a different perspective
- Monitor trends during the project
- Provide advice and guidance
- Offer ideas on what works
- Evaluation



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DDACTS: Data Driven Approach to Crime and Traffic Safety

- ❖ **DDACTS is an operational model that uses the integration of location-based crime and traffic data to establish effective and efficient methods for deploying law enforcement and other resources**

Seven Guiding Principles

- ❖ Enlist partners and stakeholders
- ❖ Identify and collect crash and crime hot spots data
- ❖ Analyze the data for characteristics and causes
- ❖ Enact tactics and operational strategies that work
- ❖ Share information with partners, citizens, and media
- ❖ Monitor, evaluate and adjust operations
- ❖ Develop and adjust outcome measures

Benefits of DDACTS

- ❖ Cost Effective Approach
- ❖ Reduction in Social Harm
- ❖ Fewer Calls for Service
- ❖ Increased Time For High-Visibility Patrols
- ❖ Increased Deterrence
- ❖ Increased Field Contacts

WORK SMARTER, NOT HARDER

Research Partnership

Kevin M. Bryant, Ph.D.

Sociology and Criminology Department Chair

Benedictine College-Atchison, KS

Past President-Midwestern Criminal Justice
Association

Specializes in Crime Analysis and Crime
Prevention

DDACTS in Shawnee, KS

- ❖ Located in Kansas City Metropolitan Area
- ❖ Population of 64,000
- ❖ 42 Square Miles
- ❖ Crime Rate Had Been Rising (Person and Property)
- ❖ Reduction in Staff: Reached 90 Sworn but Reduced to 84 During Rigid Economic Downturn (currently at 87)

75th Street Corridor - Facts

- ❖ Just under 1 square mile
- ❖ Approximately 3% of total city
- ❖ About 8% of the City's total population -
 - ❖ 4800 people

75th Street Corridor - History

❖ Between 2005 and 2009, the area represented:

15.2% of all Persons Crimes reported in the City

Assault / Battery, Harassment / Threats, Indecent Exposure / Lewd Activity, Robbery, Sexual Assault

17.4% of all Property Crimes reported in the City

Arson, Auto Burglary, Auto Theft, Commercial Burglary, License Plate / Tag Thefts, Non-Pay (Gas & Food Drive-offs), Residential Burglary, Theft, Theft of Lost Property, Vandalism

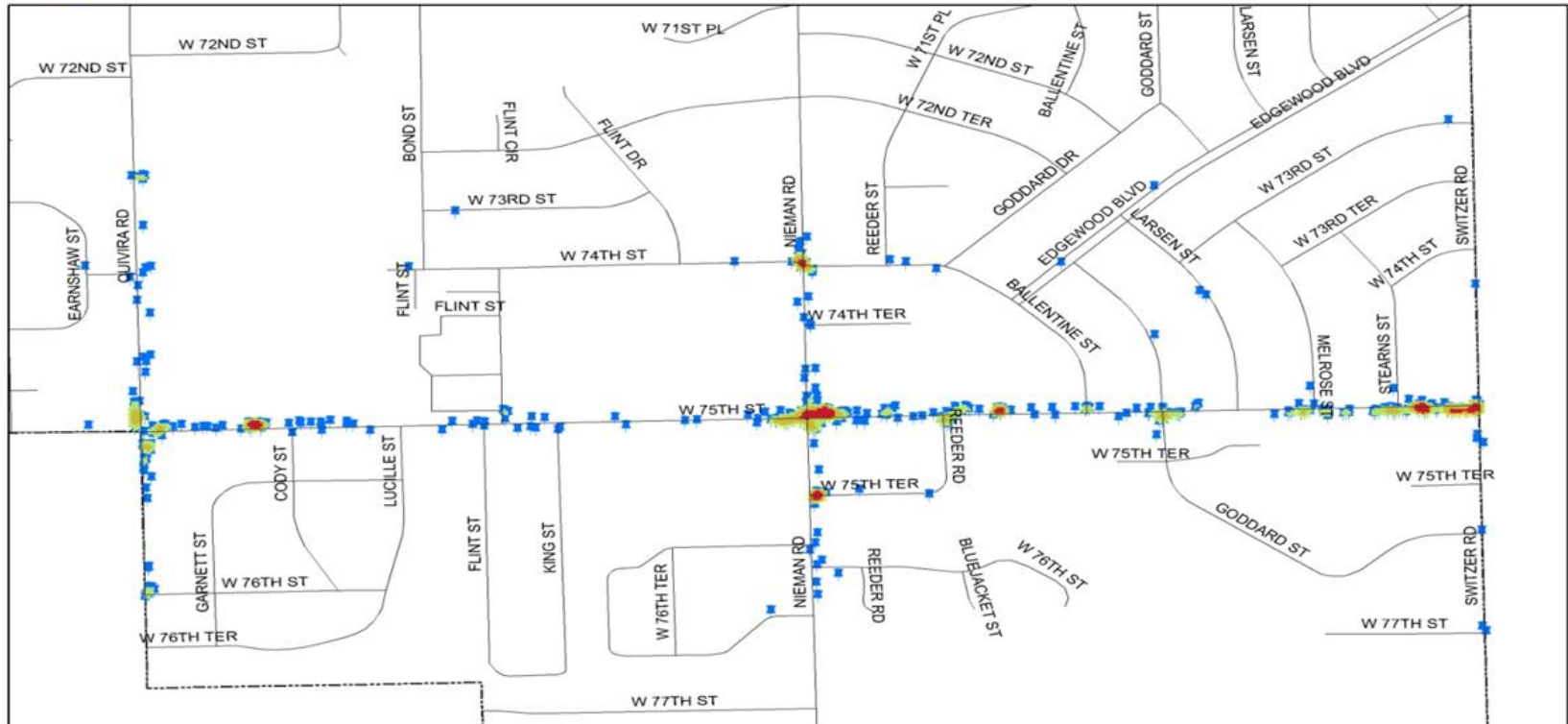
13.1% of all Traffic Crashes reported in the City

Injury, Non-Injury, Hit and Run

75th Street Corridor-Crashes



DDACTS AREA
CRASH DENSITY



June 2010

Legend

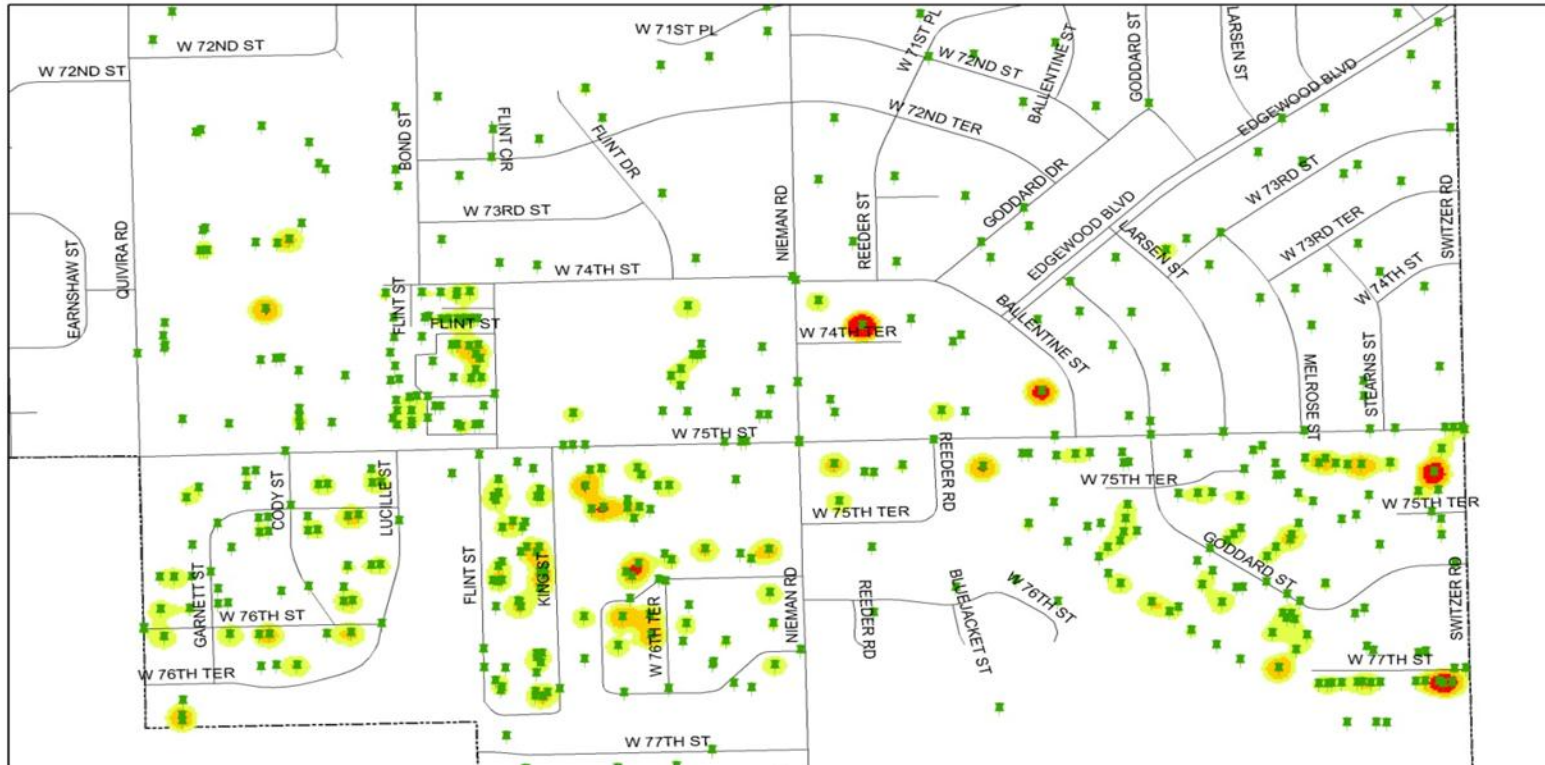
■ DDACTS AREA CRASHES MEDIUM HIGH



75th Street Corridor-Crime



DDACTS AREA
CRIME DENSITY



June 2010

Legend

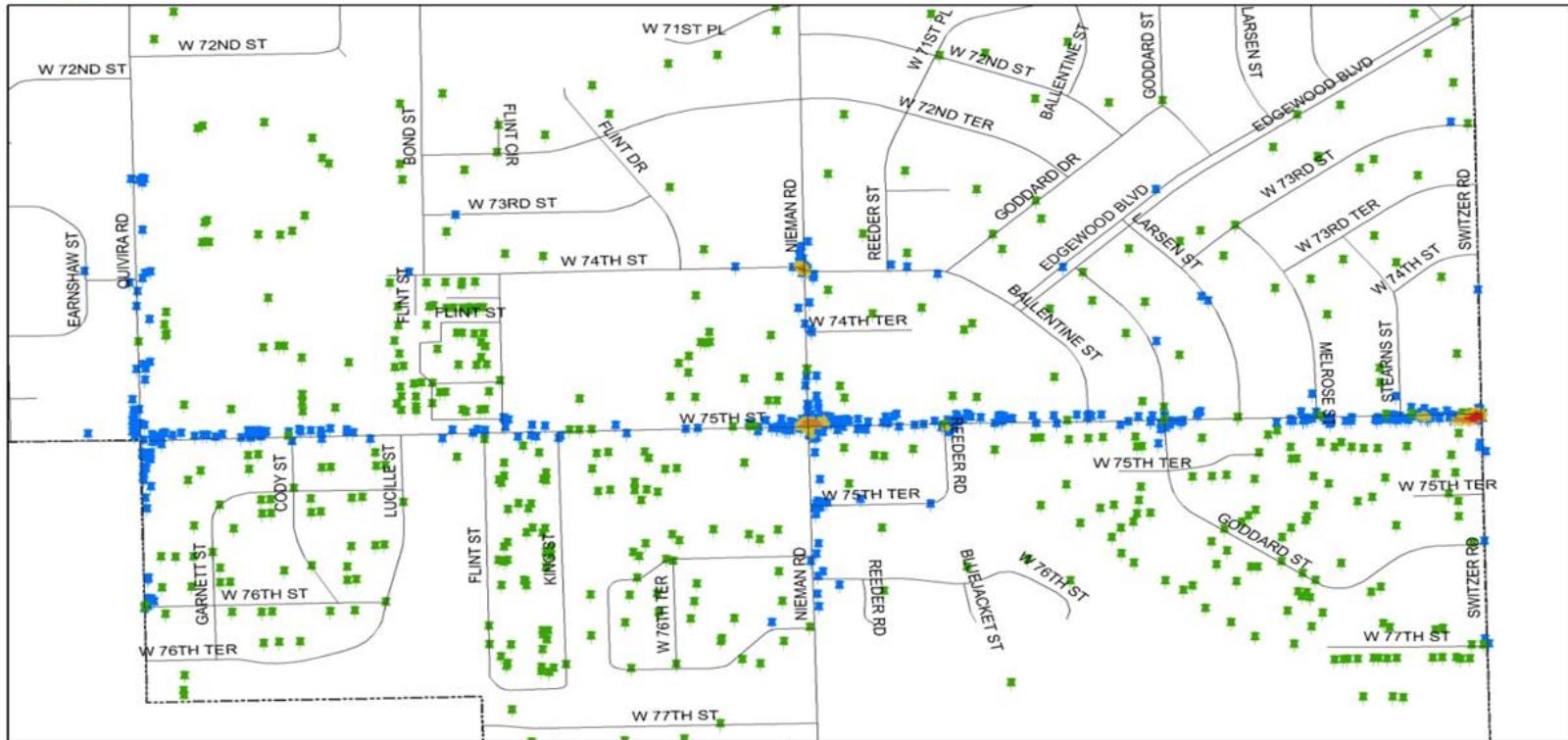
DDACTS AREA CRIMES MEDIUM HIGH



75th Street Corridor-Combined



DDACTS AREA COMBINED PROBLEM DENSITY



June 2010

Legend

HIGH VERY HIGH DDACTS AREA CRIMES DDACTS AREA CRASHES



Shawnee Target Hours

Goal = 25 Hours Per Week During Target Times:

Monday	0700-0900	1200-1400	1600-2000
Tuesday	0700-0900	1200-1400	1600-2000
Wednesday	0700-0900	1200-1400	1600-2000
Thursday	0700-0900	1200-1400	1600-2000
Friday	0700-0900	1200-1400	1600-2000
Saturday	1600-1700	1900-0100	1600-0100
Sunday	1600-1700		

Average Enforcement Per Year

Total Hours	1773
Contacts	4328
Citations	3347
Warnings	1644
Arrests	220
FICs	57

Key is HIGH VISIBILITY ENFORCEMENT

Six Month Analysis/Results

Comparing six months prior to DDACTS to six months after implementation:

Auto Burglaries	Down 38.7%
Auto Thefts	Down 62.5%
Comm. Burglaries	Down 62.5%
Res. Burglaries	Down 59%
Robberies	Down 43%

Overall, crime in the DDACTS area was down 37.7% as compared to the six months prior to the DDACTS practice being implemented.

