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Introducing the "Art of Hosting"—new ways to facilitate productive meetings and collaborations.

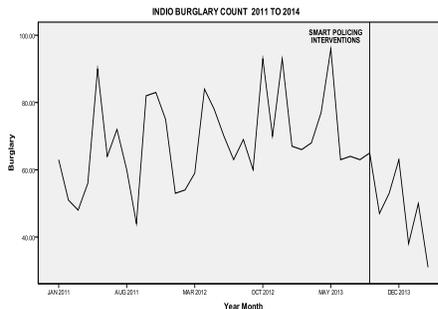
**Indio, CA SPI Hosts Community Symposium**

*By Hildy Saizow (SPI Senior Subject Matter Expert)*

*Facilitating Researcher-Practitioner Collaborations in Law Enforcement* was the theme of an SPI Symposium held by the Indio Police Department (IPD) on May 6, 2014. More than 80 policymakers, educators, government officials, community leaders, and representatives from law enforcement and criminal justice agencies came together to learn more about police-researcher collaborations and Smart Policing. IPD used this opportunity to discuss:

- The goal of their SPI (reducing burglaries using predictive modeling);
- Their research findings (truancy rates serve as a predictor of future burglary hot spots); and
- Their burglary-prevention activities (a Burglary Prevention Task Force, a media campaign, community outreach, and truancy intervention activities).

Dr. Robert Parker, research partner from the University of California – Riverside, presented the project's results, which include a 16-percent decline in burglary in the first six months of 2014, compared to the same period the previous year (see chart to the right). Underscoring the importance of addressing truancy, California Deputy Attorney General Catherine Z. Ysrael discussed the 2013 Report on California Elementary School Truancy & Absenteeism Crisis, which found that truant children are at risk of engaging in future criminal activities or becoming the victims of crime.



On behalf of Denise O'Donnell (Director of the Bureau of Justice Assistance), Hildy Saizow commended the Indio Police Department and Chief Richard P. Twiss for their innovative work in Smart Policing, their commitment to police-researcher partnerships, and the successful outcomes of the project.

project.

At the day's end, Chief Twiss and the Indio City Manager presented Dr. Parker with a certificate of appreciation for his SPI work and expressed their hope that this important partnership would continue for many years to come.

**About Us**

SPI is a collaborative effort among the Bureau of Justice Assistance (BJA), CNA, local law enforcement agencies, and researchers. It is designed to assist agencies with identifying innovative and evidence-based solutions to effectively and efficiently tackle chronic crime problems in their jurisdictions. As always, please feel free to share your thoughts and experiences with us at [SPI@cna.org](mailto:SPI@cna.org).

## SPI Spring 2014 National Meeting

By Zoë Thorkildsen

From April 29 to May 1, 2014, BJA and CNA convened the inaugural meeting for the Phase V SPI sites and the interim meeting for Phase IV SPI sites in Alexandria, VA. In attendance were representatives from 11 SPI sites, including all Phase IV and V sites, and four “mature” sites: Lowell, MA; Phoenix, AZ; Reno, NV; and Shawnee, KS. Additional attendees included representatives from BJA and CNA, as well as criminal justice training and technical assistance (TTA) providers; SPI subject matter experts; and special guests, including Assistant Attorney General Karol Mason, then-Director of Strategic Planning for the Center of Court Innovation Aubrey Fox,<sup>1</sup> and Director of the Office of Community Oriented Policing Services, Ronald Davis.

Participants engaged in breakout meetings and peer-to-peer networking and heard presentations, including:

- Presentations from Lowell, MA; Phoenix, AZ; and Reno, NV on SPI principles in practice;
- A presentation introducing sites to SPI principles and expectations;
- Phase V site presentations from Brooklyn Park, MN; Chula Vista, CA; and New York, NY;
- A presentation from a successful site: Shawnee, KS;
- Lessons in sustainability, featuring experiences from the mature sites;
- A presentation about BJA grants management requirements;
- A roundtable on TTA providers and resources; and
- Phase IV site presentations from Columbia, SC; East Palo Alto, CA; Kansas City, MO; Port St. Lucie, FL; and Rochester, NY.

