EXCELLENCE IN LAW ENFORCEMENT RESEARCH AWARD PROGRAM

APRIL 2011

Spotlighting the Power & Impact of Law Enforcement Academic Research Partnerships
The mission of the IACP is to advance professional police services while promoting enhanced administrative, technical, and operational police practices. The IACP works to foster cooperation and the exchange of information and experience among police leaders and police organizations of recognized professional technical standing throughout the world.

Sprint Nextel Corporation is IACP’s long-time corporate partner for the Excellence in Law Enforcement Research Award Program.

Sprint supports the mission of the IACP and appreciates that responsibilities have increased dramatically for the law enforcement community in the recent years. Society must now prepare itself for heightened risks and threat levels that face our citizens and law enforcement officials every day. Reliable and interoperable emergency communications are a necessity. As a result, Sprint has partnered with local agencies to help implement homeland security best practices and enable emergency responders to confer and exchange information in real time.

It is with this convergence of missions that Sprint and the IACP have partnered together to promote the Excellence in Law Enforcement Research Award. The need for law enforcement officials to perform their duties to the best of their abilities requires that they have the capacity to conduct and use research to make informed policy decisions.
Introducing Sprint –
IACP’s corporate partner for the Excellence in Law Enforcement Research Award Program

About Sprint

Sprint Nextel Corporation is a Worldwide Leader in Telecommunications Services, offering leading edge solutions in both wireless and wireline communications technologies. Sprint provides innovative communication services to over 48 Million wireless clients, tens of thousands of businesses (including almost all Fortune 1000 companies) and government at all levels. Among many other innovations, Sprint completed the nation’s first all-digital/all-fiber wireline network, and the first 4G wireless network. Sprint continues to invest heavily in new technologies to provide World-Class customer experience.

Products & Solutions

Sprint’s 4G Mobile Broadband, currently serving 72 markets, and over 110 Million Americans, provides wireless broadband data speeds up to 10 times faster than 3G. The Sprint 4G/Wi-Max wireless network can support high bandwidth requirements such as full-motion video, and provide for Public Safety 4C/I at a level not previously possible.

Sprint’s Nextel technology provides for voice, data, and video collaboration across multiple agencies, and can provide for a very high level of situational awareness. Sprint has specific expertise in delivering interoperable communications systems that allow users on different technology platforms to collaborate. For example – bridging of voice communications between Land Mobile Radio and Cellular Communications; Creating data communications networks for multi-agency response; Delivering Emergency Response Assets in time of emergency. Sprint works very closely with Public Safety Agencies, and has developed solutions to handle the specific needs of First Responders.

An emerging capability is that of video surveillance. Sprint’s 4G/WiMax network has both the speed and the capacity to provide for full-motion video feeds from remote ‘crime camera’ locations – and provide that video in real time to a responding officer or commander. No longer does an officer have to respond to a situation ‘blind’ – with today’s technology, an officer can see the situation he’s driving into in real-time.

Influence on Law Enforcement

Sprint has worked to position the company as the leader in advancing telecommunications between various law enforcement agencies. Specifically through the implementation of the Sprint 4G network and their Emergency Response Team (ERT), law enforcement agencies now have the proper tools and speed necessary to effectively combat crime. For these reasons, it is to no surprise that Chief Michael Pristoop of the Annapolis Police Department (APD) formed a
long-term partnership with Sprint.

Annapolis, Maryland is comprised of 39,000 permanent residents with over 2 million annual visitors. Law enforcement agencies are constantly searching for cutting-edge technology to assist them in the prevention of crime. With the implementation of Sprint’s 4G networks, the Annapolis PD (APD) is now able to survey areas in high definition without the lag time of agencies using cable or DSL. Utilizing the 4G network has allowed APD to deflect their efforts to other locations, all while monitoring the video surveillance in place at other hot spots from headquarters or their patrol vehicles.

Since inception, APD now has five total surveillance units in place throughout the city and has recorded more than 100 documented arrests due to the utilization of Sprint’s 4G network. Additionally, the APD and Sprint have garnered praise from the Environmental Protection Agency (EPA) for their partnership and impact on the environment. Now, their partnership continues to grow as the APD has since installed the Sprint Data Link in their cruisers to provide secure internet service to relay data.

Support of IACP RAC Excellence in Law Enforcement Research Award

The Excellence in Law Enforcement Research Award places heavy emphasis on research partnerships. It is with that notion that Sprint supports this award. Studies indicate that individuals committing crimes today are technologically advanced. If Sprint can implement its own technological innovations in partnership with law enforcement agencies, significant progress can be made in preventing further crime from occurring. Sprint is committed to continuing to grow its partnership with law enforcement agencies in order to build on the technological gains being made and help local agencies provide better protection for the communities they serve.

Future of Communication Technology

Sprint has recently launched 4G service in over 72 markets in an effort to not only further mobilize American citizens, but law enforcement agencies as well. One of Sprint’s goals in continuing to develop newer and more sophisticated communications technology is to aid law enforcement in effectively fighting crime by providing a network that is capable of delivering speeds up to 10 times faster that is able to produce near real-time surveillance. This will then enable law enforcement to pursue and maintain their goal of protecting the community.
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I. Goal of the Award

To promote and support police based research in the U.S. and the world, the IACP established the Research Advisory Committee (RAC) in 2003. The goals of this year’s IACP/Sprint Excellence in Law Enforcement Research Award are:

Recognize law enforcement agencies that demonstrate excellence in initiation, implementation, and research to improve police operations and public safety.

Promote the establishment of effective research partnership among law enforcement agencies and criminal justice researchers.

Award Guidelines

Applicant agency research efforts should contain elements that achieve one or more of the goals of the award program, including:

- Innovation and creativity should be a substantial characteristic of the research program.
- **Impact** - Results of the research should have influence on the agency’s mission, vision, policies and procedures, with overall findings being integrated into all aspects of the department.
- **Staff Buy-In** - The research effort should influence and improve performance by both sworn and non-sworn personnel, and staff of any external partners.
- **Goal Achievement** - The research effort must have specific, measurable goals that are focused on effectively addressing the needs of the agency and the community it serves.
- **Partnering** - The research design should include strategic partners (i.e., local university researchers) to ensure the reliability and validation of the research.
- **Sustainability** - The research design should reflect a plan to allow research to continue and thrive in the agency even after the initial effort is concluded.