Two Year Analysis/Results

Category	2008-10	2010-12	Change	Change Outside Zone
All Collisions	197	176	-10.7%	-1%
Collisions with Injury	26	18	-30.8%	-1%
Auto Burglary	97	72	-25.8%	-5.8%
Auto Theft	69	43	-37.7%	+23%
Commercial Burglary	16	13	-18.8%	-13%
Residential Burglary	69	51	-26.1%	+2%
Robbery	20	7	-65%	-22%
Vandalism	93	51	-45.2%	-18%
All Target Crimes	522	420	-19.5%	-6%

Implementing Change

- ❖ Executive Command Staff
- ❖ Command Staff
- ❖ First Line Supervisors
- ❖ Employee Committees
- ❖ Department Wide

A New Culture

- ❖ Applicant Ride-Alongs
- ❖ Chief's Interview
- ❖ Academy
- ❖ FTO Program
- ❖ First Line Supervisors
- ❖ Peers

Tracking Your Efforts

❖ **STORM Database Demo**

Resources



www.ddacts.com

ddacts@dot.gov

ddacts@googlegroups.com

Facebook/DDACTS DDACTS on LinkedIn

Twitter @DDACTS



York SPI: SPI for Small Agencies

Ptl. Owen Davis

September 19, 2012

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- ❖ Located on the southern Maine seacoast one hour north of Boston, MA
- ❖ Year round population of 16,000 and a summertime influx of over 60,000
- ❖ The York PD is comprised of 27 full time officers to include:
 - ♦ 4 administrators
 - ♦ 2 detectives
 - ♦ 1 hospital resource officer
 - ♦ 5 sergeants
 - ♦ 2 SROs
 - ♦ 13 patrol officers
- ❖ We handle an average of 19,500 calls for service a year, 400 crashes, 800 offense reports, and make 750 arrests each year

IMPLEMENTATION OF DDACTS

- ❖ Our plan is to follow the seven guiding principles of DDACTS:
 1. Developing partnerships
 2. Data collection
 3. Data analysis
 4. Strategic operations - “hot spots”
 5. Information sharing and outreach
 6. Monitoring evaluations and adjustments
 7. Outcomes

IMPLEMENTATION OF DDACTS

❖ DEVELOPING PARTNERSHIPS

- Build on existing partnerships with traditional stakeholders.
- Develop partnerships with non-traditional stakeholders such as the Department of Health and Human Services.

IMPLEMENTATION OF DDACTS

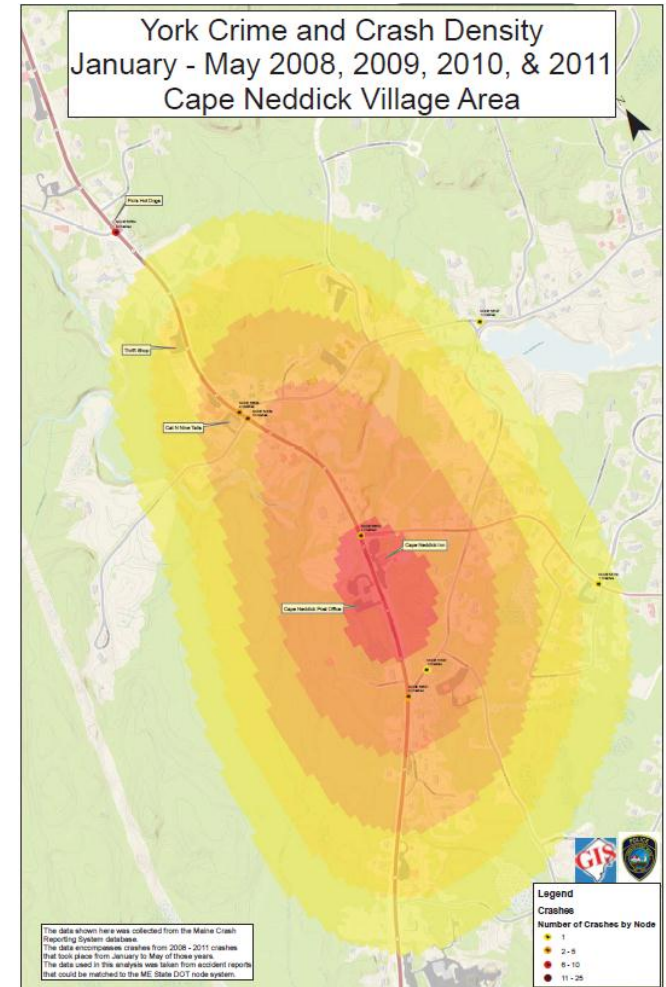
❖ DATA COLLECTION

- Originally, our department identified burglary, burglary of motor vehicle, drug offenses, and Operating Under the Influence coupled with crash locations to identify our hot spot locations.
- Data used
 - records management system
 - crash reporting system
 - radar recorders
 - community surveys
 - school surveys
 - officers (field interviews)
 - community complaints.

IMPLEMENTATION OF DDACTS

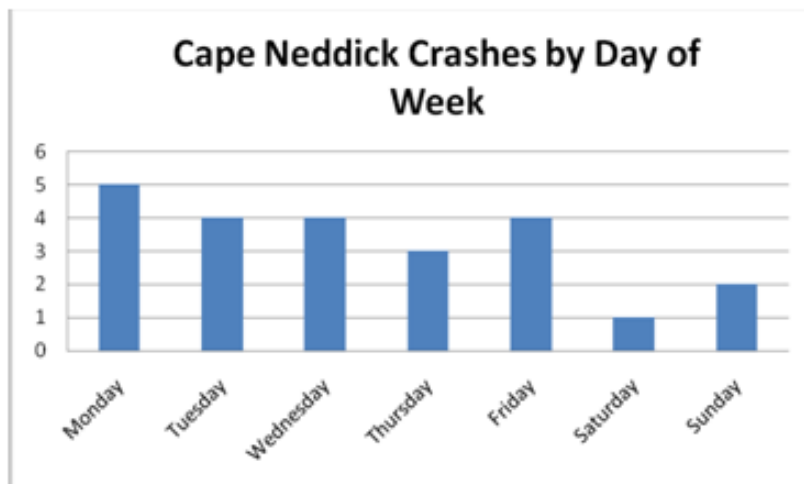
❖ DATA ANALYSIS

- Hot spot locations mapped using crashes, OUI offenses, drug offenses, burglaries and burglaries of motor vehicles



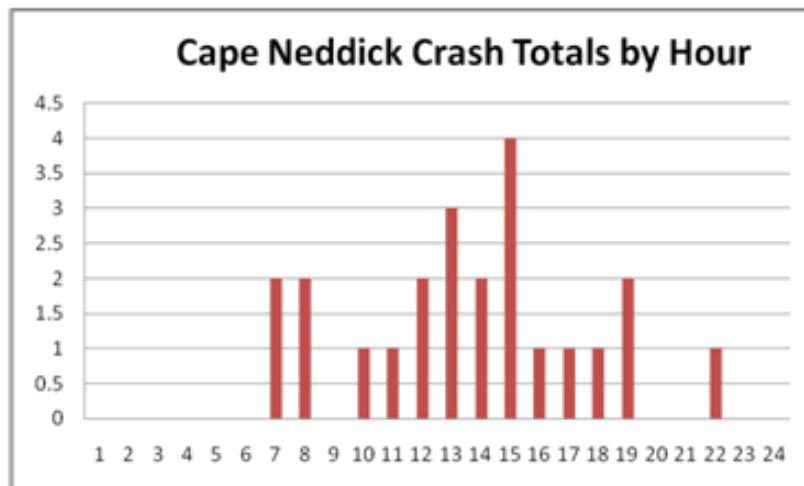
Day of Week

Activity remains steady throughout the work week with a drop off on the weekends.



Time of Day

Late morning and mid-day crashes are most common in the target area.



Analysis Report

IMPLEMENTATION OF DDACTS

❖ STRATEGIC OPERATIONS

- High visibility enforcement
- Unmarked cruiser details
- Crime prevention/foot patrols
- Bike patrols
- Surveillance details

IMPLEMENTATION OF DDACTS

❖ STRATEGIC OPERATIONS

- Using crime analysis reports we realized that we needed to modify our original targeted issues.
- Using the Cape Neddick analysis report, we quickly realized that OUI crashes were not the most significant causation factor. We realized that distracted driving and following too close were the main reasons the crashes were occurring.

IMPLEMENTATION OF DDACTS

❖ INFORMATION SHARING AND OUTREACH

- Television
- Newspaper
- Sign Boards
- School Resource Officers
- Social Media
- Foot Patrol in Neighborhoods
- Community Meetings



The screenshot shows the Seacoastonline.com website. The main article is titled "Driver charged with OUI after totalling two police vehicles" by Suzanne Laurent, dated July 18, 2012. The article describes a crash on Route 1 in Windham, N.H., involving a 2003 Honda Accord and two police cruisers. A sidebar lists "TODAY'S MOST VIEWED ARTICLES" including a police arrest, a street closure, a cyclist incident, a teenager's assault, and a school closure. The right sidebar features a "KITTERY TRADING POST Septemberfest" advertisement for Sept. 3-9, a "Lime light DEALS" section for a 75-minute facial, and a "COUPON OF THE WEEK" for 25% off Obagi skin care products.

IMPLEMENTATION OF DDACTS

❖ MONITORING EVALUATION AND ADJUSTMENTS

- Our enforcement efforts began July 2012
- Monitor production and redeploy when new hot spots identified
- Adjusted hot spot locations to account for population change

IMPLEMENTATION OF DDACTS

❖ OUTCOMES: July 5 - September 6

				% Change	
	2012	2011	2010	2012-2011	2012-2010
Total Crashes	81	85	129	-4.9%	-59.2%
Injuries	23	37	43	-60.9%	-86.9%
OUI Crashes	5	5	6	0	-20.0%
OUI Arrests	25	20	19	20.0%	24.0%
Burglary	9	11	12	-22.2%	-33.3%
Burglary of M/V	10	8	16	20.0%	-60.0%
Drug Arrests	100	29	36	71.0%	64.0%

LESSONS LEARNED

❖ DEVELOPING PARTNERSHIPS

- Buy-in from your department and communication is critical

❖ DATA COLLECTION

- Work with other agencies that have similar RMS systems
- Identify weaknesses in information input

❖ DATA ANALYSIS

- Don't underestimate time involved to analyze data
- Insure that you have people trained in data analysis

LESSONS LEARNED

❖ STRATEGIC OPERATIONS

- Trust what the data is showing you
- Invite input from community and all department personnel

❖ INFORMATION SHARING AND OUTREACH

- Crucial for community support
- Crucial for political support

LESSONS LEARNED

❖ MONITORING EVALUATION AND ADJUSTMENTS

- Constantly evaluate program and be willing to adjust enforcement efforts
- In the 8 weeks one officer assigned to hot spot areas, he produced:
 - ✓ 339 Traffic Citations
 - ✓ 5 Impaired Driving Arrests
 - ✓ 51 Drug Arrests
 - ✓ 28 Miscellaneous Criminal Arrests

ROLE OF RESEARCHER

- ❖ York County Community College
- ❖ Strategies for obtaining data
- ❖ Strategies for improving data
- ❖ Introduce crime analysis
- ❖ Need constant communication

LESSONS LEARNED

❖ OUTCOMES

No matter how small your community is or how well you think you know your community, proper data analysis will dramatically increase your effectiveness.



Glendale Police Department Smart Policing Initiative

Michael D. White, PhD - Arizona State University

Lt Frank Balkcom, Glendale Police Department

September 19, 2012

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Glendale SPI Goal and Objectives

Goal

Reduce crime and disorder in the target area through the use of problem-oriented policing and the SARA model.

Objectives

- ❖ POP training for officers provided by ASU
- ❖ Officers scan and analyze problems
- ❖ Officers develop and implement responses
- ❖ Officers and ASU will assess the impact of each of the implemented responses

Problem

- ❖ Crime (theft) and CFS at Circle K Stores



Analysis: Circle Ks as the Top Locations

Highest Generators of Calls for Service, 2008-2010, among Glendale (AZ) Convenience Stores

NAME	ADDRESS	TOTALS	2008	2009	2010
CIRCLE K	4306 W MARYLAND AVE	1,428	381	555	492
CIRCLE K	5880 W CAMELBACK RD	1,148	199	396	553
CIRCLE K	5907 W BETHANY HOME RD	1,062	201	524	337
CIRCLE K	5102 W CAMELBACK RD	1,020	304	434	282
CIRCLE K	7428 N 51ST AVE	918	323	322	273
CIRCLE K	6305 W MARYLAND AVE	880	273	331	276
CIRCLE K	4648 W BETHANY HOME RD	861	282	306	273
CIRCLE K	9002 N 47TH AVE	664	271	206	187
CIRCLE K	6002 W GRAND AVE	527	163	159	205

Concerns:

- Public safety/potential for violence (employees, public)

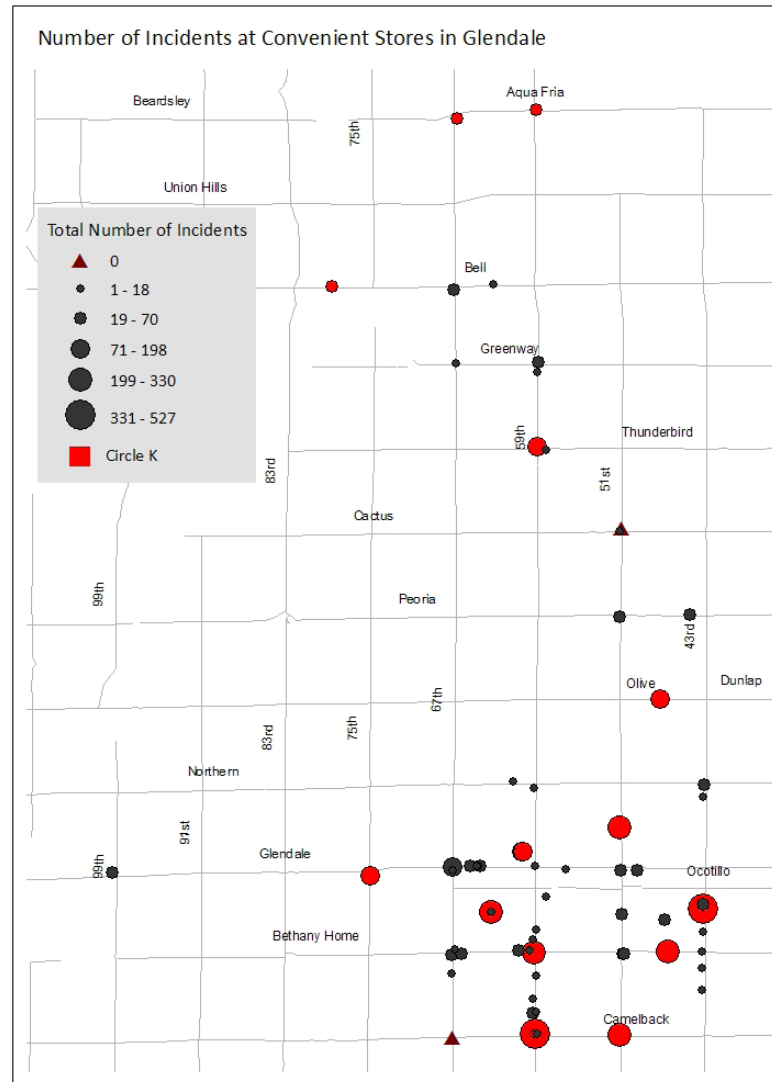
- Police Department resources

- Two Offender Groups of Interest

 - Repeat, violent offenders

 - Juvenile involvement - alcohol, crime

Analysis: Circle Ks, Not Others







BREAKFAST	
Sausage Biscuit	2/\$2
Sausage, Egg & Cheese Biscuit	2/\$3
Ham, Egg & Cheese Croissant	2/\$3
LUNCH	
Double Cheeseburger	2/\$3
Mini Twin BBQ Rib or Mini Twin Spicy Chicken	\$1.99



Response

- ❖ **Intervention with Circle K**
 - ❖ CPTED
 - ❖ Proposed Changes to Practices and Operations
- ❖ **Suppression (Not-so-Convenient)**
 - ❖ Directed Patrols and Repeat Offenders
- ❖ **Prevention**
 - ❖ Operation “Not So Convenient” Posters
 - ❖ Mayor’s Youth Advisory Committee - PSA
 - ❖ Partnerships: JAG, Area High Schools



\$ 645
\$ 6199
\$ 575
\$ 639
\$ 574
\$ 574

**NO TRESSPASSING, LOITERING OR ALCOHOL
CONSUMPTION**

THIS PARKING LOT IS PROVIDED FOR
LAWFUL USE BY CIRCLE K CUSTOMERS.