Mr. Aubrey Fox gave the keynote address, “Trial & Error in Criminal Justice Reform: Learning from Failure.” In his presentation, he described how law enforcement agencies, policymakers, and researchers can learn from “failed” programs. He also described how programs that fail to achieve their primary goals may still bring about successes in other ways.

<sup>1</sup> Aubrey Fox now serves as Executive Director of the United States office of the Institute for Economics and Peace.

Participants noted that they found the opportunity to network with their peers to be very valuable, and that they enjoyed the small breakout session discussions. Newer sites found it valuable to hear lessons learned from more experienced sites, and to compare their progress in beginning their projects.

A full summary of the National Meeting presentations will be posted on the SPI website:

<http://www.smartpolicinginitiative.com/spi-events/2014-spring-national-meeting>

### BJA FELLOW PROFILE

#### DR. LAURA WYCKOFF

Dr. Laura Wyckoff has experience supervising research and working with practitioners in policing, juvenile justice, and prosecution.

She specializes in the application of crime analysis, crime mapping, police practices, and research methods. Dr. Wyckoff's work is both theoretical and applied, and involves working with agencies across the country. She completed her Ph.D. at the University of Maryland at College Park (UMD), performing research in the realms of police practice and place-based criminology. Presently, Dr. Wyckoff is a science advisor for the Police Foundation, senior faculty researcher for UMD, and a Fellow for the Bureau of Justice Assistance.

In her role as science advisor for the Police Foundation, Dr. Wyckoff provides support for current projects and directs the Police Foundation/International Association of Crime Analysts' training initiative to assist law enforcement executives in understanding how to increase the crime analysis capacity in their agency. In her fellowship with BJA, Dr. Wyckoff is examining and disseminating crime analysis best practices as a means to reinforce the mission of BJA's Crime Analysis on Demand initiative. Agencies can request assistance with needs assessments, gap analysis, technical solutions for data-sharing and much more through this program. More information is available on BJA's website [here](#).



**Photos from the National Meeting**



**From top left, clockwise:** Assistant Attorney General Karol Mason; researcher and coordinator roundtable session; first day introductory presentation; site breakout session; Office of Community Oriented Policing Services Director Ron Davis; site breakout session; BJA Director Denise O'Donnell; **Center:** SPI National Meeting Participant Guides.

## SPI Case Study: Brooklyn Park, MN

### Increasing Collective Efficacy at Crime Hot Spots: A Patrol Force Approach

By Win Moua (Project Coordinator)

#### Project Focus

Brooklyn Park is home to over 75,000 residents, is the second-largest suburb of Minneapolis-St. Paul, and is the sixth-largest city in Minnesota. Its crime rate (2.8 violent crimes per 1,000 inhabitants and 34.0 property crimes per 1,000 inhabitants) is the highest among Minneapolis-St. Paul suburbs with 50,000+ residents.<sup>2</sup> The Brooklyn Park, MN Smart Policing Initiative focuses on increasing collective efficacy—“the willingness of individuals to intervene on behalf of the common good”—at crime hot spots using a modified problem-solving approach enforced by patrol.<sup>3</sup> The SPI team includes the Brooklyn Park Police Department (BPPD) and the Center for Evidence-Based Crime Policy (CEBCP) at George Mason University as the research partner. The team will test the effectiveness of a problem-solving approach, known as “ACT” (“assets, come together, to take action”), at increasing collective efficacy and reducing crime through a randomized field trial of hot spots. This strategy leverages patrol officers’ discretionary time, rather than relying on outside resources and aims to bring long-term reinforcement of informal social controls, community cohesion, and crime reduction.



#### Objectives

This project has four objectives:

1. Examine the extent to which recorded crime hot spots in Brooklyn Park coincide with concentrations of low collective efficacy.

<sup>2</sup> Note that Minnesota violent crimes data collected by the Federal Bureau of Investigation as part of the *Uniform Crime Report* do not include forcible rape. The violent crime presented is based on the sum of murder and nonnegligent manslaughter, robbery, and aggravated assault.