Award & Judging criteria focus on:

- **Leadership** – demonstrate that the research efforts are an organizational priority, endorsed and promoted by the agency leadership.
- **Partnerships** – explain the nature of the agency’s relationship with internal and external partners (such as educational institutions, governmental and non-governmental research agencies, community organizations, volunteers, and the court system).
- **Uniqueness of Research** – demonstrate that the agency has addressed a research problem of pressing importance involving a unique approach that yields actionable recommendations.
- **Quality of Research** - evidence that the research employs rigorous methods of inquiry designed to provide practical solutions.
- **Influence of Research Findings** – description of the impact of the research findings on agency activities, the community, and/or the profession of law enforcement.
II. Research Advisory Committee

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Human Acidosis and Catecholamine Evaluation Following Simulated Law Enforcement “Use of Force” Encounters

MCSO formed a cooperative partnership with Hennepin County Medical Center (HCMC) to research Arrest-Related Deaths (ARDs). Common factors of ARDs are highly agitated subjects being restrained, often with drug intoxication or mental illness. Common tools and tactics used to control them include manual grappling, chasing on foot, pepper spray (OC) use, TASER device use, or canine use. ARDs may occur due to a combination of exhaustion (acidosis) and catecholamine excess (adrenaline surge). This research evaluates acidosis and adrenaline surge associated with common behaviors, tools, and tactics surrounding the control of persons at risk for ARD.

Sixty human volunteers were assigned to one of five experimental tasks that evaluated common behaviors, tools, and tactics seen during the control of agitated persons. Blood was drawn before testing for baseline acidosis and adrenaline levels, and again after the experimental task at two-minute intervals until 10 minutes post-task with a final sample drawn at 24 hours post-task. The most acidosis and adrenaline surge was seen with physical resistance, fleeing on foot, and canine resistance, in that order. Over time, OC Spray caused a much higher and longer duration adrenaline surge (due to prolonged pain) that exceeded the measurements from other tasks.
As a result, law enforcement authorities should understand, train on, and utilize tactics that minimize the ability of the at-risk ARD subject to fight, resist, or flee and minimize the time to transfer these subjects to appropriate emergency medical care. Departments nationwide can learn from this research’s findings and modify training to understand the threat of ARD’s in subjects at higher risk due to drug/adrenalin surges.

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Royal Canadian Mounted Police (RCMP) & Ontario Provincial Police (OPP)
Ottawa, Ontario & Orillia, Ontario

Police Resourcing Model  The Royal Canadian Mounted Police (RCMP) provides policing services to communities across Canada, while the Ontario Provincial Police (OPP) provides a variety of policing services across the Province of Ontario. The RCMP and OPP are similar in their service delivery models, the diversity of their communities, technology, and geographical challenges, the provision of service through contracts as well as governance models.

In 1999, the RCMP and OPP began collaborating on an initiative with the objective of replacing outdated resourcing and deployment tools. A National Resourcing Task Force was established and included subject matter experts in the field of mathematics and operational research, as well as police personnel experienced in police resourcing and deployment. The result of this initiative is the creation of a new resourcing tool that meets the needs of two large, diverse and geographically dispersed police agencies. This included the development of a prototype in 2003, evolving to a refined working model in 2007, with training and implementation in 2008 and 2009.

The Police Resourcing Model (PRM) has been an organizational priority in both agencies, with demonstrated leadership support, which has contributed to its success. The police resourcing model is currently being utilized by both agencies. It has been met with support from contracting partners, police associations, and front line officers.
Integrated Model of Problem Solving, Analysis, and Accountability

Port St. Lucie, FL Police Department worked with Florida Atlantic University to implement the Integrated Model of Problem Solving, Analysis, and Accountability, which has evolved over their continuing partnership. The model brings together the strengths of crime reduction strategies that have been proven effective or have shown promise by significant police research, such as Hot Spots Policing, Problem-Oriented Policing, Compstat, and Intelligence-Led Policing, in order to make the agency more efficient and effective in its crime reduction.

The model is a systematic approach through which problem solving, analysis, and accountability processes are infused into the organizational structure as well as the daily business of the police agency with the goal of enhancing and increasing the effectiveness and efficiency of its crime reduction efforts. Since 2004, the partners have worked together to successfully integrate the model into all divisions of the agency.

The evaluation results are notable in that the agency’s strategies are systematically directed by crime analysis results; the number of crime reduction strategies, their consistency, and coordination among divisions have significantly improved; and accountability for addressing crime and disorder problems occurs at all levels in the agency. This approach is unique because unlike previous programs implemented that have sought to address crime reduction, the model is not an isolated program carried out by a specialized unit. It has engendered systematic organizational change that has institutionalized crime analysis, crime reduction efforts, and accountability into the day-to-day business of the agency.

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IV. Honorable Mention

Broken Arrow Police Department
Broken Arrow, Oklahoma
Chief of Police Todd Wuestewald

**Broken Arrow Police Department / University of Oklahoma Shared Leadership Project**  Since, 2003, the Broken Arrow, Oklahoma Police Department (BAPD) and the University of Oklahoma – Tulsa (OU-Tulsa) have collaborated on a managerial research agenda that has transformed the culture and administration of the BAPD.

The project involves an ongoing democratization process within the agency that is unique on three criteria. First, it has innovatively introduced democratic management practices to a police agency. Second, the project utilized an action research methodology to engage both sides of the research partnership in joint problem identification, intervention, and assessment. Lastly, this is a seven-year study of ongoing quantitative and qualitative research and outreach that continues to the present time, generating new understanding of participative leadership approaches in law enforcement.

The program has had dramatic positive impacts on employee morale, motivation, work conditions, labor relations, and productivity. Citizen complaints have dropped and community satisfaction has risen, while the project has garnered widespread attention from both practitioners and researchers for its innovative concepts, as evidenced by nearly 300 requests for additional information from police agencies and researchers worldwide.
More than a dozen other police agencies in eight states have subsequently implemented some form of the BAPD shared leadership model. The project has been published in seven professional and academic journals and ten conference proceedings, receiving two best paper awards. It has also been presented at 25 national and international conferences for police executives, academic researchers, municipal leaders, and business groups.

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Philadelphia Police Department (PPD)  
Philadelphia, Pennsylvania  
Commissioner Charles H. Ramsey

Philadelphia Foot Patrol Experiment  
Philadelphia is the sixth largest city in the United States with a population of 1,441,117 people served by the Philadelphia Police Department (PPD) consisting of 6,500 sworn members and 700 professional staff members. There were 83,355 Part I crimes in 2008, with violent crimes accounting for twenty-five percent (25%). On the day of Mayor Michael Nutter’s inauguration (January 7, 2008), he directed the newly appointed Police Commissioner, Charles H. Ramsey, to develop and implement a crime strategy to reduce violent crime.

A partnership with Dr. Ratcliffe and other members of Temple’s Department of Criminal Justice worked on testing the effectiveness of a new foot patrol program to combat violent crime during the summer of 2009. Dr. Ratcliffe and Dr. Liz Groff then identified 120 of the most violent corners. This was done by examining homicides, aggravated assaults and robberies for 2006, 2007, and 2008. The top five percent of the corners accounted in 2008 for thirty-nine percent of the robberies, forty-two percent of the aggravated assaults, and thirty-three percent of the homicides.
The PPD then agreed to a random assignment of 60 of the corners to new foot patrols and 60 kept as control. Each foot patrol area contained about 15 street intersections and 1.3 miles of road. The foot beats were ranked by the weighted volume of violent crime and paired with a foot beat of similar crime rate. One from each pair was randomly selected to be a target beat, while the other became a control or comparison area. The PPD assigned 240 new officers to these sixty beats for coverage over sixteen hours, five days a week. These foot patrols were maintained for a period of four months. The researchers measured the effectiveness of this intensive personnel initiative. After twelve weeks and relative to the comparison areas:

- Violent crime in the target areas decreased 22%.
- Vehicle-related crime decreased 12% in the target areas.
- Drug arrests increased by 28% in the target areas.
- Pedestrian stops increased by 51% in the target areas.
- Vehicle stops and traffic enforcement increased 33% in the target areas.
- Arrests increased 13% in the target areas.