VIOLATORS WILL BE PROSECUTED

IN ACCORDANCE WITH A.R.S.
13-1502.A.1, 13-2905 & 4-244

CIRCLE K PRIVATE PROPERTY

NO TRASPASE NI CONSUMA BEBIDAS ALCOHOLICAS

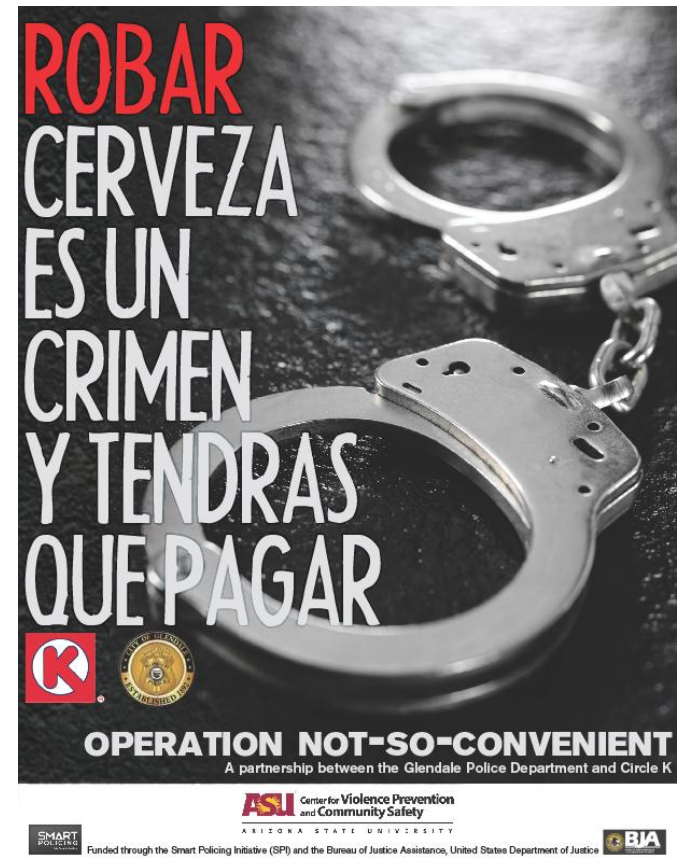
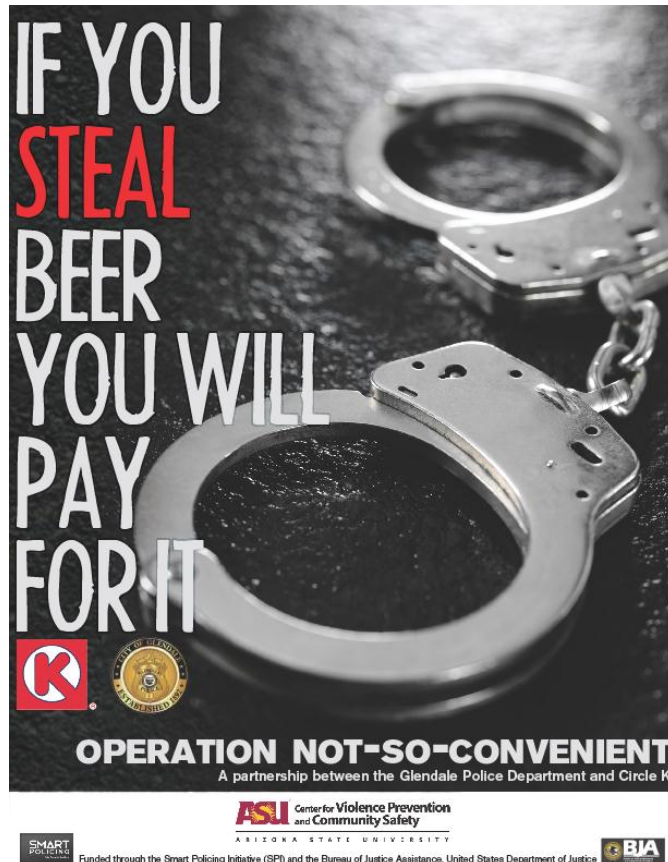
ESTE ESTACIONAMIENTO ES PARA EL USO DE LOS CLIENTES
DE CIRCLE K

QUE LOS VIOLEN LA LEY SERAN ENJUICIADOS

DE ACUERDO CON A.R.S. 13-1502.A.1, 13-2905 & 4-244

PROPIEDAD PRIVADA DE CIRCLE K

Operation Not-So-Convenient



II. Operation Not-So-Convenient

Outcomes:

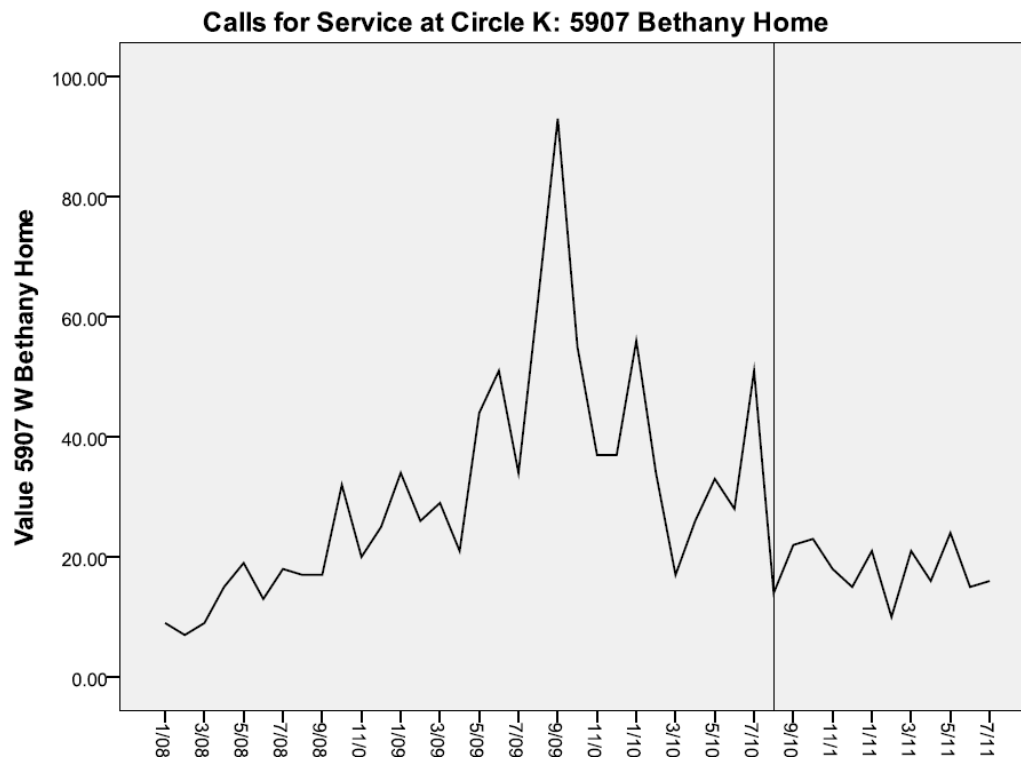
- ❖ 57 arrests
 - ❖ 15 felonies including an armed robbery
 - ❖ 3/4 adults; 1/4 juveniles
- ❖ Nearly \$1,000 in recovered merchandise
- ❖ 37 convictions and counting (65% conviction rate)
 - ❖ Armed robbery- 17 yrs in DOC
 - ❖ Two other DOC sentences; 2 county jail sentences

Assessment: Impact on Calls for Service

Average Monthly CFS Year Before SPI and During SPI

Store location	8/09-7/10	8/10-7/11	% Change
SPI stores			
❖ 4306 W Maryland	47.8 (574)	38.8 (465)	-9
❖ 5880 W Camelback	43.4 (521)	44.3 (532)	--
❖ 5907 W Bethany Home	44.2 (530)	17.9 (215)	-26
❖ 5102 W Camelback	30.4 (365)	21.1 (253)	-9
❖ 7428 N 51st Ave	20.3 (243)	24.1 (289)	+4
❖ 4648 W Bethany Home	21.0 (252)	20.8 (249)	--
Non-SPI Circle Ks			
❖ 6305 W Maryland	26.8 (332)	17.2 (206)	-9
❖ 9002 N 47th Ave	16.1 (193)	13.1 (157)	-3
❖ 6937 N 75th Ave	14.5 (174)	17.4 (209)	+3
❖ 6002 W Grand Ave	14.2 (170)	18.2 (218)	+4
Other			
❖ QT: 6702 W Glendale	11.9 (143)	12.3 (148)	--
❖ QT: 5082 NW Grand Ave	4.1 (49)	5.4 (65)	+1
❖ 7-11: 6010 W Bethany Home	5.9 (71)	2.8 (33)	-2
❖ Shell: 6705 W Bethany Home	3.3 (40)	2.9 (35)	--
❖ AM/PM: 9920 W Glendale	4.2 (50)	2.5 (30)	-1

Impact on Calls for Service



Discussion

Lt Frank Balkcom

Lessons Learned

- The business culture: crime as a cost of doing business

The PD/University Partnership

- the “Brainiacs” bring resources, a different perspective, and evidence



A Robbery Reduction Initiative: Place and Offender Based Policing

Cincinnati Police Department

September 19, 2012

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Cincinnati, Ohio - SMART Policing Initiative

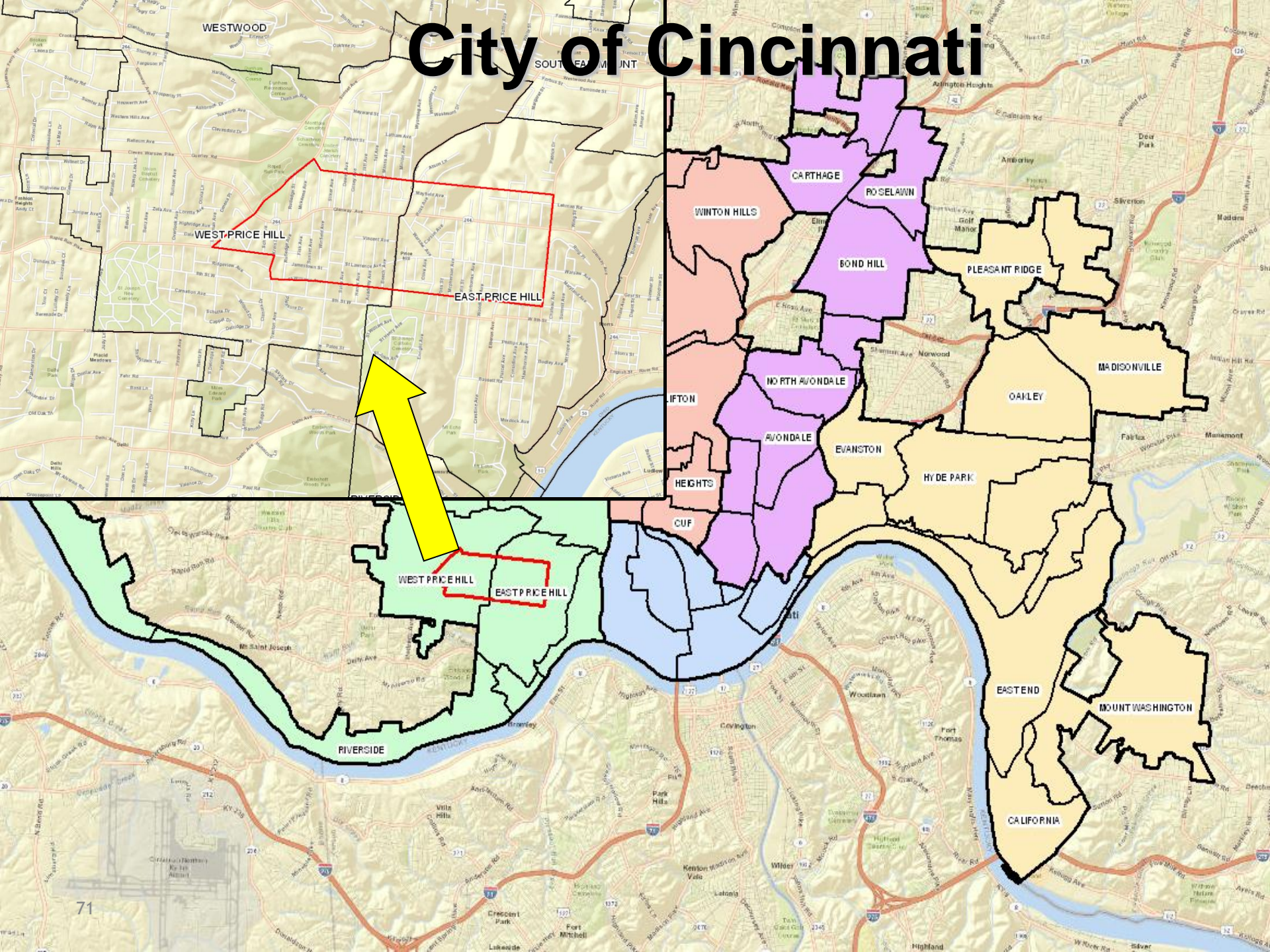
❖ PROJECT GOAL:

- ❖ Reduce robberies in the target area
 - ❖ Conduct SMART analysis of robbery problem along the Warsaw/Glenway corridor
 - ❖ Develop SMART solutions to robbery problem
 - ❖ Conduct SMART evaluation of intervention

Collaborative Partnerships:

University of Cincinnati School of Criminal Justice Researchers
Hamilton County Probation Department
Ohio Adult Parole Authority
Campbell Delong Resources, Inc.
City of Cincinnati Code Enforcement Response Team
Cincinnati Metropolitan Housing Authority
Hamilton County Prosecutor's Office
Private Landlords and Business Owners
Neighborhood Based Organizations