<sup>3</sup> Robert J. Sampson, Stephen W. Raudenbush, and Felton Earls. (1997) “Neighborhoods and Violent Crime: A Multilevel Study of Collective Efficacy”, *Science* Vol. 277, No. 5328, pgs. 918-924. Quote from page 918.

2. Train all BPPD personnel to understand the relationships between collective efficacy and disorder and strategies for community building.
3. Develop a collective efficacy-based intervention built around a problem-solving approach, in which patrol officers identify, bring together, and track the activities of key stakeholders and resources in an effort to determine and tackle the specific problems at given hot spots.
4. Evaluate the effectiveness of training and intervention in a block randomized trial.

The SPI team is currently in the planning period, which consists of meeting objectives 1–3. Crime data and social data have been collected and will be mapped to establish correspondence between indicators of low collective efficacy and crime at specific locations. There will also be two waves of resident surveys conducted at randomly selected hot spots that will directly assess levels of collective efficacy prior to and post implementation. In spring 2015, the SPI team—with the help of additional consultants—will also increase BPPD personnel’s capacity around collective efficacy and community-building strategies through training. The intervention will consist of ACT’s three-step problem-solving approach. Before, during, and after the intervention, research partner CEBCP will assess short- and long-term changes based on the data collected.

#### Implementation

The effectiveness of the ACT approach at increasing collective efficacy and reducing crime will be tested through a randomized field trial of hot spots. Implementation will not take place until spring 2015. CEBCP is currently in the process of identifying hot spots and, once identified, they will be randomly assigned to treatment and control groups.

Prior to implementation, patrol will receive training on building collective efficacy through ACT at treatment areas. The three ACT approaches will help patrol identify assets in the community at the micro level, build collaborations to enhance informal social controls, and take action through follow-up by assessing and tracking collective efficacy efforts using existing data and new indicators tailored to a specific hot spot. BPPD will utilize Microsoft® SharePoint,

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which will be accessible on a smartphone device, through which officers can access and input collective efficacy efforts/data while on patrol.

Research partner Professor David Weisburd noted:

*“There is wide agreement that hot spots policing is an effective approach to dealing with crime problems. However, one of the problems is that most hot spot policing programs rely on the guardianship of the police for crime prevention, and, for that reason, crime prevention gains are not expected to be long term (unless the police continue hot spot patrols at the site). In Brooklyn Park, we are trying to enlist informal social controls to add to the crime-prevention effectiveness of policing and to gain longer-term crime-prevention gains. By building collective efficacy at street segments, we hope to increase the ability of citizens to aid the police in crime prevention, and our hope is that the crime-prevention gains will be extended over longer periods. This is the first program of its type, and it is the first evaluation of the potential of enhancing collective efficacy at hot spots for crime prevention.”*

**Lessons Learned**

There are still unforeseen challenges ahead, but, to date, the SPI team has learned a lot. The roles and work of the research partner, the CNA subject matter expert, and BJA have helped BPPD to understand and better define collective efficacy. The work of BPPD’s Project Coordinator has been valuable, as well. Having a key person engaged in the project, relaying information, seeing that deadlines are met, and keeping the project moving forward is essential. BPPD’s Inspector Bill Barritt noted:

*“The Spring National Conference, the site visit with CNA and BJA, and the work of our Project Coordinator have been the staple for our organization with this grant. The ability of our team to understand ‘collective efficacy’—by that, I mean understanding what it is and how it can be applied to our community—has helped us see the project thoroughly and differently.”*

Another challenge that the SPI team is currently addressing and learning from is the identification of hot spot street segments in a suburban environment, given that most of the research to date is based on how crime concentrates at city blocks, which tend to be shorter and more uniform. The team is also learning how to take collective efficacy from a neighborhood-level context to practical application in street segments.