These findings have been shared at the American Society of Criminology annual meeting, the annual Police Executive Research Forum conference, and will be presented at the 2010 IACP Annual Conference. The department and Temple University are working on an experimentally designed study to test the effectiveness of foot patrols, offender focus approach, and problem solving approach in reducing violent crime. There are 20 sites for each approach (for a total 60) and 20 control sites. Police district personnel are being trained in these approaches and implementation is under way. The Philadelphia Police Department is demonstrating how a sound and effective research collaboration can sharpen and influence police tactics for fighting crime.

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Missing Persons: A Profiling Toolkit for Understanding, Planning & Responding

Grampian Police in Scotland covers 3,253 square miles and a population of over 530,000 with a staff of 2,617 (1,576 sworn officers). In 1997 the Force's investigation of the abduction and murder of a missing nine year old boy was described by the Secretary of State for Scotland as a "catalogue of error, misunderstandings and failures." Every day thousands of people are reported missing; the majority is located unharmed, but a small percentage takes their own lives or become victims of crime with the potential to be high profile, resource intensive cases. Almost with predictable regularity, one police force or another around the world is criticized when a missing person inquiry goes wrong.

No research internationally considered the behavior of missing persons from urban or everyday environments. To address this, Grampian Police established a collaborative partnership between a research psychologist and an experienced Police Inspector to explore whether 'predictive' characteristics (e.g., age, sex, mental health, suicide attempts, previous missing episodes) can reliably predict 'outcome' characteristics (e.g., distance traveled, where located, how to trace find, suicide likelihood / method). Two large scale research studies, involving the content analysis of 2,500 closed missing person cases from 36 of the 52 UK forces, and 400 UK suicide cases were conducted. The research design, developed with support from UK and US stakeholders, resulted in a unique set of demographic, geographic and temporal missing person data.

The research findings confirm there is behavioral consistency among missing persons. Application in everyday operational policing, also confirms that 'behavioral profiles' for missing persons can expedite their safe, efficient, and cost-effective location. A number of outputs, collectively forming a toolkit, are being widely used around the UK. Feedback confirms benefits of the work include:

- More accurate risk assessment
- Targeted, efficient resource usage resulting in faster, successful case resolution
- Early warning / identification of serious crime (e.g., child abduction, murder)
- Police Search Advisors making more confident search decisions
- Reduction of the emotional burden on relatives & friends of missing persons
- Focusing lines of enquiry in suspicious missing person cases
- Psychological/profiling autopsy in cases of equivocal death.

This research has been central to the development of a new approach. Consequently, the UK National Police Improvement Agency / Missing Persons Bureau plan to take this unique work forward in 2009/10 to formalize its role in UK policy and practice, and to provide a national case specific profiling service.

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Enhancing the Efficiency of Los Angeles Police Department Recruiting and Hiring Process

Recruiting qualified police applicants poses continual challenges for large metropolitan police departments across the country. Halfway through a five-year campaign to increase its number of sworn officers by 1,000 and achieve force strength of more than 10,000 officers for the first time in its history, the Los Angeles Police Department (LAPD) is keenly aware of these challenges. When the economy was robust, LAPD had to compete with many other employers for qualified applicants. Due to the state of the economy in 2009/2010, LAPD is getting twice as many applications, but cannot increase its human resources staff to accommodate the deluge. LAPD’s marketing budget has been slashed by 60 percent. More than ever, there is a need to streamline the costly, labor intensive applicant screening process and to allocate scarce recruiting and advertising resources wisely. The LAPD addressed these issues by partnering with the City of Los Angeles Personnel Department and the RAND Corporation to develop strategies for optimizing the recruitment and hiring process.

Statistical analysis of the recruiting and advertising campaigns revealed the most productive types of recruiting events. For example, the RAND researchers found that LAPD recruiting expos are the most fruitful and efficient events for attracting qualified candidates who are eventually hired. College campus recruiting, contrary to popular perception, appears to be as effective as military recruiting, where the LAPD faces stiff competition from other law enforcement agencies. Sporting events appear to be less effective in attracting candidates than are job fairs, where attendees may have paid a registration fee and may be more inclined to consider career choices. The RAND researchers also identified relatively untapped neighborhoods that merit more attention from recruiters.

Their research analysis led to the creation of new survey instruments for assessing the impact of LAPD's advertising campaign. Using administrative data, RAND Corporation was able to identify observable factors that are most predictive of applicants' outcomes through the background investigation phase of the application process: educational attainment, residency, and Preliminary Background Assessment results. These three factors form the basis of a "priority score" assigned to each applicant to expedite the hiring process for those with the highest probability of success. Additional recommendations for increasing productivity and efficiency arose from a workflow analysis of the Background Investigation Division.

RAND's statistical analysis shifted LAPD's recruitment and advertising campaign, and it has proven to be extremely successful. In Fiscal Year (FY) 2007/08, there were 8,951 applicants tested to become a Los Angeles Police Officer. However, in FY 2008/09 this number increased dramatically to 13,358 a 49 percent increase.

The priority score system has been in place for several months and preliminary results were encouraging. The LAPD hired 808 police recruits for FY 2008/09, exceeding their
goal of 780. Moreover, the hiring of 808 police officers is the highest number of officers hired in over 10 years, and the fourth highest number of hires in LAPD’s history. Additionally, 20 percent of the hires were females, the largest number of female hires in 10 years.

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Calgary Police Service (CPS)  
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Superintendent Roger Chaffin

National Study on Neck Restraints in Policing  
In partnership with the Canadian Police Research Centre (CPRC) and epidemiologist Dr. Christine Hall, members of the Medical Team and Working Group questioned whether or not to re-integrate the vascular neck restraint as the OC Spray currently implemented proved to be ineffective. After meeting in October of 2006, they concluded the Lateral Vascular Neck Restraint (LVNR) has proven to have greatly reduced both subject and officer injuries compared to other use of force techniques.

The report has since been downloaded from CPRC’s server thousands of times and the national research project has allowed the CPS to further meet the goal of “Optimizing Public Safety within the City of Calgary,” as well as allowed law enforcement agencies external to the CPS to integrate vascular neck restraints into their training paradigm.

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Vancouver Police Department (VPD)  
Vancouver, British Columbia  
Chief Constable Jim Chu

2007 Operational Review  
A project launched primarily to optimize the use of VPD resources, identify best law enforcement practices and industry standards, and identify and quantify the resource requirements of the VPD. The operational review encompassed four major endeavors: a civilianization study, an overtime review, a patrol deployment study, and an investigation and administrative deployment review.