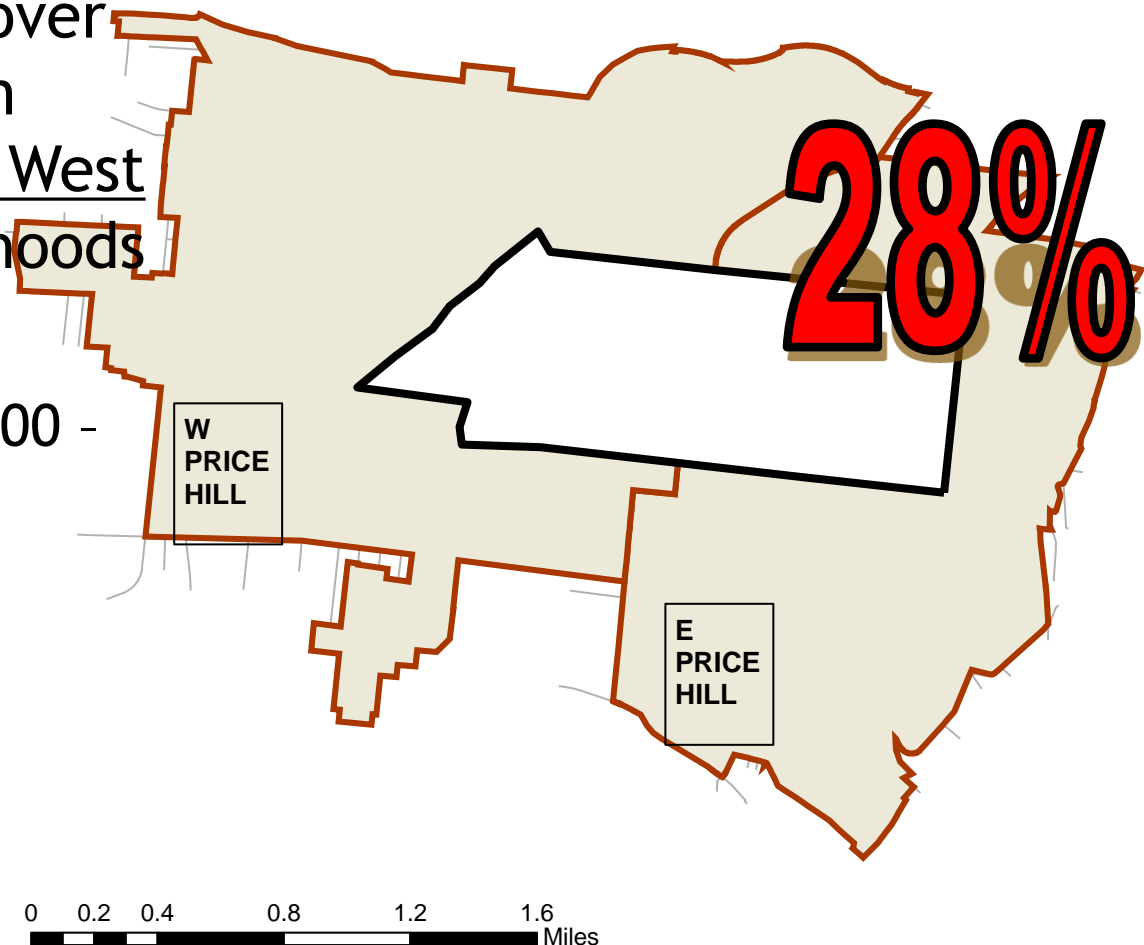
City of Cincinnati



Problem Statement

- ❖ A chronic robbery problem unfolded over the past 10 years in Cincinnati's East & West Price Hill neighborhoods

- ❖ 133% increase (2000 - 2009)



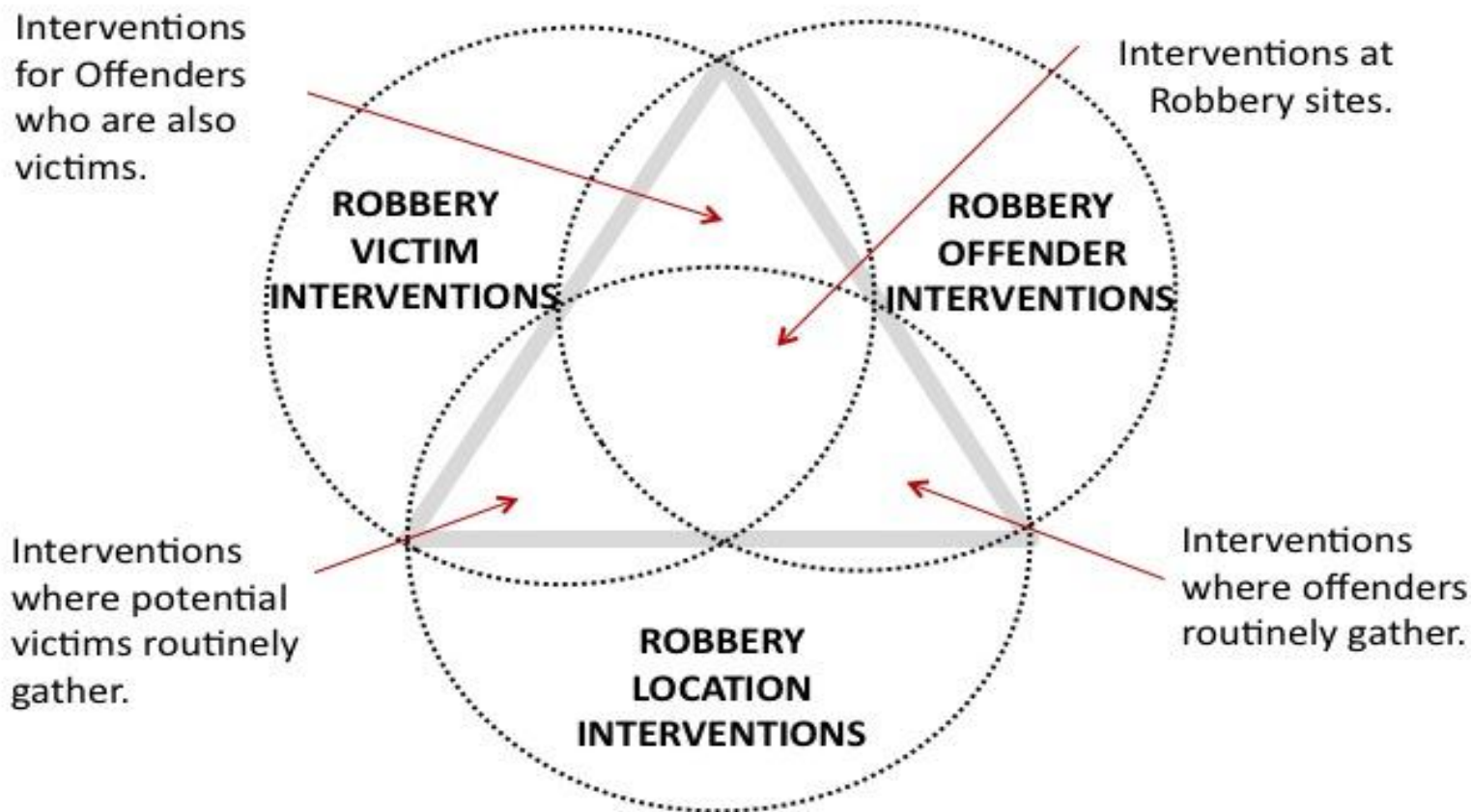
Robberies Warsaw Corridor 2000-2009



Robberies Warsaw Corridor Jan-Oct 2010



Attacking the Street Robbery Problem from all Three Sides of the Crime Triangle allows the CPD to Develop Anti-Robbery Interventions for Each Side and the Overlaps.

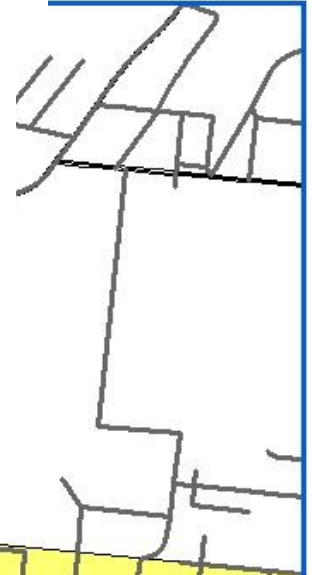


Adapted from: Eck 2003 and www.popcenter.org



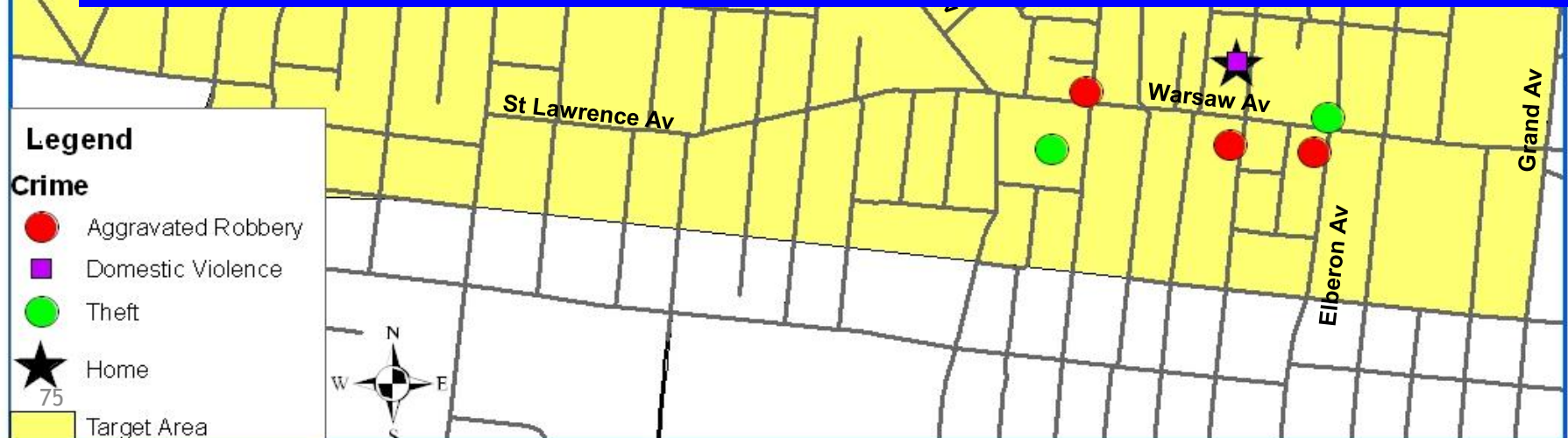
Ronnie Rocket AKA "Pay Day"

- DOB 8/6/1990
- Resides at 1027 Woodlawn Av Cincinnati, OH
- 2 Robbery Convictions
- Pending Cases:
 - Aggravated Robbery-Armed
 - Aggravated Robbery-Caused Harm
 - Robbery
 - Felonious Assault
 - Retaliation



Recording from jail telephone call from Ronnie Rocket to his girlfriend :

"I was just thinking like, man that was some crazy shit how the fuck I walk down the street and rob everybody I see." 



Offender Based Focus

- ❖ Address crime by focusing efforts & resources on the people committing crimes
 - ❖ Offenders were identified & interviewed
 - ❖ Offenders on some type of community supervision (i.e. parole & probation) were identified
 - ❖ An i2 analysis of robbery offenses vs. offender addresses was conducted
 - ❖ Home visits conducted with a CIRV message
- ❖ **GOAL: Intervene where offenders routinely gather to prevent future robberies**

Types of Robbery Offenses

- ❖ “Jack Boys”
 - ❖ Victim is a street dealer & suspect targets victim because he is known to carry large amounts of cash & drugs. Victim is unlikely to call police
- ❖ “Drug Seeker”
 - ❖ Victim is attempting to buy drugs from street level dealers. The dealer detects some opportunity or weakness during the transaction
- ❖ “Single Target vs. Multiple Suspects”
 - ❖ The victim is alone & is observed by several subjects, loitering. The group assaults the victim & takes the victim’s property as an afterthought
- ❖ “Predatory Offender”
 - ❖ A motivated offender seeks out a suitable target in the absence of capable guardians.

What did we ask? (Offender Interviews)

- ❖ Have *you* ever been a victim of a robbery or other crimes?
- ❖ Do you hang out with people who commit robberies?
- ❖ Where do you live?
 - ❖ What other addresses do you use?
- ❖ Are you currently under/have you ever been under any form of community supervision?
- ❖ What do you expect to gain from robbery?.

What did we ask? (Continued)

- ❖ Why did you decide to commit a robbery vs. another crime?
- ❖ How do you select your target?
- ❖ What do you do after a robbery?
- ❖ Did you expect to be caught?
- ❖ Do you ever do anything to avoid being caught?

What did they say?

- ❖ All of the respondents declared having been involved in other crimes aside from robbery
 - ❖ 62% stated this was not their first robbery
- ❖ Street level robberies are gang initiation crime
 - ❖ Many of the initiation crimes were directed toward food delivery services
- ❖ 4 out of 5 offenders are currently or had been under community supervision
- ❖ 75% of offenders surveyed reported being a victim in the past

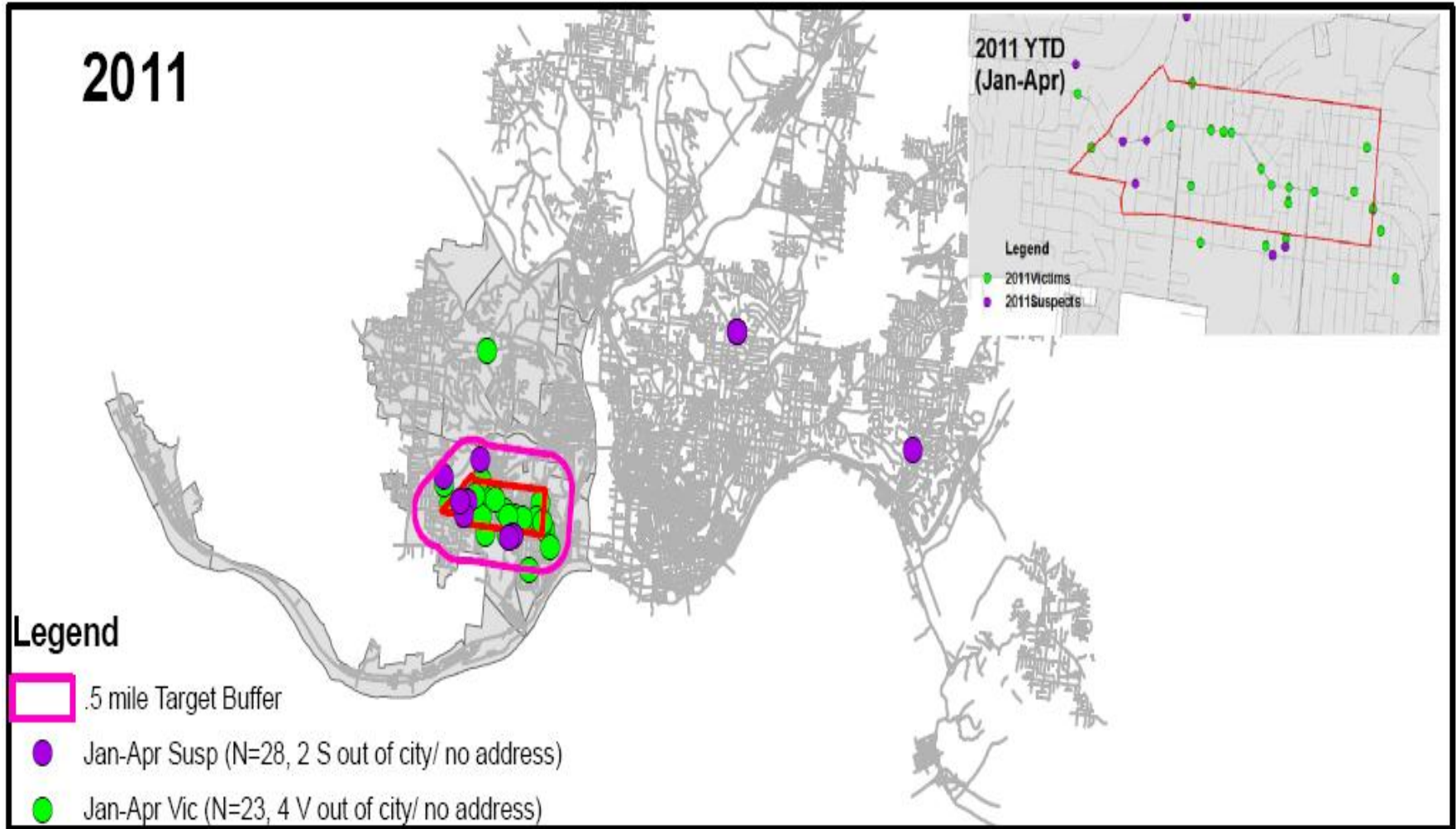
Victim Interviews...what did we ask?

- ❖ Did you carry a weapon for protection when you were robbed?
- ❖ Are you fearful of being robbed on GlenwayWarsaw?
- ❖ Did you know who robbed you?
- ❖ What were you doing before the robbery happened?
- ❖ At the time of the robbery, were you involved in any kind of criminal activity? (i.e. buying drugs)

What did they say?