More information about the Brooklyn Park SPI can be found on their site page:

<http://www.smartpolicinginitiative.com/SPIsites/brooklyn-park-minnesota>



**SPI Case Study: Chula Vista, CA**

**Innovative Responses to Reducing Repeat Domestic Violence**

*By Karin Schmerler (Senior Public Safety Analyst)*

**Project Focus**

Chula Vista is a border city of about 250,000 people, located between San Diego and Tijuana. Like many mid-sized bedroom communities, Chula Vista does not have a high violent crime rate, but it does have high levels of intimate partner violence and disturbances. In fact, domestic violence (DV) is the second-most-common type of call for service (CFS) in the city, second only to false burglary alarms. In a recent year, Chula Vista had more DV calls for service (3,788) than all robbery, residential burglary, vehicle theft, and vehicle burglary calls combined.

**24% of Chula Vista’s Residential DV Addresses = 46% of Residential DV CFS**

Number of DV CFS in 2011 and 2012 to Residential Addresses	# of Addresses in Frequency Group	Total DV CFS	% of DV CFS*
1	2,616	2,616	54%
2	498	996	20%
3	189	567	12%
4	58	232	5%
5	26	130	3%
More than 5 CFS	15	323	7%

\*Does not add up to 100% due to rounding

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In Chula Vista, a substantial portion of DV calls for service involves repeat offenders, repeat victims, and recurrent addresses. A preliminary analysis showed that 24 percent of residential DV calls for service in Chula Vista in 2012 were at repeat addresses, and this relatively small group of addresses accounted for nearly half (46 percent) of all residential DV calls.

## Objectives

The overarching goal of the Chula Vista SPI project is to reduce DV, particularly repeat incidents. “DV really takes a toll on our community,” said Patrol Captain Gary Ficacci, the project director. “It’s imperative for us that we try something new to reduce DV, and that this new approach is based on evidence and research.”

The primary objectives of the project are to:

1. Conduct a comprehensive analysis of the problem;
2. Implement evidence-based solutions that are based on the problem-analysis findings and customized to the needs of Chula Vista; and
3. Conduct a rigorous evaluation of the project.

## Implementation

To date, the SPI team has focused on the first objective. The research partner (Deborah Lamm Weisel of North Carolina State University) conducted a preliminary literature review to help inform the problem-analysis phase of the project and to identify promising approaches. So far, three effective approaches to reducing repeat DV have been identified:

- **Tiered Approach.** Police in Great Britain increased the intensity of interventions with DV offenders and victims based on the number of times officers had responded to the same DV address in the past. This approach reduced the percent of incidents that required more intense responses from 34 percent to 2 percent.
- **Focused Deterrence.** Police in High Point, NC applied the principles of focused deterrence and the tiered approach to chronic offenders, and reduced Family/DV calls for service by 22 percent.

- **Offender Follow-Up.** Police in Fremont, CA followed up with both chronic offenders and victims within 7 and 28 days of the triggering incident, and reduced repeat DV calls for service by 66 percent at chronic locations.

The Chula Vista SPI team expects to implement a combination of all three approaches in an effort to reduce both DV crimes and DV disturbance calls for service (where no crime was committed). The specific details of Chula Vista’s enhanced patrol response and focused deterrence initiative will depend on the findings from the problem analysis. In addition, the research partner plans to develop a tool that will help predict the likelihood of repeat DV calls and crimes, which will help patrol officers select appropriate responses for each DV incident.

This past spring, the research partner also conducted two focus groups and surveyed approximately 80 patrol officers and detectives to learn more about sworn officer perceptions of the DV problem in Chula Vista. The survey findings will influence the development of responses to reduce domestic violence.

Two analysts and other team members, including the project’s official partners (District Attorney, Probation, Child Welfare Services, and South Bay Community Services), have made substantial progress in answering the nearly 70 questions in the analysis section of the problem-oriented policing guide on domestic violence. Nanci Plouffe, a public safety analyst, is creating new DV-related queries to extract data from Chula Vista’s records management system, and Kristen Miggans (also a public safety analyst) is in the midst of conducting a comprehensive review of a sample of DV crimes and arrests to answer questions that cannot be answered by automated queries (e.g., the percent of couples who live together, which may call for different responses than those who live separately).

In addition, four Chula Vista Police Department SPI team members (Lieutenant Christine Penwell, Sergeant Matt Smith, Agent Osvaldo Cruz, and Research Partner Weisel) conducted a site visit to the High Point Police Department in early July to learn more about the details of their focused deterrence program, and the ways it might be applicable to Chula Vista.