The operational review allowed the VPD to identify potential efficiency gains, consolidate its strategic planning process, improve its performance monitoring system, implement best overtime management practices, and identify staffing requirements based
on observed workload data, overtime use, service gaps, and established best practices. Overall, the operational review contributed directly to the creation of 194 new sworn positions and 95 new civilian positions.

The performance monitoring templates, best practices, and analytical methods developed by the project team have generated, and will likely continue to generate, substantial efficiency gains across the entire department.

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Florida Highway Patrol
Tallahassee, Florida
Director Colonel John Czernis

Highway Work Zone Safety Program   The Florida Highway Patrol partnered with the University of Florida’s Department of Civil and Coastal Engineering to improve work zone traffic crash reporting. Police traffic crash reports help direct safety improvements, but those reports do not contain sufficient detail about crashes in highway construction or “work zones.”

The focus of this study was to identify, test, and validate new crash report data elements that specifically relate to work zone incidents. It was an effort to improve the work zone crash data set through the creation of a supplemental data collection system. The supplemental data was later merged with the police traffic crash report to broaden the amount of information available to the troopers about the crash.

Troopers, transportation engineers, and university researchers all use data to improve the safety of work zones for motorists. Because of this effort, engineers can make changes to traffic control patterns and troopers can better identify when and where to enforce laws. The Florida Traffic Crash Report form that is used by all Florida agencies will be changed in 2011 to reflect additional work zone data elements that were recommended by this research.

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CIT Program  Over the past 20 years, state and local police agencies have developed programs to improve officers’ responses to calls involving persons with mental illness. The Bloomington CIT program adapted the Memphis Model of CIT to fit their local needs. The objectives of the Memphis Model are to help officers recognize symptoms of mental illness, increase their use of mental health alternatives to arrest, and promote the safety of both officers and mentally ill persons during police interactions.

In collaboration with Indiana University, the research consisted of three main components: evaluation of the CIT implementation process and the community context in which that program functions, evaluation of the CIT training sessions, and analysis of officers’ response to and resolutions of mental health crisis calls. The training was streamlined to include 24 hours of instruction provided by the field training officer and volunteers from mental health service providers, physicians, and community members.

Due to the CIT program, linkages between the criminal justice and mental health system were established and strengthened. Policies and procedures for handling crisis calls at both the police department and the hospital have changed. The police department now has a General Order to utilize immediate detention (24-hr holds). The hospital now has a secure “quiet room” in which officers are able to bring subjects and return to their police duties in a reasonable time, and as a result, communication between these agencies, where once non-existent, is now organized and efficient. Now, the Crisis Intervention Program is the leading police response model.

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United Nations Formed Police Unit Review  The Department of Peacekeeping Operations (DPKO) is increasingly deploying Formed Police Units (FPUs) in United Nations (UN) peacekeeping operations in order to provide security support to both the UN Mission and the host-state police and law enforcement agencies. In order to carry out their tasks effectively, FPU personnel must be provided with adequate and appropriate training and equipment, and must possess the knowledge and expertise necessary to utilize this equipment responsibly. There were no common UN training standards to establish competent and appropriate Formed Police Units capacities for deployment to UN peacekeeping operations. Review findings led to curriculum development by the UN Police Division’s Strategic Policy and Development Section (SPDS).

From September to December 2008, the Proficiency Testing and Training Teams (PT3s) assessed operational capacity of deployed UN FPUs against basic proficiency standards as being only 37%. From December 2008 to March 2010, 50 participants representing 35 countries and five regional/professional organizations worked with UN counterparts at the First and Second DDG Meetings to wholly revise the UN policy framework governing FPUs. The Strategic Policy and Development Section also created the concept of Mobile Training Teams for Formed Police Units. The five month corrective training assignments resulted in the operational capacity of 47 Formed Police Units being raised from an average of 30% to over 74.5% in the six UN peacekeeping missions with Formed Police Units.

From these lessons, the Strategic Policy and Development Section have created a standardized UN Formed Police Units Pre-deployment Training Curriculum that will be shared with all 192 UN Member States as well as the African Union and the European Union. In addition to being strongly endorsed at the Third DDG Meeting in Bangladesh, a number of countries and organizations have already incorporated this curriculum in their own training regimes based on the consultative draft that was shared with them.

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SAFE (Situation-Appropriate, Focused, and Educated) Driving Research  Traffic collisions take more law enforcement officer lives and end more careers than anything else. The California Commission on Peace Officer Standards and Training (CalPOST) has partnered with six universities and more than 25 law enforcement agencies/organizations in 10 states and the District of Columbia—including the LAPD, NYPD, DCMPD, FLETC, FBI and the NLEOMF—to reduce these deaths/injuries.

The SAFE Driving Campaign, which includes officers, trainers, supervisors, managers, executives, and academic researchers, collaborates on problem identification and development of policy and training interventions. This group meets twice a year to address law enforcement vehicle operations issues by establishing priorities for research and desired tools/interventions. This currently includes a longitudinal quasi-experimental pilot study at seven basic training academies, agency-specific operational case studies, a fully-controlled laboratory study of fatigue and distraction, and large-scale epidemiological studies of officer-involved traffic collisions in California and the U.S. The research is now in its third year and is the largest effort of its kind ever.

Early findings have revealed (a) substantial benefits from the use of law enforcement driving simulators (LEDS) in basic and in-service training, (b) the need for refresher driving training, and (c) several policy best practices including mandatory seat belt use and limits on driving speeds. In-progress research will quantify effects of fatigue and distraction, agency culture, and supervision, as well specific aspects of management/policy. Training and policy recommendations from these findings are being employed in agencies across the nation.

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The Winnipeg Auto Theft Suppression Strategy  From 2003 to 2007, Winnipeg had North America’s highest vehicle theft rates. Rates peaked at 1,932 per 100,000. As a result, the Manitoba Auto Theft Task Force developed the Winnipeg Auto Theft Suppression Strategy, with the goal of reducing auto theft as part of the youth culture in inner-city neighborhoods. In partnership with the University of Manitoba, the Strategy used a research-based, problem-oriented policing approach to develop its programs.

Based on an interview survey of young auto theft offenders and a review of effective programs elsewhere, planners developed a three-pronged program. First, they implemented a tiered approach in which different levels of programming and intervention were provided for youth at different levels of risk. Most at-risk youth were curfew checked every three hours. Second, electronic immobilizers were mandatorily installed in high-risk vehicles. The final component addressed the social causes of auto theft by working with young people and their families. These support programs were run by youth probation workers along with community partners such as Big Brothers and Big Sisters and Winnipeg School Division.

The program was evaluated on an ongoing basis and this evaluation research was used to make several major changes between 2005 and 2007 that led to very dramatic declines in auto theft. Vehicle theft rates have dropped by about 75% since January 2007 and as of 2009, Winnipeg no longer had North America’s highest auto theft rates. Research also found that there was no displacement, but rather there was a diffusion of benefits, as other offenses including robbery and burglary also declined.