- ❖ Most respondents explained that the robbery occurred while they walked from work to home, school to work, or shopping to home.
 - ❖ Only 5 mentioned incidents happening while involved in some type of risky behavior
- ❖ Many of the robbery incidents were linked to the victim's use of public transportation

Where do Offenders say they live?



City of Cincinnati Landlord Training Seminar

"I would recommend this course to all landlords."

"The quality of neighborhoods in Cincinnati would greatly improve if everyone took this class."

Written comments from recent trainees



city of
CINCINNATI



COMMUNITY POLICE
PARTNERING CENTER

Supporting communities in problem solving.

United
Way



Dear Madam or Sir:

Our records indicate that you own or manage rental property in Cincinnati, Ohio. Because of the problems associated with chronic nuisance and drug activity in rental housing, we are writing to you and other rental owners to invite you to a seminar, the Landlord Training Program, on how landlords and property managers can keep illegal activity out of their units. To date, thousands of landlords and property managers have attended the Landlord Training Program in other areas of the country. Now that the program is being offered for landlords in your neighborhood, we urge you to take advantage of it.

This program is part of an effort to stop chronic nuisance and drug activity in residential neighborhoods. While we use the Chronic Nuisance Ordinance (Chapter 761 – Cincinnati Municipal Code) and Permitting Drug Abuse (Chapter 911.5 – Cincinnati Municipal Code) to fine owners and close property in cases where the landlord has allowed nuisance activity to occur and drug dealing, distribution, or manufacturing on the property, we would prefer to work with landlords to ensure that problems never reach this level. Landlords who use techniques from the Landlord Training Program tell us the rewards outweigh the costs, and include the following:

- A stabilized, more satisfied tenant base, with increased demand for rentals.
- Lower maintenance and repair costs.
- Improved property values.
- Improved level of personal safety for both tenants and neighbors.
- Peace of mind from spending less time on crisis control.

Reactions from people who have taken this course have been very positive. Landlords tell us that the course provided them with new screening techniques and helped them deal successfully with tenants involved in illegal activity. A recent survey indicates that more than 90 percent of landlords who attend the training make changes in the way they manage their property as a result of the program. The program is also an effective community policing tool.

Your attendance is encouraged.

Thank you,

Milton R. Dohoney Jr.
Milton R. Dohoney Jr.
City Manager, City of Cincinnati

James E. Craig
James E. Craig
Police Chief, City of Cincinnati

SMART
POLICING

Data. Analysis. Solutions.



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

Lessons Learned

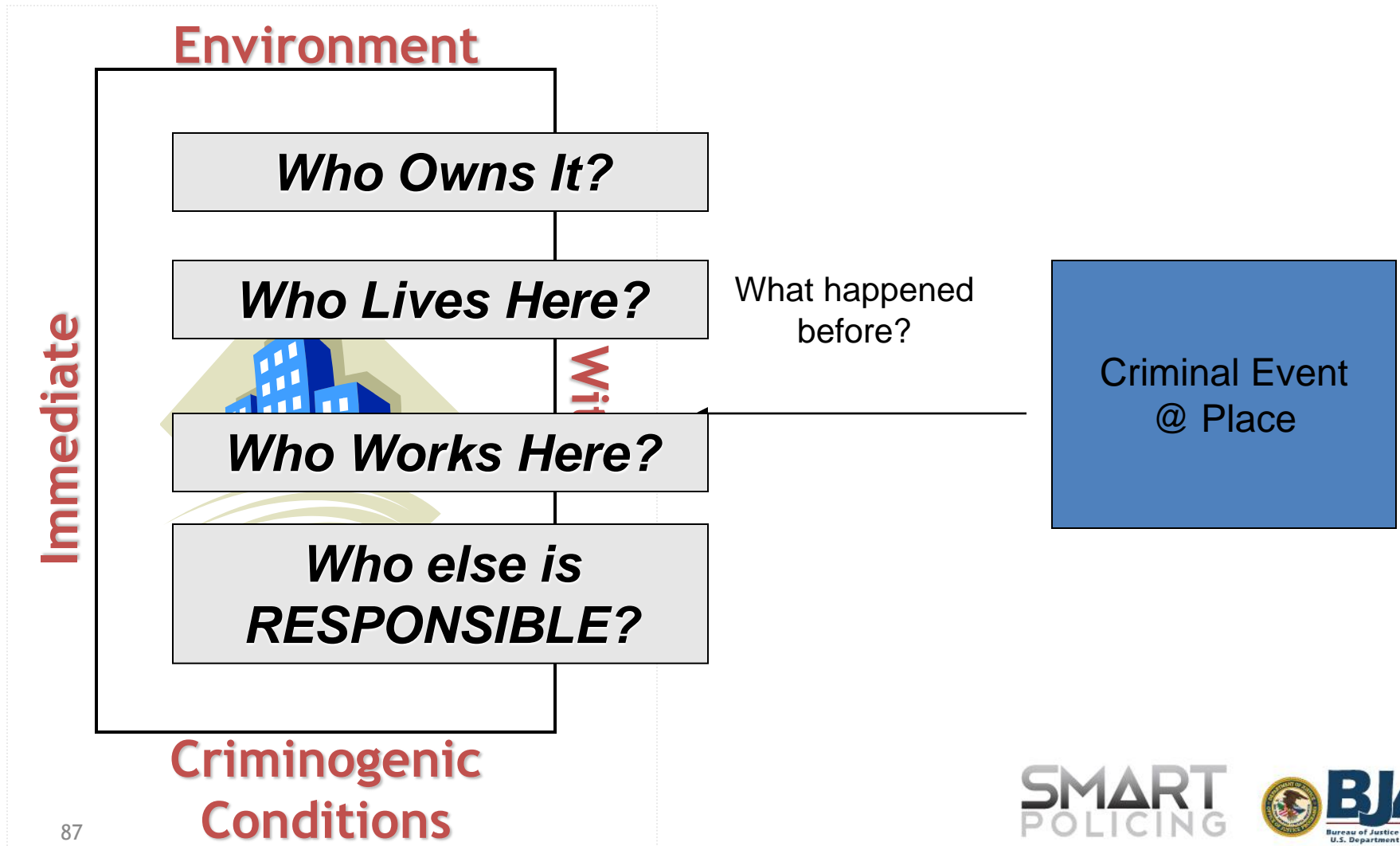
- ❖ A lot of information was gleaned from conducting interviews
- ❖ Seemed to be no robbery offender network
- ❖ Our probation department does not verify addresses - probation makes offenders come to them
- ❖ Data

Place Based Focus

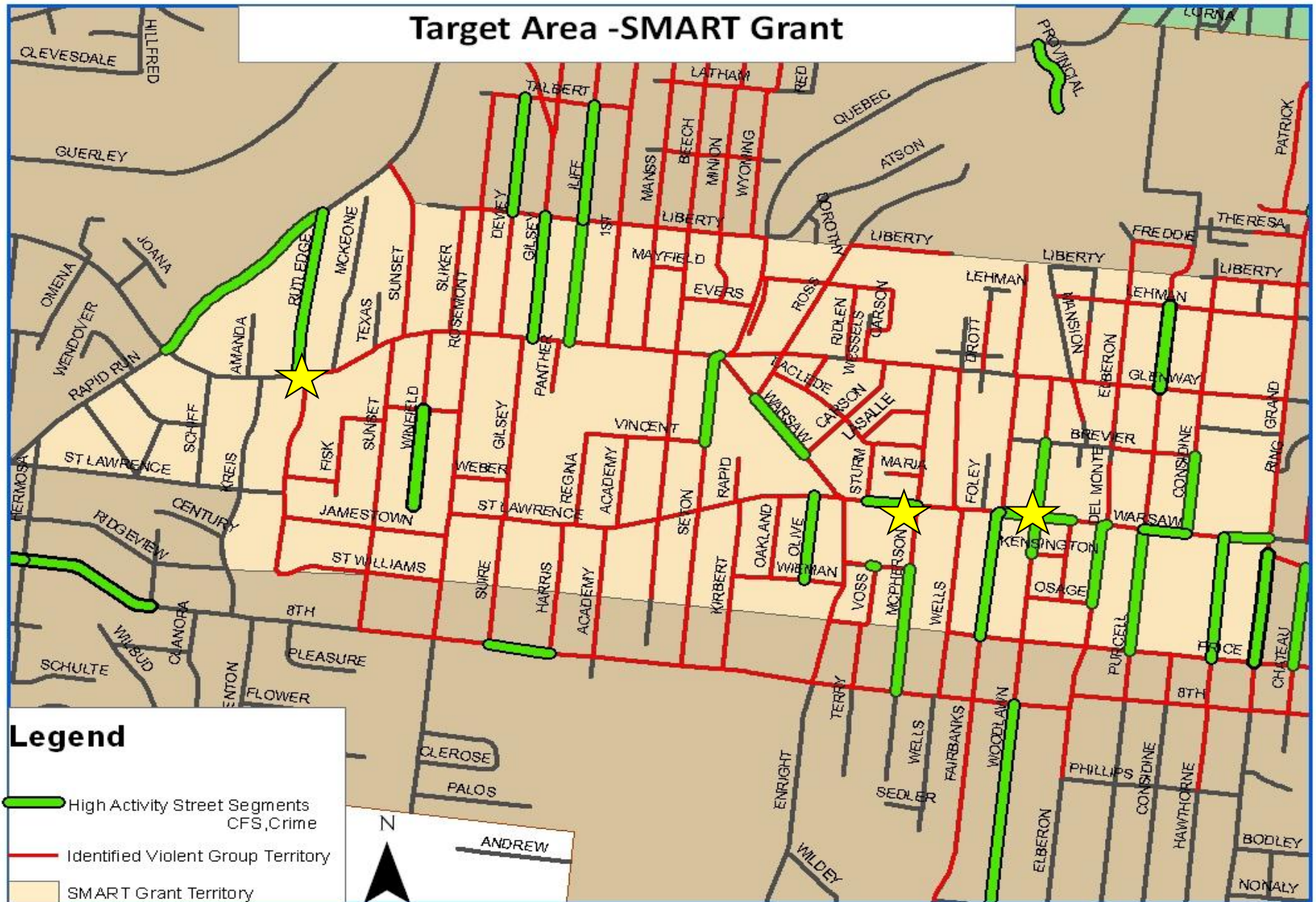
- ❖ Growing trend across many police agencies to utilize minimal resources more efficiently by focusing on place...the side of the triangle that doesn't move
 - ❖ The police response is to identify & change the underlying conditions that make places attractive for crime
- ❖ GOAL
 - ❖ Engage businesses in the target area to collectively change the environment

“Wheredunit, instead of Whodunit?”

(Weisburd, 2008)



Target Area -SMART Grant



CRIME PREVENTION IN NEIGHBORHOOD COMMERCIAL ZONES

East & West Price Hill Training



Milton Dohoney, City Manager
James E. Craig, Chief of Police

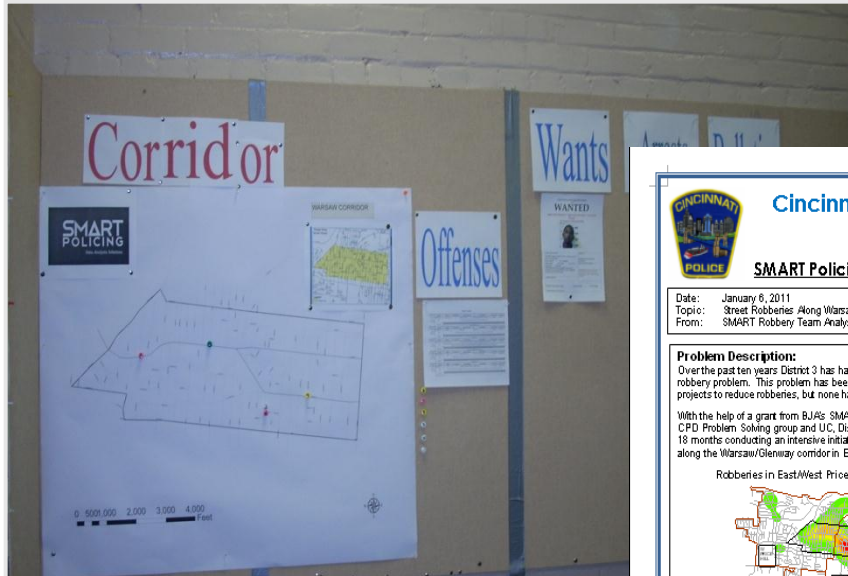
Convergent Settings in the Target Area



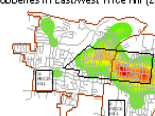
Lessons Learned

- ❖ Providing the training was easy, but the follow through by the business community was challenging
 - ❖ Civil remedies have to be addressed
- ❖ Convergent settings were identified
- ❖ Apathetic landlords
- ❖ Address verification

What did we do?

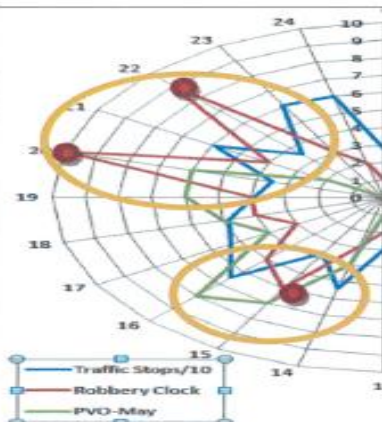
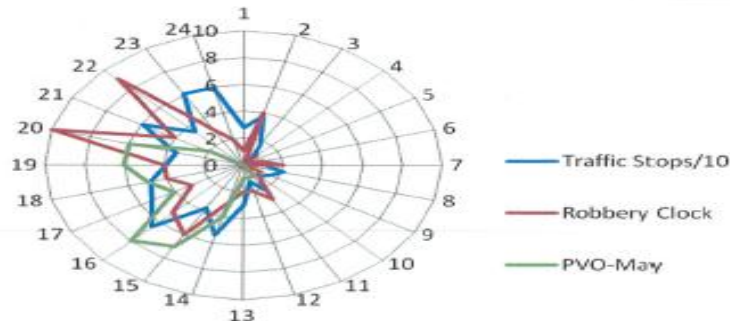


Info Board

Cincinnati Police Department District 3 SMART Policing Robbery Reduction Initiative	
<p>Date: January 6, 2011 Topic: Street Robberies Along Warsaw/Glenway From: SMART Robbery Team Analysts (White, B...</p> <p>Problem Description: Over the past ten years District 3 has had a persistent robbery problem. This problem has been the focus of projects to reduce robberies, but none have had long...</p> <p>With the help of a grant from BJA's SMART Policing CPD Problem-Solving group and UC, District 3 will spend 18 months conducting an intensive initiative to reduce robberies in East/West Price Hill (2000-2...</p>  <p>The project will focus on attacking all three elements (victim, offender, location) to reduce robbery.</p> <p>Recommended Response: As the project progresses officers working in the target area where robberies are occurring. Additionally, officers should be aware of surroundings. As targeted responses are developed by the project in the target area. During the initial phase of the project (Jan 2011) documented on a RIR card which will be processed by intelligence.</p> <p>Contacts: Any officers with information contact Detectives</p> <p>This bulletin</p>	<p>Date: January 20, 2011 Topic: Street Robberies Along Warsaw/Glenway Corridor From: SMART Robbery Team Analysts (White, Byers, G...</p> <p>Problem Description: 12/13/10 0647hrs @ 3021 Warsaw Av UDF -Presented note, implied gun & takes money 12/15/10 1727hrs @ 977 Hawthorne @ Domino's -Presented note, implied gun & takes money 12/16/10 0845hrs @ 3715 St. Lawrence Av- @ St. Lawrence Bakery- Present note, implied gun, & takes money</p> <p>Recommended Response: None- Arrests Made</p>
<p>Date: January 20, 2011 Topic: Street Robberies along Warsaw/Glenway Corridor From: SMART Robbery Team Analysts (White, Byers, Gallagher)</p> <p>Problem Description: Street Robberies near Kroger's at Warsaw Av & Enright Av of incapacitated victims</p> <ul style="list-style-type: none"> 1/15/11 2100 hrs 3 M/B's "20's" punched intoxicated male and took his money - 832 Enright Av 1/17/11 1550 hrs 1 M/B "20's" asked for the time and wrestled phone from Hispanic-non English speaking victim waiting at bus stop and fled on foot @ 3420 Warsaw Av 1/17/11 1915 hrs 2 M/B's "18" told wheelchair bound victim to give them everything he had at gun point. Subjects fled on foot when they heard sirens @ 828 Enright Av <p>Recommended Response: During the initial phase of the project (Jan 2011), all suspicious activity in the targeted area should be documented on a RIR card which will be processed by the crime analyst and returned to the officers as intelligence.</p>	<p>More Information: K-9 tracked to 3708 Wieman Av from incident at 828 Enright Av, directly behind the Kroger Store. A BB Gun was recovered at that location.</p> <p>Subjects are described as wearing Black Hoodies</p> <p>Suspect descriptions listed on 301 include: 510/150 507/140-150 600/180</p>

Pattern Bulletins

Target Area Robbery Crime Clock



Data: January – September 2011

The peak hours for robberies are from 2000 to 2200. PVO hours are high at the start of this period (2000), but then disappear. Traffic stops also occur around this period, but, as would be expected, are lower when robberies are at their highest.