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Finally, the SPI team has developed a quasi-experimental evaluation design for the project. Experimental responses to DV calls and crimes will be implemented in just one of four police sectors, so the impact in the experimental sector can be compared to any changes in the comparison sectors.

### Lessons Learned

After reviewing in-house data on repeat calls for service, it became clear that the police department was only able to identify repeat residential DV call addresses. The department's computer-aided dispatch system did not capture the names of the parties involved in domestic disturbances when no crime occurred. Yet, the majority—nearly 60 percent—of DV calls for service in Chula Vista are verbal-only disturbances with no associated crime report. If the same parties are involved in verbal-only domestic disturbances at commercial

locations, outdoors, or at different homes, these repeat offenses will be missed. To address this problem, as of July 1, 2014, officers began collecting the names and dates of birth of the two parties involved in intimate partner disturbances, and dispatchers are entering this information into an existing section of the CAD system that captures information on “subjects.” According to Weisel, the research partner:

*“This additional name-based CFS [calls for service] information will help the Chula Vista SPI team identify previously undetected repeat victims and chronic offenders, as well as more accurately calculate overall rates of repeat victimization and offending.”*

More information about the Chula Vista SPI can be found on their site page:

<http://www.smartpolicinginitiative.com/SPIsites/chula-vista-california>

## Recent and Upcoming SPI Activities

- **SPI Welcome Wagon:** BJA Director Denise O'Donnell conducted welcome calls to recently instated New York City Police Commissioner William Bratton and Rochester Police Chief Michael Ciminelli. CNA also conducted welcome outreach to these cities.
- **New York City, NY Site Visit:** Representatives from CNA visited the New York City Police Department on June 4 to welcome the Phase V site to SPI. They participated in presentations and had in-depth discussions regarding how the New York City SPI will implement an evaluation of patrol force size in hot spots.
- **Final Report Review:** CNA provided multiple sites (Shawnee, KS; Savannah, GA; and Indio, CA) with assistance in reviewing their final SPI reports. Stay tuned for spotlight reports summarizing the methodologies and lessons learned from these recently completed SPI projects.
- **Recent and Upcoming TTA:** SPI Subject Matter Expert (SME) Lt. Thomas Woodmansee visited Chula Vista, CA and Glendale, AZ to provide training and technical assistance (TTA) in focused deterrence strategies. SPI SME Julie Wartell traveled to Columbia, SC to conduct a three-day training session on crime analysis for analysts within the region. SPI Consultant Mike Porter will provide training to Cambridge/Everett/Somerset, MA SPI in statistical modeling. SPI SME Christopher Bruce will provide York, ME SPI TTA in Data-Driven Approaches to Crime and Traffic Safety (DDACTS) and crime analysis.
- **Upcoming Webinars:** SPI currently has three webinars scheduled for this coming fall:
  - Criminology 101 (presented by SPI SME Scott Decker on September 3)
  - The Smart Policing Executive (presented by former Boston Police Commissioner Ed Davis on September 24)
  - Smart Policing Sustainability (presented by representatives from Indio, CA; Lowell, MA; and Pullman, WA SPIs on October 15).

CNA will send out more information and invitations to these webinars a month prior to the webinar date.

- **Upcoming Conferences:** SPI will present multiple panels/roundtables at two law enforcement conferences this fall—the International Association of Chiefs of Police and the American Society of Criminology.

## THE READER'S CORNER – ART OF HOSTING

By James R. "Chip" Coldren, Jr.

I'll bet that some, if not many, of our readers can readily recall a meeting they were involved in or that they organized that did not go as well as they hoped. Perhaps the discussion wandered from the agenda, perhaps input was not heard from all perspectives represented at the meeting, or perhaps it was just plain boring—same people talking, same familiar topics, and so on.



This edition of the SPI Reader's Corner introduces the Art of Hosting (AoH). Simply put, AoH is a dynamic, emerging set of practices that ensure that we structure our meetings well, so that all participants get the most out of them, so that they are energetic and creative, and so that they are focused on what matters most to those in attendance. The Art of Hosting is much more than that, but let us accept that brief definition for starters.