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Practical Application of Case Based Research  One of the Division of State Fire Marshal’s statutory responsibilities is the investigation of fires that occur in the State of Florida. In order to meet this mandate, the Division’s Bureau of Fire and Arson Investigations (BFAI) and the Bureau of Forensic Fire and Explosives Analysis (BFFEA) work together when cases require research to determine the cause of a fire through scientific examination. BFAI is the investigative arm of the Division of State Fire Marshal comprised of 107 detectives who conduct over 4,000 investigations per year, resulting in 45% of investigations resulting in an arson determination. BFFEA is the Division of State Fire Marshal’s forensic laboratory, specializing in fire debris analysis, explosives analysis, and the identification of unknown chemicals.

BFAI detectives make arrests in 18% of the 4000 cases. This is 2% higher than the national average. In some cases, when the cause of a fire is not clear, investigators need to ensure their theory regarding how a fire progressed is plausible. In some instances, the theory is supported by known facts, but the suspect involved or witnesses suggest an alternate cause which needs to be tested. In such cases, BFAI collaborates with BFFEA to conduct research. Together, they conduct reviews of fire dynamics, tests on materials ignition properties and other types of experimentation. This is an on-going project initiated in 1992.

Through these efforts, BFFEA and BFAI have been able to determine if fires were accidental or initiated by a human hand. Most of the data collected from these early collaborative efforts are included in the BFAI curricula for new investigators and for on-going career development training. The agency appreciates and uses general theoretical research but applies it to practical, case specific research to investigate fires.

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The Overdose Suppression Project (OSP) was designed within the Violent Crimes Division of Palm Beach County Sheriff’s Office, Special Projects Unit to research, develop, and evaluate innovative strategies for combating the escalating number of overdose deaths occurring in Palm Beach County since 2006. It offers a comprehensive strategy to help explain the phenomenon of overdose death from a scientific perspective.

The idea is to conduct systematic research designed to expose any situational or demographic patterns that may exist among drug overdose deaths. Secondly, they aim to properly track and reduce future overdose deaths by broadening the list of crimes to include the delivery of controlled substances, evidence of tampering, and improper disturbance of human remains. Lastly, public awareness must increase. Community indifference to these tragedies will only change when citizens sincerely accept the notion that the next heartbreak could be their own.

As a result, this comprehensive strategy has allowed the OSP Research Team to design and establish a comprehensive in-house Palm Beach County overdose death database, collect and forward significant amounts of narcotics intelligence to the PBSO Narcotics Division, and identify patients of certain local physicians who are over-represented in the overdose death statistics. Therefore, while suspected drug overdose deaths continue to rise, the percentage rate has significantly decreased from the prior 32% in 2007; to 8% in 2008 and down to 6% in 2009.

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**Gang of One (GO1)** The CMPD engaged the University of North Carolina at Charlotte to evaluate whether students receiving the Dangers Involved with Gangs (DIG) curriculum differed in their understanding about the detriments associated with gangs from those students not receiving the DIG curriculum. Fifth grade classes in 23 elementary schools participated in the DIG curriculum.

Three findings emerged from the evaluation. First, the DIG curriculum appeared to have significant effects for several measures in the three categorizations of attitudinal measures. These results provide optimism that the officers are effectively communicating the underlying messages for many of the items within the DIG curriculum. Second, those who were assessed twice without receiving the DIG curriculum fared far worse in their attitudinal changes than did their treatment counterparts. Third, perhaps unexpectedly, students within the treatment group became less supportive of the benevolence of police officers subsequent to the implementation of the DIG curriculum. Success is dependent upon the cooperative working arrangements between the gang program agency, police agency, and local school system. Only with this symbiotic relationship can the goal of gang prevention be achieved to benefit the larger community.

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**Florida Highway Patrol**  
Tallahassee, Florida  
Colonel John Czernis, Director

**Descriptive Analysis and Characterization of Law Enforcement Vehicle Crashes in Florida** The Florida Highway Patrol and the University of Florida Department of Civil and Coastal Engineering undertook an analysis of the Florida Traffic Crash Report database in order to better understand the nature and causes of law enforcement vehicle crashes. The study analyzed 31,438 reported law enforcement vehicle crashes involving 33,638 law enforcement vehicles, 27,723 non-law enforcement vehicles, 463 pedestrians, and 391 bicyclists that occurred in Florida from 2005 through 2008.

These crashes resulted in more than $101 million in total damages, 10,124 injuries, and 88 fatalities. From this data, the study found the typical law enforcement crash is a low speed event on a local street with the law enforcement vehicle commonly moving straight, slowing/stopped, or parked when it crashes. Most of the time the driver of the law enforcement vehicle did not contribute to the cause of the collision and the vast majority of crashes do not result in any injury.
The Florida Highway Patrol has used this study, as well as a subset of 1,339 crashes involving just agency vehicles, as the foundation for extensive committee work aimed at reducing agency vehicle incidents. That effort seeks to perfect the timely and accurate collection of crash information, the dissemination of statistics to managers, and revisions to agency training and policy where needed. When published in the *Transportation Research Record: Journal of the Transportation Research Board*, this work will undoubtedly be referenced extensively by the law enforcement community.

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**Oxnard Police Department**  
**Oxnard, California**  
**Chief of Police John Crombach**

**Crime Free Business Program** In partnership with academic, federal, and non-profit organizations*, the Oxnard Police Department (OPD) is disseminating the Crime Free Business Program (CFB) to businesses at high risk of robbery. The program was developed from an evidence-base of research that shows significant reductions in crime and related violence in retail and service businesses that comply with program recommendations. Recommendations are low-cost, low-maintenance and very feasible for business owners to implement. The OPD has reached more than 100 businesses with CFB using various recruitment strategies, including approaching recently victimized businesses, presenting to community groups and offering insurance incentives.

Benefits of the program have included reduced commercial crime and greater customer volume, as well as improved relations between business owners and police and an increased positive presence of the police in the community. The OPD has developed CFB training as a California POST-accredited course and is currently working with research partners to study its integration in numerous law enforcement agencies throughout the country.

* In collaboration with University of North Carolina Injury Prevention Research Center, University of Iowa Injury Prevention Research Center, National Institute of Occupational Safety and Health (NIOSH), International Crime Free Association, Oxnard Chamber of Commerce, Securitas Security Services USA, Oxnard Downtown Management District, Economic Development Corporation of Oxnard (EDCO), and Farmers Insurance.

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**Baltimore Police Department**
Baltimore, Maryland
Police Commissioner Frederick H. Bealefeld, III

**Patrol Response Survey**  In partnership with Dr. Christine Eith, the Baltimore Police Department designed this survey to objectively evaluate a victim’s level of satisfaction with the response, attention, and professionalism provided by responding patrol officers. Focusing on victims of robbery and burglary incidents, the survey was administered to 600 crime victims from communities and neighborhoods throughout Baltimore City, subdividing the data into four different categories: response time, police professionalism, police follow up after initial contact, and the victim’s overall experience.