The smaller robbery peak, around 1500 is covered by PVO hours and is also surrounding on either end by traffic stops.

Target Area Robberies – 3 peaks: Small peak at 1500, High peak at 2200, Highest peak at 2000

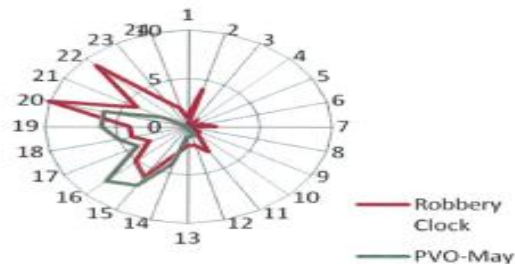
Traffic Stops – Target area traffic stops by D3 officers. Data values divided by 10 to bring to scale with robberies and FIR hours

- Several moderate peaks: Small peaks at 1400, 1800, Moderate peaks at 2100, 2300, 2400, Highest peak at 1600

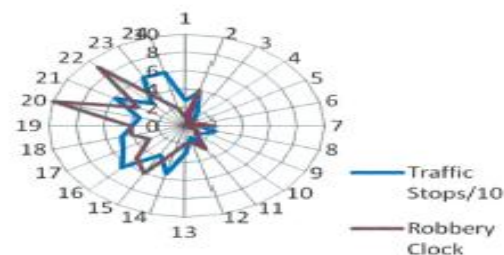
PVO hours for the month of May (*checking to see if hours have changed)

• Moderate peaks at 1500, 1900, 2000, Highest peak at 1600

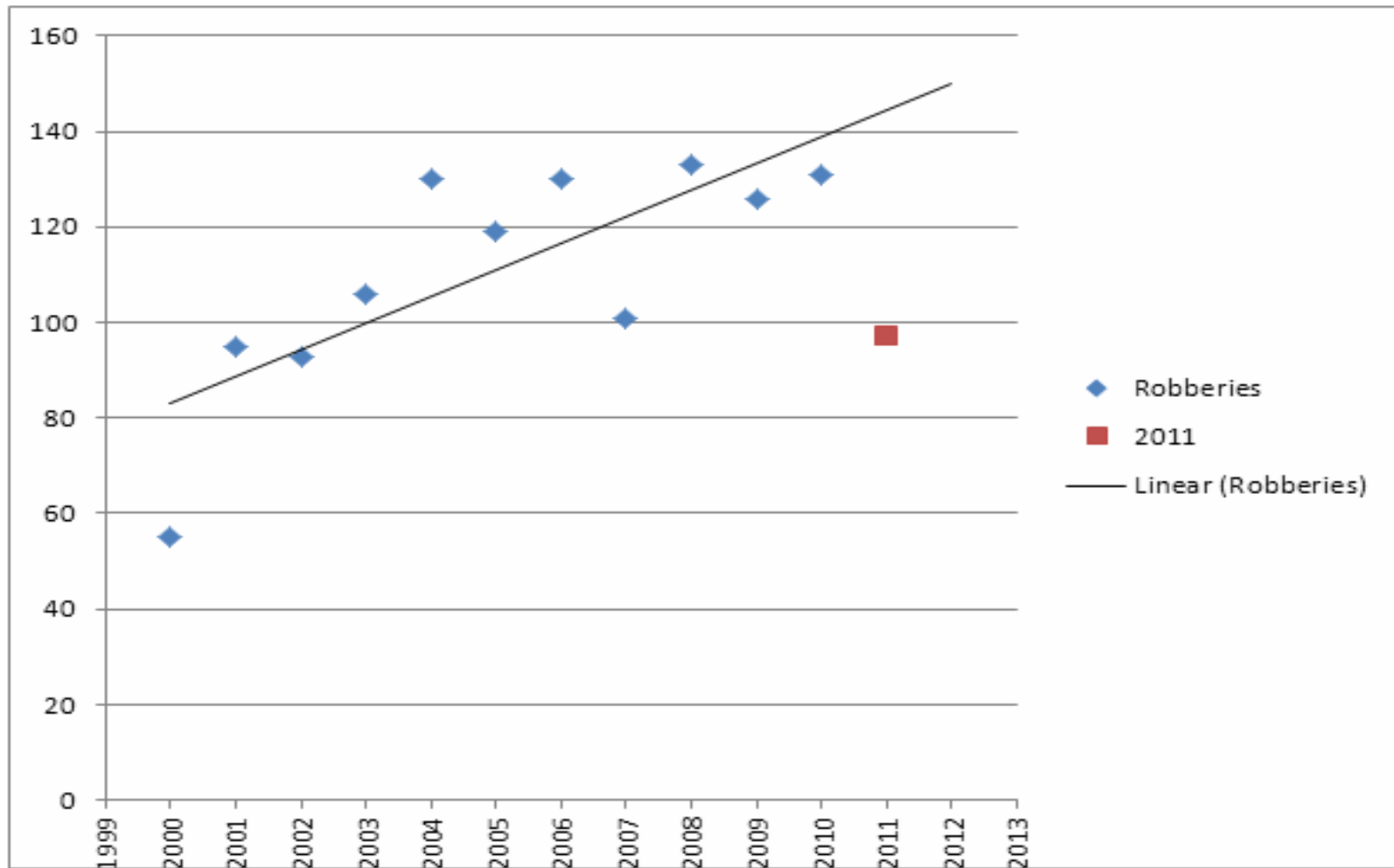
Robbery and PVO hours



Robbery and Traffic Stop hours



Preliminary Results



Plan, Policy, and S.O.P

1. Crime Pattern Bulletins will become the standard response to identified patterns, series, and sprees
2. A district S.O.P. on robbery and shooting offenses to include an interview to include their journey to crime
3. Exploration of pairing probation officers with police officers for home visits
4. Robbery offenses handled by the same investigator

Plan, Policy, and S.O.P

5. District S.O.P. with robbery offender interview profile
6. Business crime prevention training conducted with the Problem Solving Group focusing on the businesses with the most calls for service prior to civil action.



Safeways: Old Allen Station

Memphis Smart Policing initiative

Bishop Mays, MPD Colonel (Ret.)- Old Allen Station

September 19, 2012

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.

MEMPHIS SPI- TARGETED PROBLEMS

- Major Targeted Problems
 - Robbery of Individuals
 - Residential burglary
- Issues Identified Related to Targeted Problems
 - Youth (aged 24 years and younger) Offenders
 - Repeat Offenders
 - High Density Apartment Complexes

HOW PROBLEMS/ISSUES IDENTIFIED

- ❖ Quantitative and spatial analysis of MPD offense and arrest data by research partner
- ❖ Multi-layered quantitative & spatial analysis by research partner of data for DMI initiatives
- ❖ Specialized analysis
 - ❖ Arrest & custody analysis by MPD Real Time Crime Center (RTCC)
 - ❖ High profile repeat offender analysis by RTCC
- ❖ Problem-solving team analysis of hypotheses and data results
- ❖ Survey data
- ❖ Community data
- ❖ Problem properties data

SPI PRINCIPLES INCORPORATED

- ❖ Targeted law Enforcement Efforts
 - ❖ Robbery/Burglary Taskforces
 - ❖ Gang Taskforce
 - ❖ Community Policing Initiative
 - ❖ Drug Market Initiatives
 - ❖ Enhanced PSN Focus
- ❖ Community Capacity Building Efforts
 - ❖ Police Joint Agency Collaboratives
 - ❖ Enhanced Apartment Managers meetings with Crime Prevention Training

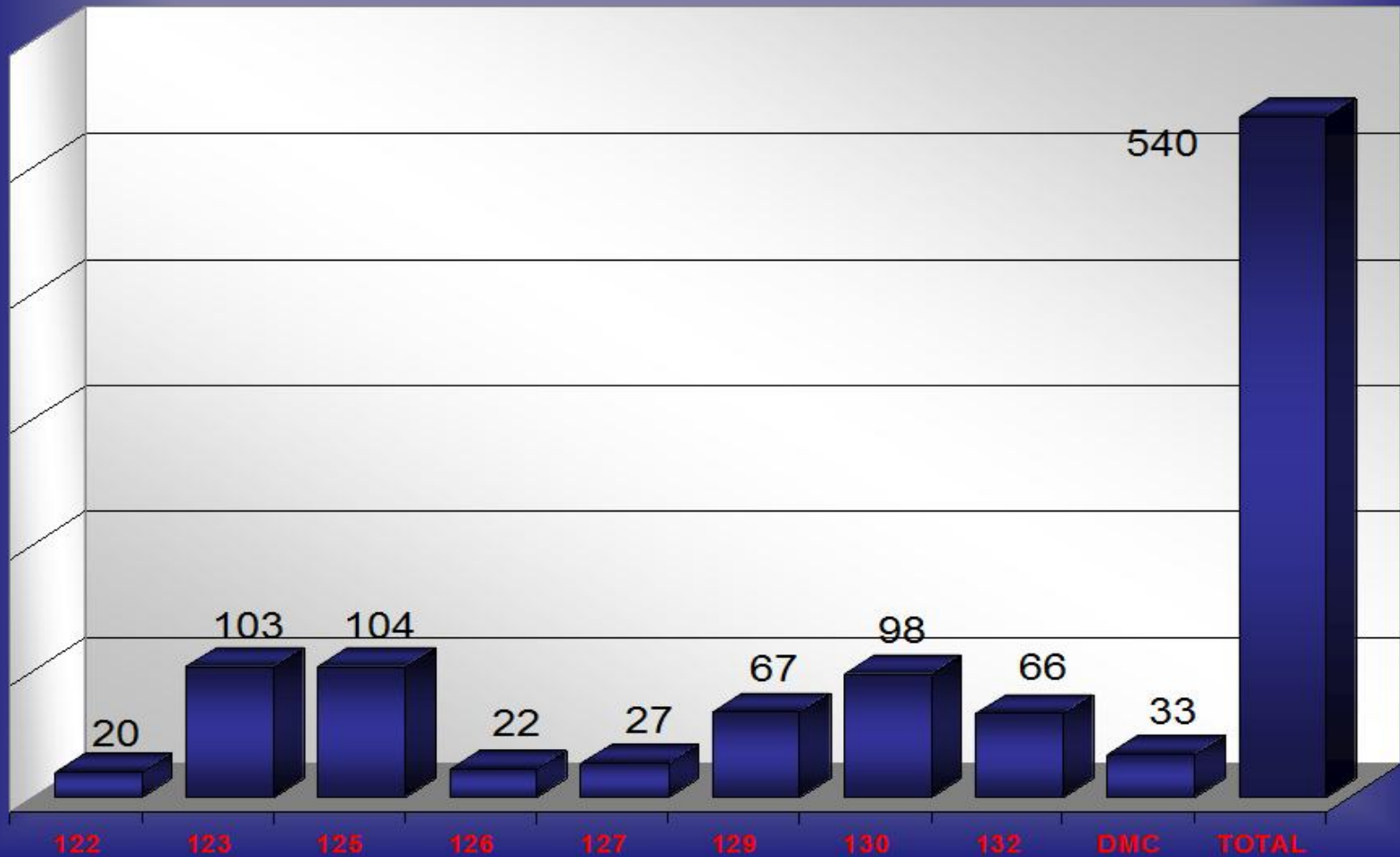
MPD Old Allen Station Taskforces

- ❖ One set targets hotspots for burglary and robbery
 - ❖ Burglary arrests:739
 - ❖ Robbery Arrests:251
- ❖ Arrest Population Analysis
 - ❖ 24 years and younger
 - ❖ Burglary- 63%
 - ❖ Robbery- 67%
 - ❖ 17 Years and younger
 - ❖ Burglary- 21%
 - ❖ Robbery- 25%

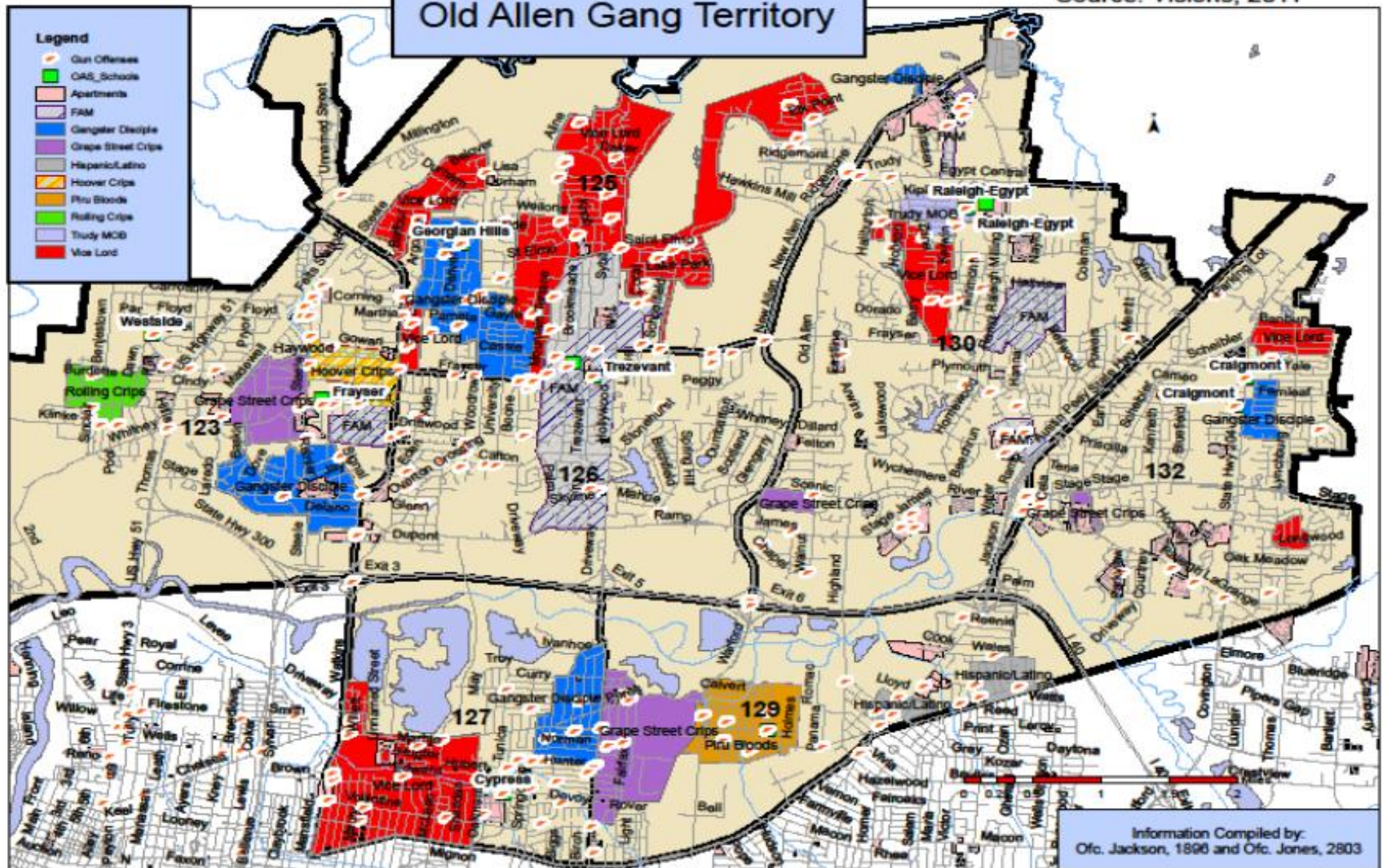
Gang Task Force

- ❖ Identified 618 gang members
- ❖ Survey of law enforcement perceptions regarding gangs completed in partnership with F.B.I. (sample of 1/3 of MPD Patrol Officers)
- ❖ Task Force findings presented to MPD Command Staff and other precincts
- ❖ Gang Task Force has become model for newly created city-wide Gang Unit within the Memphis Police Department's Organized Crime Unit