Some of our readers may recall my reference to AoH in one of our recent meetings, during which I referred to the importance of conversation in learning:

*"[Our] conversations take us into a new realm...the realm of collective intelligence, of the wisdom we possess as a group that is unavailable to us as individuals. This wisdom emerges as we get more and more connected with each other, as we move from conversation to conversation, carrying the ideas from one conversation to another, looking for patterns, suddenly surprised by the insight that we all share. There's a good scientific explanation for this, because this is how all life works...As separate ideas or entities become connected to each other, life surprises us with emergence—the sudden appearance of new capacity and intelligence. All living systems work this way."*

*The World Café: Shaping Our Future Through Conversations That Matter, 2005*

The Art of Hosting is best explained as an established set of practices pertaining to the convening, structuring, and facilitating of dialogues in communities and organizations to solve complex problems collectively. As an international community of practice, there are variations in the definitions given to the Art of Hosting, though the themes of collective action, stakeholder involvement, strategic organizational development, and community engagement are consistent across places and times. The following definition from a recent workshop titled, "The Art of Participatory Leadership: Strengthening Communities from the Inside Out," embodies the Art of Hosting principles:

*"The AoH is an emerging group of methodologies for facilitating conversation in groups of all sizes, supported by principles that help maximize collective intelligence, integrate and utilize diversity, and minimize/transform conflict."*

The Art of Hosting operates from several basic assumptions about the nature of the world and collective action. For example:

- The dynamic nature of social and organizational life is such that, even when intelligent, well meaning, and sincere individuals engage successfully in problem-solving, the changing ideas, conditions, and resources present challenges and obstacles. New solutions will inevitably be needed, mindful people will be in a constant search for them, and the best approach to finding new solutions is in a collaborative fashion, so the solutions are "co-created" and sustainable.
- Finding new solutions requires that we find a balance between chaos (when we face new problems, when old information and old solutions do not work as well as they used to) and order (established, routine action). It is important to recognize that chaos is the important beginning point of the pathway to order.
- Most learning takes place through conversations (e.g., teacher to pupil, student-to-student, peer-to-peer), and the AoH pays particular attention to the processes through which meaningful, productive conversations begin,

emerge, grow, and change.

For more information about the Art of Hosting, including its core methods and examples of its use, please visit the SPI website: <http://www.smartpolicinginitiative.com/library-and-multimedia-resources/outreach-and-collaboration/art-hosting>.

You can also explore the following sources for additional reading:

Art of Hosting homepage: <http://www.artofhosting.org/home/>

Art of Hosting methods page: <http://www.artofhosting.org/what-is-aoh/methods/>

Art of Hosting in practice page: <http://www.artofhosting.org/what-is-aoh/case-stories/>

**Suggested reading:**

Brown, Juanita; David Isaacs; et al. (2005). *The World Café: Shaping Our Future through Conversations that Matter*. San Francisco, CA: Bennett-Koehler Publishers, Inc.

Cooperrider, David; Peter Sorenson, Jr.; Diana Whitney; & Therese Yeager. (1999). *Appreciative Inquiry: Rethinking Human Organization Toward a Positive Theory of Change*. Champaign, IL: Stipes Publishing.

Herman, Michael & Chris Corrigan. (2002). *Open-Space Technology: A User's NON-Guide*. Open Space Institutes. Downloaded on June 29, 2014, at: <http://www.chriscorrigan.com/openspace/nonguide5.pdf>

Harrison, Owen. (2012). *Open-Space Technology: A User's Guide, 3<sup>rd</sup> Edition*. San Francisco, CA: Bennett-Koehler Publishers, Inc.

Pranis, Kay. (2005). *The Little Book of Circle Processes*. Intercourse, PA: Good Books.

Whitney, Donna & Amanda Trosten-Bloom. (2010). *The Power of Appreciative Inquiry: A Practical Guide to Positive Change, 2<sup>nd</sup> Edition*. San Francisco, CA: Bennett-Koehler Publishers, Inc.