The analysis of this survey provided a foundation of information to assist in the creation of future programs, policy, and training. It has allowed the Department to find patterns of victim satisfaction within geographic neighborhoods while further enhancing the evaluation of individual officers and determine the effectiveness of specific programs.

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**Cincinnati Police Department (CPD)**
Cincinnati, Ohio
Chief of Police Thomas H. Streicher, Jr.

**Cincinnati Initiative to Reduce Violence (CIRV, pronounced “serve”)**  In partnership with the University of Cincinnati, CIRV was loosely modeled on the *Boston Gun Project* to help guide an initiative that involves multiple law enforcement agencies (local, state, and federal), social service providers, and community members. CIRV initiated systematic gathering of detailed information about violent street groups/networks, and the nature of the homicide problem in Cincinnati.

CPD and its research partners first gathered information on violent street groups from over one hundred knowledgeable CPD beat officers, probation and parole officers, and officers assigned to specialized units. This information was compiled and analyzed to form a comprehensive list of high-risk violent offenders. They found approximately 0.3% of the city’s population was associated with three-quarters of the city’s homicides. CIRV was then formed and specifically designed to impact gun-related violence in the target population – chronic violent offenders affiliated with street groups. They deliver a message of non-violence through “call-in” sessions with probationers and parolees, interact directly with street workers, police, probation, and parole officers, and utilize members of the community to help deliver a message of non-violence.

As a result, since its inception, the number of Group Member Involved (GMI) homicides has been reduced by 55% in an 8-month period. CIRV has now been recognized as a model for innovative violence reduction strategies because of its strong social service
component, systematic data collection, plan for sustainability, and strong leadership and commitment from CPD officials. Law enforcement officials from London (England), Glasgow (Scotland), and ten cities in Ohio and Kentucky have been hosted by CPD to observe the inner workings of CIRV.

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Arlington Police Department
Arlington, Texas
Police Chief Theron L. Bowman, Ph. D.

Building Equitable Communities: The Neighborhood Strength Index (NSi)  
Due to the strong relationships already in place between the Arlington Police Department and community stakeholders, the department took the lead in developing cross-departmental partnerships and citywide geographic accountability models. Chief of Police, Dr. Theron Bowman expressed the need for a realistic tool for organizational change that would include other city departments in the fight against crime and the revitalization of neighborhoods. Early in the development process, it was noted the same individuals at the same addresses were having multiple contacts with different city departments.

Streamlining these contacts and improving communication between city departments was necessary to improve service delivery. The tool ultimately developed was the NSi. The tool assists city departments in delivering efficient and effective services to the areas that need it most, resulting in increased quality of life, and in neighborhood vitality and sustainability. The NSi compiles factors contributing to a neighborhood’s decline and illustrates particular locations as “hot spots.”

As a result, sharing the NSi tool has created synergy that will result in greater success than any individual group could achieve. Stakeholders (citizens, businesses, etc.) and city departments have now benefited through improved communication and cooperative strategizing in the target areas. The Code Ranger program in particular has been expanded, allowing more citizen volunteers to be the “eyes and ears” for code enforcement.

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Chronic Offender Study  This collaborative effort with the University of North Carolina at Charlotte analyzed data pertaining to the arrest, detention, criminal history, court, and mental health records of 81 chronic offenders at Mecklenburg County Jail. This study illustrates in-depth descriptions of chronic offenders and highlights the needs for comprehensive strategies and greater research and evaluation efforts within the criminal justice community.

For the 81 chronic offenders, a total of 783 arrests with 1,567 charges were reported. On average, each offender was arrested 10 times with two charges. Since its release, the Chronic Offender Study has greatly influenced local policy makers. Mecklenburg County has begun investing in creating a continuum of services designed to divert many chronic offenders from incarceration that will consist of a crisis intervention team (CIT), a 16-bed mental health crisis center, a 16-bed residential stabilization program, and a mental health unit at the jail.

Once the continuum is completed, it will give patrol officers and the court set, viable options in addressing repeat offenders using solutions proven in other jurisdictions. CIT trained officers, for example, will be expected to take those individuals causing public disturbances to the crisis center rather than the jail.

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Examination of Medical Outcomes in Taser Use Incidents  In collaboration with the Emergency Medicine Division at the University of Washington Medical School, the Seattle Police Department conducted analyses of injuries and level of treatment in Taser incidents based upon the information available in use of force incident reports. Medical researchers gathered information on each Taser subject from the police records and then followed-up by accessing available medical records. After analyzing a total of 1,073 Taser incidents, preliminary findings support the contention of law enforcement officials, stating Tasers are a safe and effective force option that does not pose undue risks to potential subjects. The researchers’ findings were published in the Journal of Trauma in 2010. In addition, the research project has opened the door to continued collaboration between the Seattle Police Department and the University of Washington Medical School for ongoing examinations of uses of force by department officers.
Leadership Mentoring Program  This collaborative effort with Walden University provides information to develop and improve leadership education to assist current and future police leaders. It is designed to demonstrate an organizational commitment to critically examine the status quo and search for new leadership models from academic education and professional training. The program provides regularly scheduled time for developing leaders to interact with senior management, resulting in effective leadership styles that promote a bond between law enforcement and community members.

The Leadership Mentoring Program has provided the path needed to create strong leaders while providing valuable information on the current relationship between academic education, professional training, and the ethical leadership style of Pennsylvania law enforcement executives.

Ranger Action Research Project  In partnership with Police and Safety Forces Psychologist Thurston L. Cosner Ph.D., an action research project was developed to examine various components of the Cleveland Metroparks Ranger Department’s culture.

The goals of the project were to explore Harrison’s four types of organizational culture: Power, Role, Achievement, & Support, as well as to determine if the results would be useful for implementing changes in the department. A questionnaire was developed to measure both the existing ranger culture as well as the preferred ranger culture.

Results revealed that the two highest existing cultures were Power and Role. Achievement and Support cultures, while weaker, were significantly stronger in terms of preferred cultures, with Achievement Culture being the highest. These results were consistent across ranks and units. Programs were developed and implemented based on Achievement Culture characteristics (e.g. goal focus, task orientation, skill –based specific assignments, team orientation). Using this data as a framework for designing, implementing, and addressing departmental change, significant improvements were
obtained in strengthening the department’s Achievement Culture and in improving ranger motivation. These changes led to 36% increase in patrol activity; 33% increase in citizen complimentary letters; 65% decrease in tardiness; and a 13% reduction in absenteeism over a five year period. This has enabled the Ranger Department to align employees behind a common vision and purpose by understanding and capitalizing on the Ranger Preferred Achievement Culture.