Police Encounters with Documented Gang Members in Old Allen Station by Wards



As of Dec, 2011
Source: Visions, 2011



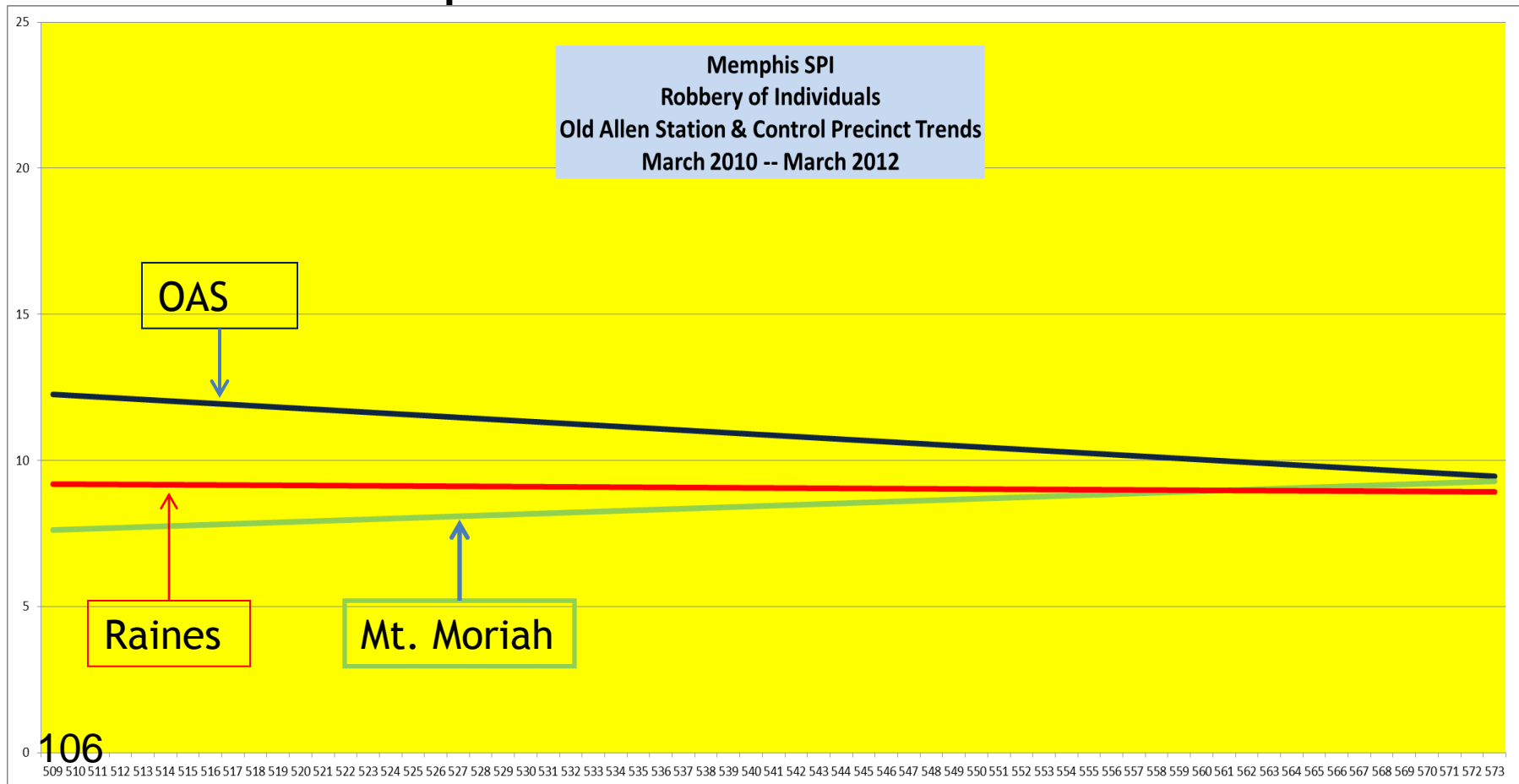
Community Capacity Building

- ❖ Launched enhanced Apartment Managers Monthly meetings incorporating crime prevention curriculum.

	AGREE OR STRONGLY AGREE
I look forward to coming to the meetings	73.0%
Meetings provide me information I can use at my complex	70.3%
Learned new crime prevention methods at the meetings	70.3%
Applied what I learned at my complex	71.4%

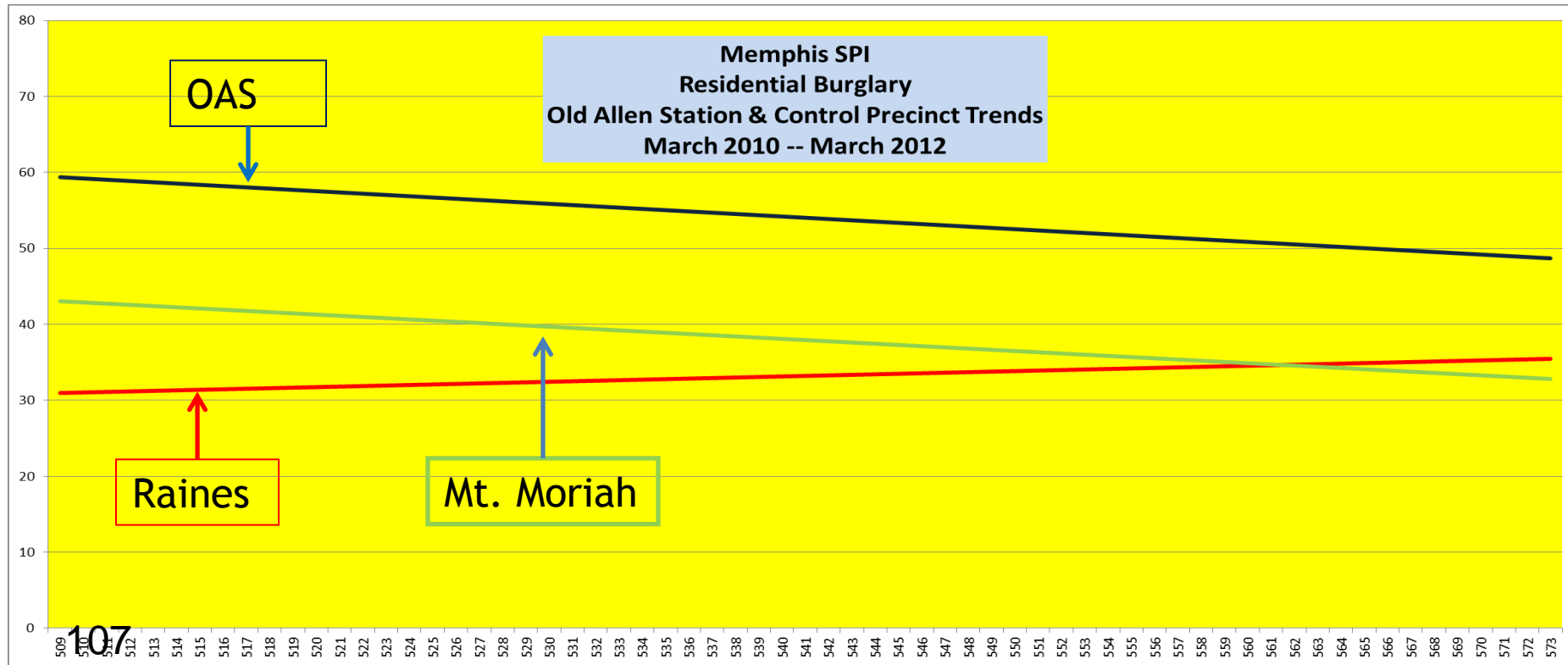
ANALYSIS/FINDINGS/RESULTS

- ❖ Robbery of Individuals displayed a decreasing trend over the SPI period in comparison to the two control precincts.



ANALYSIS/FINDINGS/RESULTS

- ❖ Residential Burglary provides a more complex picture. While OAS displayed a decreasing trend over the SPI period one of the two control precincts also demonstrated a similar decrease.



ADVICE FOR OTHER AGENCIES

- ❖ Building Intelligence capability is critical
 - ❖ Example: Gang Intelligence
- ❖ Creating and testing hypotheses concerning crime problems is vital
 - ❖ Example: Parolees as repeat offenders
- ❖ Short-term enforcement sweeps have little impact
 - ❖ Example: OCU 2-3 sweeps in 23 micro-areas- no impact
- ❖ Enhancing AND institutionalizing analytic ability
 - ❖ Examples: RTCC building skills to conduct (1) arrest & custody analysis and (2) High profile offender analysis: both now being run for all precincts
- ❖ Building community capacity
 - ❖ Police Joint Agency problem properties collaboratives
 - ❖ Use small areas- (1) very labor intensive & (2) in large areas problem-solving becomes unwieldy
- ❖ Planning for sustainability
 - ❖ Can't leave it to chance
 - ❖ Memphis SPI intentionally used data collected through SPI to provide foundation for focusing additional community initiatives into the Old Allen Area

Sustainability Via Long Term Planning

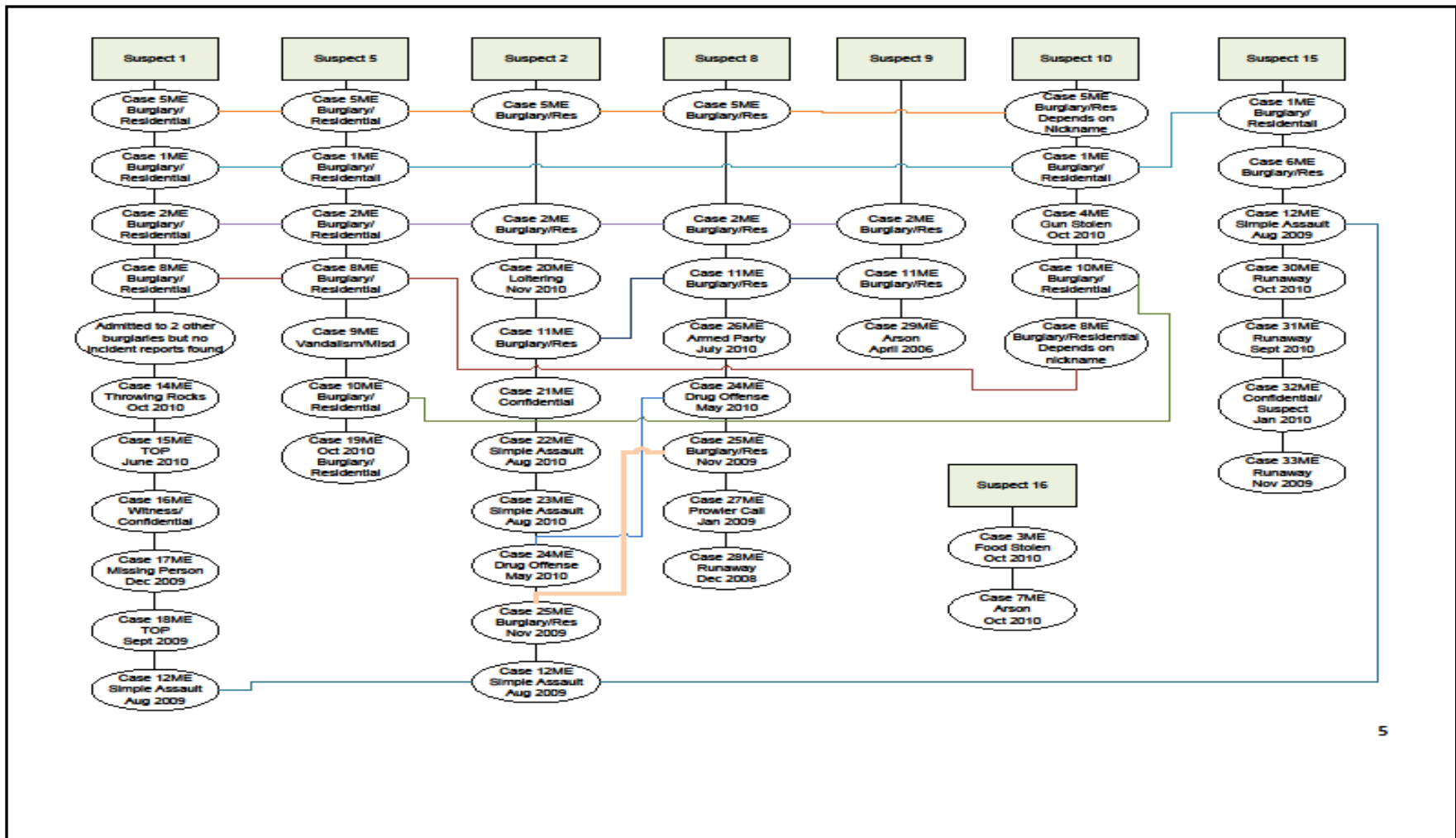
Community mobilization and capacity building efforts have become the foundation for new focused initiatives in Old Allen Station:

- ❑ MPD Community Outreach Program Area
- ❑ Memphis Youth Violence Prevention- part of National Forum on Youth Violence Prevention
- ❑ Memphis/Shelby County Defending Childhood Strategy
- ❑ Shelby County Blue Prints on Domestic Violence Project
- ❑ Shelby County Teen Pregnancy Project
- ❑ Youth referral Network for JustCare Family Network

RESEARCH PARTNERSHIP

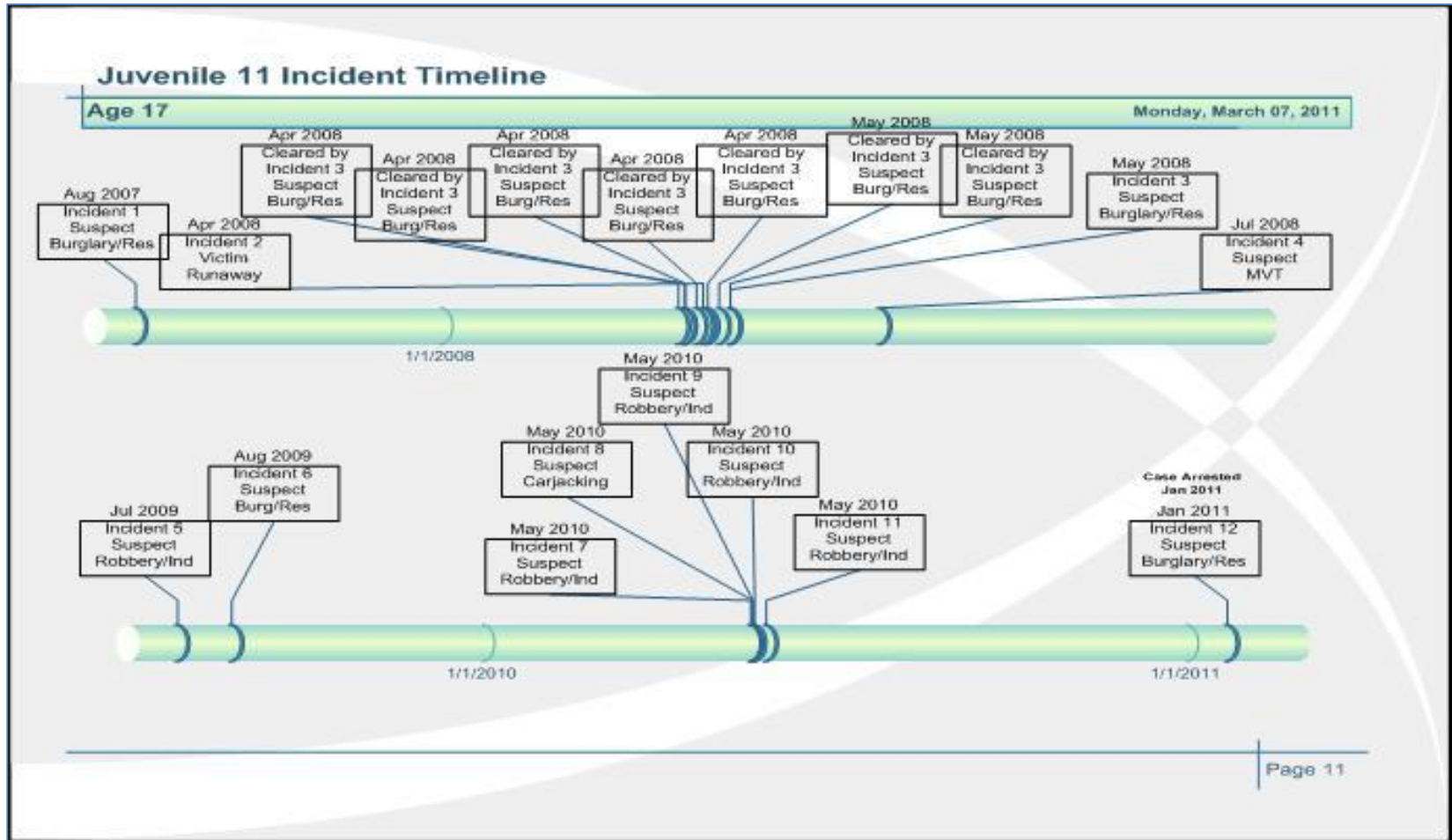
- ❖ Advanced analytic capacity for quantitative and spatial analysis for problem identification
 - ❖ Examples: hot spot analysis; training of RTCC analysts for arrest and custody offender analysis & high profile offender analysis
- ❖ Specialized analysis
 - ❖ Example: Network analysis of youth offenders- provided foundation for developing juvenile offending initiative (next slides)
- ❖ Identification of evidence-based practices and advice on adaption to local conditions
 - ❖ Example: Drug Market Initiatives
- ❖ Support in developing and administering surveys
 - ❖ Examples: gang survey, apartment manager survey
- ❖ Support in analyzing community data and facilitating community capacity building
 - ❖ Examples: Creation of crime prevention curriculum for apartment managers

Juvenile Networks



5

YOUTH OFFENDERS





Evans County Sheriff's Office, Claxton Police and Hagan Police ILP Initiative

John B. Edwards, Chief Deputy Sheriff

Columbus- Worthington Ohio

September 19th 2012

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.

Crime Problems and Order Maintenance Issues

Crime

Domestic Violence
Property Crimes
Drug Distribution
Repeat Offenders

Disorder

Trespassing/unwanted person
Noise problems
Night club/alcohol problems
High crime area calls

Strategy

- ❖ Implement “practical and pragmatic” Intelligence led policing tenets applicable to **small agencies**
- ❖ Partner with **ALL** law enforcement in the County for information sharing
- ❖ Full time Intelligence analyst position (*hybrid blend of intelligence analyst and crime analyst*)
- ❖ Use of the *SARA* model
- ❖ Low cost Information outreach structure and technologies

Outcomes

- ❖ Crime/disorder threats are identified “upfront”
- ❖ Long term strategies are planned and short term tactics implemented with greater efficacy
- ❖ Crime is prevented, interrupted, reduced and/or eliminated
- ❖ The police culture has evolved to proactive versus reactive
- ❖ Crime rate is lower
- ❖ Problem documentation insulates the agency and is of continuing utility in operations
- ❖ Greater public support

Reasons

- ❖ Intelligence analyst function
- ❖ Information “push” or outreach systems
- ❖ Universal agency and officer awareness
- ❖ Intelligence and information sharing
- ❖ Purposeful patrol
- ❖ Hot spot patrol
- ❖ Detective and patrol communication
- ❖ Prolific Offender Program
- ❖ Collaborations

Eight Pillars of the Partnership

- ❖ Leadership
- ❖ Common Goals
- ❖ Memorandum of Understanding
- ❖ University Research Partners
- ❖ Intelligence/Data Driven Mindset
- ❖ New Technology Applications
- ❖ Structured Policy and Procedure
- ❖ Structured Communications Networks

Leadership

- ❖ Requirement to cooperate, communicate and coordinate
- ❖ Zero-tolerance for independent philosophers and actors
- ❖ Sustain an information sharing environment
- ❖ Dedication and devotion toward the central tenets of Intelligence led policing
- ❖ Outreach and building collaborations
- ❖ Investments in Training



Hagan Police Chief Kerry Blocker (Left) Claxton Police Chief Edward Oglesbee (Center) Evans County Sheriff Randall Tippins (Right)

Common Goals

- ❖ Create an atmosphere of total situational awareness and knowledge from shift to shift with all officers in each agency
- ❖ Produce and disseminate meaningful and actionable Intelligence information to all officers in each agency
- ❖ Create “force multipliers” with all State and Federal partners
- ❖ Identify threats to public order and safety
- ❖ Identify strategies and tactics to mitigate or eliminate those threats
- ❖ Minimal impact to Budgets

2010

Mar 17, 2010 9:57 AM

1 Attachment

**LAW ENFORCEMENT
SENSITIVE**

E-ROLL CALL



LAW ENFORCEMENT SENSITIVE

LAW ENFORCEMENT SENSITIVE

E-ROLL CALL

Date: February 11th, 2010

To: Sheriff Randall Tippins

From: Bryant Jones, Intelligence Analyst

Evans S/O Cards Written: 2

1. Complaint: 8:30pm Claxton Officer 408 reported a stolen Road Sign at Boggs Street.

Evans Deputy's 6 & 8 responded to call

Case# 1002020067

2. Complaint: 11:47pm Brenda Hendrix reported an Unwanted Person at Blocker's Trailer Park J6.

Evans Deputy 8 responded to call

Case#100 202 0069

Claxton PD Reports 0

No Incidences to Report

Hagan PD reports 2

1. Complaint: 8:46pm Mitchell Bacon reported a 10-10 at 6632 Hwy 280 West. Sister was causing Problems at residence. Hagan PD Officer 8-B stated subject left on her own.

Hagan PD Officer 8B responded to call

Evans Case#100 202 0068

Page 1 of 3

LAW ENFORCEMENT SENSITIVE

LAW ENFORCEMENT SENSITIVE

LAW ENFORCEMENT SENSITIVE

E-ROLL CALL

Date: April 15th, 2010

To: Sheriff Randall Tippins

From: Bryant Jones, Intelligence Analyst

ACTIVE AMBER ALERT:

Missing From: **Tucker, GA**

Missing Date: **04/13/2010 9:30 AM**

Issued for: **Georgia: Statewide**

Contact:

If you have information, please contact

Dekalb County Police Department,

404-294-2911, 911

Circumstances:

UPDATE: NEW POLICE PHONE NUMBER

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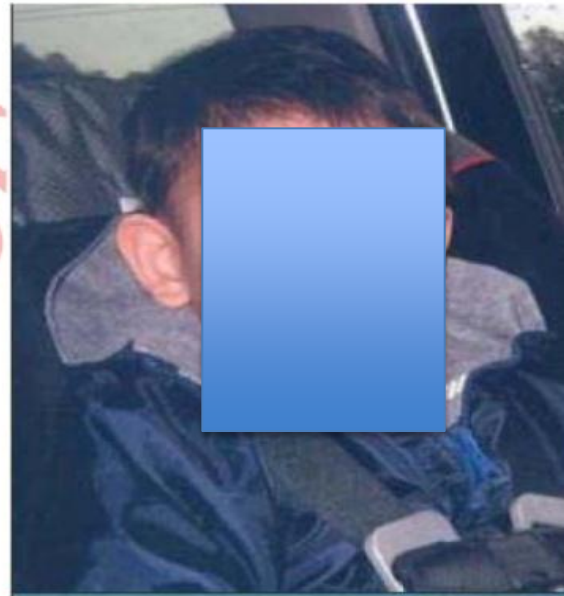
Hair Color: **Black** Eye Color: **Brown**

Skin Color: **Asian** Age: **3 YO**

Height: **3'6** Weight: **30 LBS**

Gender: **Male**

Description: **Child last seen wearing blue jeans and a blue hooded jacket.**



LAW ENFORCEMENT SENSITIVE



Memorandum of Understanding

- ❖ Defines authority, leadership and management
- ❖ List goals and objectives
- ❖ Identifies roles and responsibilities of partners
- ❖ Adopts policies and procedures
- ❖ Describes structures and methods of operations
- ❖ List performance measures
- ❖ Provides for a method and manner for evaluation

Our GSU Research Partners



- ❖ Conducts independent reviews and evaluations of our program (test our efficacy)
- ❖ Provide empirical data regarding operations (information about Best Practices)
- ❖ Create ideas and alternatives regarding planning and implementation (from procedures to technologies)
- ❖ Provides insight from a different perspective (Identifies unintended consequences)

Our GSU Research Partners



- ❖ Provided data for use in justifying specific activities within a budgetary context
- ❖ A continuous resource for information and research to find solutions for problems
- ❖ Brings credibility to our program through the unique combination of transparency and evidence-based critique
- ❖ Low cost high gain resource and force multiplier

Intelligence and data driven mindset

- ❖ Dedicated “fulltime” intelligence analyst position
- ❖ Marriage of Intelligence and Crime analyst functions
- ❖ 28 CFR part 23 policy, procedure, enforcement training and audit
- ❖ Open and continuous culture of communication
- ❖ Identification of systems and data bases
- ❖ Utility of technologies
- ❖ Utility of the internet and social media



Evans County Sheriff's Office

123 W. Main Street Claxton, Georgia 30417

Sheriff Randall H. Tippins

OPEN SOURCE BULLETIN

TO: ALL COMMUNITY STAKEHOLDERS
FROM: BRYANT JONES, INTELLIGENCE ANALYST
SUBJECT: CRIME PREVENTION
DATE: 10/21/2011
RE: MITIGATION TO THREATS OF PECAN THEFTS

NO. 1110-P2

Market environment indicates the prices of Pecans this season may double. Past prices of \$1.50 per pound may reach \$3.00 per pound. The overall season yield is predicted to be average. Pecans have no identifying marks and are problematic to identify if seized, thus making prosecution of thieves very difficult.

We have also seen a rise in thefts of scrap metal due to the increase of scrap metal prices (primarily copper). This rise in scrap metal value in combination with our poor economic environment has caused a significant rise in scrap metal thefts. In an effort to mitigate the threats of Pecan thefts all Pecan growers are ask to insure they store their Pecans out of view in a secure (locked) area.

We can reduce the thefts of sheet metal and agricultural products through proactive security measures and patrol.

Please let us know of any locations we should focus additional patrols to demonstrate a police presence during these times.

Unclassified / Open Source Information



Evans County Sheriff's Office

123 W. Main Street Claxton, Georgia 30417

Sheriff Randall H. Tippins

PATROL ALERT

NO. 1108-R3

TO: ALL DEPUTIES & LAW ENFORCEMENT
FROM: BRYANT JONES, INTELLIGENCE ANALYST
SUBJECT: UPDATE CLAXTON HIGH SCHOOL BURGLARY
DATE: 8/18/2011
RE: VIDEO OF SUSPECT AND SUSPICIOUS VEHICLE



On the evening of Tuesday, August 16th, 2011 at approximately 10:30pm the suspect pictured above entered Claxton High School and stole cash from vending machines located inside buildings. Subject pried open doors and locks removing money from vending machines. Additional video obtained from school's CCTV System reveals a small 4-dr car that drove by the school 4 times in 10 minute intervals during the same window of time as the burglary. The car is missing the back passenger side hub cap.

Anyone with information about this crime or having similar cases in their jurisdiction is asked to contact Investigator Barry Barnard at Claxton PD at (912) 739-2121

Restricted / Law Enforcement Only

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Evans County Sheriff's Office

123 W. Main Street Claxton, Georgia 30417

Sheriff Randall H. Tippins

OPEN CASE ALERT NO. 1006-OCA-3

TO: ALL LAW ENFORCEMENT
FROM: BRYANT JONES, INTELLIGENCE ANALYST
SUBJECT: IRRIGATION SYSTEM COPPER WIRE THEFT
DATE: 6/9/2010
RE: WIRE THEFT

Between June 3, 2010 and June 8, 2010 subject(s) took the wiring from a pivot irrigation system located on Old Highway 250 in Evans County Georgia. The wire is described as number 10 copper wire incased in a black rubber material. This wire provides electricity to the wheel system and runs the length of the system across the top of the supply pipe. This wire ranges in length according to the length of the irrigation system. Approximate value of replacement is approximately \$3,000.



Pictures are representation of unit damaged not the actual unit

Evans County Deputy recovered shoe prints from the incident location on Old Highway 250. No further information available at this time. Anyone with information is asked to contact Investigator Virgil Deloach at the Evans County Sheriff's Office at (912)739-1611.

Restricted / Law Enforcement Only

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New Technology Applications

1. Efficiency

Does the technology increase efficiency

What is the amount of time saved

2. Effectiveness

Does the technology allow officers to do a better job producing an intended or expected result?

Is it cost effective? Is its use viewed as beneficial from “the ground up” (the troops)

3 .Enabling

Does the technology enable your agency to do something you could not do before?

Is it needed? How badly and why? Is it affordable?

Productivity (if it does not enhance performance it's not needed)

Structured Policy and Procedure

- ❖ Privacy Policy
- ❖ 28 CFR part 23 policy
- ❖ Policy specific to “the 3rd party rule” of dissemination
- ❖ Purge protocol
- ❖ Policies specific to data bases usage
- ❖ Procedures for ILP function
- ❖ Procedures for LISTSERV or other method of dissemination

Summary

- ❖ Our partnership with our researcher has brought new perspectives to both our organization and operations
- ❖ Collaboration is Key to addressing crime that spills across jurisdictions
- ❖ Think about sustaining new efforts when introducing them
- ❖ Used wisely technology is a force multiplier - not a force replacer