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Michigan State Police (MSP)
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Genetic Identification of Criminals who Utilize Improvised Explosive Devices This project is a collaborative effort with the Forensic Science Graduate Program at Michigan State University (MSU) that studied whether DNA can be obtained from improvised explosive devices (IEDs) post-blast evidence through short tandem repeat (STR) analyses. Since DNA testing was met with little success, the National Institute of Standards and Technology (NIST) developed “mini-STRs,” which had the potential to be recovered from poor quality DNA when standard STR testing failed. Additionally, by incorporating mitochondrial DNA (mtDNA), this particular research team had an identification rate of over 60% in a blind study. In blind studies, the combination of these improved techniques increased the likelihood of making a genetic identification from less than 10% to 100% in some cases.

While testing still continues, portions of this research have already been presented at American Academy of Forensic Sciences annual meetings and published in the Journal of Forensic Sciences. The FBI and ATF have begun to use DNA analysis methods in their bombing investigations, and within the MSP, this research has led to the implementation of new evidence collection and processing protocols. MSP bomb technicians now routinely collect and submit all post-blast and rendered-safe evidence for DNA analysis.

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**Questioned Identification Document and Link Database (QID)** A collaborative effort between the U.S. Secret Service and the Technical Support Working Group, the Department of Homeland Security’s Office of Science and Technology, and the Document Security Alliance, the QID system offers law enforcement agencies the unique ability to archive, identify, track, and determine genuineness of fraudulent documents and monetary instruments. The database allows not only real-time comparison of suspect documents, but also links analysis data on similar cases. QID provides users with access to a visual library of genuine documents, as well as makes alerts and identified counterfeit documents easily accessible through the database for comparison searches and link characteristics. Forensic evidence and investigative information gathered through the database can then be shared by appropriate law enforcement entities and presented in the judicial process to aid in prosecution.

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United States Postal Inspection Service
Washington, DC  
Chief Postal Inspector Alexander Lazaroff

**Global Counterfeit Initiative** The U.S. Postal Service formed the Global Counterfeit Initiative to protect the integrity of the postal money orders and other financial instruments targeted by overseas criminals. Postal Inspectors with their domestic and international counterparts conducted interdictions of counterfeit checks and money orders arriving in the U.S., Canada, London, and Nigeria. Joining London’s Serious Organized Crime Agency, the Postal Inspection Service attacked the source of the counterfeit documents through joint investigations, shared intelligence, combined fraud data, and coordinated interdictions to seize counterfeit financial instruments.

It resulted in the largest seizure of counterfeit checks and money orders in Postal Inspection Service history as over 600,000 fake checks were seized between January 2007 and January 2008. Due to this initiative the largest fraud-prevention campaign to date has been launched to educate consumers about counterfeit checks.

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United States Border Patrol, Rio Grande Valley Sector Office of Intelligence
Edinburg, Texas
Chief Patrol Agent Ronald D. Vitiello

**Intelligence Research Division; Border Intelligence Center**  The primary focus of the Rio Grande Valley (RGV) Sector Office of Intelligence (OI) is to provide predictive and actionable intelligence to field units in order to apprehend terrorists and terrorist weapons as well as other threats to National Security. The Office of Intelligence has supported this mission by receiving, analyzing, and geospatially mapping all intelligence and comparative statistics while providing the Chief Patrol Agent and other field personnel with a common operating picture.

By supporting the decision making process, the Office of Intelligence hosted a national border instability workgroup to address potential/future narco-related violence in Mexico and the immediate border region while serving as a standard model for other intelligence entities to emulate.

Office of Border Patrol/El Paso Sector Headquarters
El Paso, Texas
Chief Patrol Agent Victor M. Manjarrez, Jr.

**Secure Border Initiative Tactical Infrastructure**  In support of the National Border Patrol Strategy, the primary focus of the Rio Grande Valley (RGV) Sector Office of Intelligence (OI) is to provide predictive and actionable intelligence to field units in order to apprehend terrorists and terrorist weapons as well as other threats to National Security. The OI has supported the Border Patrol’s mission by receiving, analyzing, and geospatially mapping all intelligence and comparative statistics thus providing the Chief Patrol Agent and other field personnel with a common operating picture. This is achieved by ensuring that all RGV Sector stations convey all intelligence data to the RGV Sector OI.

Through these efforts, the RGV Sector OI strives to support the decision making process by producing actionable intelligence that reduces uncertainty and provides accurate, timely, and relevant knowledge about potential threats, vulnerabilities, and criminal entities operating in the RGV Sector area of responsibility (AOR) as well as the surrounding environment and the United States interior. By utilizing this intelligence cache, the RGV Sector OI takes an active stance in intelligence sharing and provides direction and assistance to its partners within the Department of Homeland Security as well as other federal, state, and local intelligence community and law enforcement agencies.
Where do we go from here? A research report on sex offenders and sex offender housing in Phoenix, AZ

In partnership with PPD’s Crime Analysis and Research Unit (CARU) and Arizona State University’s (ASU) Center for Violence Prevention and Community Safety that examined the nature and impact of sex-offender registration, notification, and sex offender residential clustering.

Striving to disseminate findings on sex offender management issues that are of national interest and have implications for police agencies across the country they analyzed official police data, offender interview data, citizen survey data, and key stakeholder interview data. They concluded that rates of recidivism were relatively low among registered sex offenders in Phoenix.

As a result, this study informs police departments, local municipalities, and the community on the difficulties surrounding the management of this particular group of offenders. It pointed to the difficulty of enacting geographic spacing requirements for where offenders can and cannot live, as well as the inherent tension between concerns with the clustering of sex offenders versus the desire to restrict where offenders can live in relation to key facilities such as schools, child-care centers, and parks. With regards to the community, this information demonstrated that citizens were more concerned about non-sex crimes than they were about sex crimes. Therefore, this study has prompted discussions with other local agencies on the future needs and issues surrounding the regulation of sex offenders within the community.

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Ohio State Highway Patrol
Columbus, Ohio
Colonel Richard H. Collins

Statistical Analysis Unit (SAU) Operating within the Patrol Office of Strategic Services at General Headquarters in Columbus, OH, its function is to facilitate the data analysis and informational needs of the Division and, through data-driven operations, assist the Patrol in achieving the goal of “Lifestat: The 24/7 Initiative.” The 24/7 Initiative focuses on reducing serious traffic crashes and apprehending the criminal element on Ohio’s roadways through the use of high visibility, aggressive traffic enforcement, and increased public awareness in the media. SAU supports the 24/7 Initiative by providing strategic operational planning to senior staff and field commanders to more effectively and efficiently utilize the Division’s limited resources. This is achieved through the use of statistical and Geographic Information System (GIS) analysis and empirical research.
For years law enforcement has captured mountains of data with little ability to form a useful product from it. The SAU is working to change this as the quality and nature of the data that is captured and the tools available to analyze and report it have improved significantly. Now, the SAU analyzes collected data in “real-time,” which allows the SAU staff to produce complex spatial analyses of hot spots of crashes and/or criminal activity while presenting them visually with traditional analytical techniques.

The impact of the Statistical Analysis Unit has been monumental in that the Division is on track to achieve its primary goal of a 10 percent reduction of fatal crashes by 2011. Analyzing data on a routine basis and giving guidance to field command has resulted in statewide successes. The Division is sure to use this approach in the future with even greater effectiveness.

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Collier County Sheriff’s Office
Naples, Florida
Sheriff Kevin J. Rambosk

Criminal Alien Task Force (CATF) The Collier County Sheriff’s Office Criminal Alien Task Force program is increasing public safety and saving tax dollars. Through an agreement with United States Customs Enforcement, 34 CCSO deputies have been authorized to conduct certain immigration enforcement functions. The goal is to identify illegally present foreign nationals who are committing crimes in Collier County and detain them to be removed from the country. Since the program began in October of 2007, the CATF corrections and investigations components combined have placed nearly 2,700 detainers on criminal aliens. Most of these individuals have extensive criminal histories. On average, those detained from the Corrections CATF have six arrest charges per person. The majority (72 percent) of criminal aliens removed by the CATF corrections component have at least one previous arrest. The criminal aliens identified through the investigations CATF have even more extensive criminal records – on average, 10.8 total charges each, or, 3.4 prior felony and 7.4 prior misdemeanor arrest charges each. In fact, for the criminal aliens detained through the investigations component, nearly all (97 percent) had been previously arrested at least one time. Collier County’s jail population has experienced large decreases since program implementation. Overall, the average jail population has dropped by approximately 25 percent compared to when the CATF partnership was implemented. Community outreach is a key component to the program’s success. CCSO educates the community on how the CATF operates and reassures everyone that victims and witnesses of crimes will not be targets of immigration law enforcement.

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Joint Research: OCSO & OPD  The Orange County Sheriff’s Office (OCSO) and the Orlando Police Department (OPD) have developed a long-standing partnership with the University of Central Florida (UCF) regarding policing technology and police management issues. This partnership has resulted in numerous research initiatives, but three were detailed for this application.

The first was developed through an additional partnership with Florida Gulf Coast University (FGCU) and their Weapons and Equipment Research Institute (WERI). The purpose of this NIJ-funded project was to examine police use of force, suspect force level, and capabilities and use of non-lethal weapons during force encounters and confrontations. Data obtained for the years 2000 through 2005 were compiled and coded, resulting in 4,303 cases that were utilized for the study. The second major project as a result of this partnership with UCF was the development of the Florida Integrated Network and Data Exchange and Retrieval (FINDER) system. FINDER was developed to allow law enforcement agencies to electronically share their low-level information over a secure, statewide network. The third major project undertaken through this partnership examined the use of Electronic Control Devices (ECDs) in the field.

There are several important outcomes and key findings as a result of these partnerships: 1) The FGCU/UCF study revealed that when confrontations are not ended swiftly and continue into multiple iterations, the result is a much higher injury rate for both officers and suspects; 2) FINDER has expanded to include 105 Sheriff’s Offices and Police Departments from all regions of the state. FINDER is now housed in the Center for Law Enforcement Technology, Training, & Research (LETTR), a not-for-profit corporation; and 3) ECDs are a frequently utilized weapon system in active resistance situations, but their success rate in conflict resolution is extremely high. This study has been presented at both refereed and practitioner conferences. The partnerships between OCSO, OPD, and UCF have continued to develop, including manpower and redistricting studies, leadership training, and crime camera studies, among others.

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Homeland Security Project An effort to define the role of the state and provincial police in the post-9/11 operating environment. The project goal was to determine the breadth and scope of state-level homeland security activities and generate a detailed report of the findings for the IACP Division of State and Provincial Police. Research techniques were based on survey data analysis, peer questioning, and a literature review that revealed three common themes for the post-9/11 era. First, state law enforcement agencies have become extremely involved with intelligence and information sharing. Second, local law enforcement relies on state law enforcement agencies for operational support and training. Lastly, there is a need for the federal government to consult with states before adopting home security strategies. Therefore, the report has served as an excellent tool and briefing document for new commanders, elected officials, and policymakers. It has been referenced and disseminated in relation to advocacy for funding.

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Auditing the Compstat Data MNPD has an authorized sworn strength of 1,312 with approximately 500 full and part-time professional staff. When Ronal Serpas was appointed Metro Nashville Police Chief, he moved the department to an Accountability Driven Leadership (ADL) model, which allowed personnel to see the integral role their area of responsibility played within the MNPD. Due to the implementation of the ADL, however, a method had to be developed to be certain the data was accurately representing what was occurring in Nashville. Auditing the Compstat Data, therefore, was developed to audit the accuracy in the reporting of crimes and analyze employee behavior and its interactions with the citizens.

The different parts of the audit function are the Lieutenant Survey Analysis, Virtual Audit Teams, Computer-Aided Dispatch Data, and Citizen Satisfaction Surveys. The Lieutenant Survey Analysis, which randomly surveys crime victims to determine whether the police report on file accurately reflects the information reported by the original officer by the victim. Virtual Audit Teams audit different components and units throughout the MNPD (one area per month) to see if the areas being reviewed are following MNPD policies and procedures, along with CALEA standards. Computer-Aided Dispatch Data conducts a review of Calls for Service data and Uniform Crime Report Data. Lastly, Citizen Satisfaction Surveys is a bi-annual survey to assess the perceptions and observations of the public at large.
As a result of the ADL strategy, the MNPD and the community are provided a method to independently review its operations. By using the philosophies developed throughout this audit procedure, other departments (and businesses) can replicate this successful program.

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Minneapolis Police Department (MPD)  
Minneapolis, Minnesota  
Chief of Police Timothy J. Dolan

**Misdemeanor Domestic Assault Investigation Pilot Project**  
MPD is the largest law enforcement agency in the state of Minnesota employing over 800 officers and 200 civilians while serving 350,000 residents. Dealing with such a large population, MPD struggled to manage one of society’s most destructive crimes: domestic assault. As a result, this project was developed to increase the successful prosecution of misdemeanor domestic assault cases with the emphasis upon conducting a complete investigation at the time of first contact with the victim.

An extensive protocol including a victim questionnaire is completed at the scene of the first victim contact. The protocol is meant to give responding officers the tools and skills necessary to complete investigations at the scene. The new protocols implemented are taped statements from misdemeanor defendants, checking for the existence of Orders of Protection and Non Compliance Orders, asking about the presence of firearms and to complete a victim’s supplement.

Also victims sign medical releases at the scene and victims to complete a risk assessment questionnaire that indicates future violence, including homicide. Due to this pilot implementation, the MPD’s first quarter analysis showed an 18% increase in charges, as well as increased “gone on arrival cases” (suspects not arrested at scene) by more than 100% over the entire previous year.

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NineOneOne: Exploratory Research on Recognizing Non-English Speech for Emergency Triage in Disaster Response  In any major disaster, such as a hurricane, there will be an overwhelming number of 9-1-1 emergency calls in a short period of time; many of these will be non-English. As a result, the Cape Coral Police Department in collaboration with Carnegie Mellon University’s Language Technology Institute conducted this research project to demonstrate new approaches to Automatic Speech Recognition (ASR) and Machine Translation (MT) that will permit the automatic, real-time translation of 9-1-1 calls well enough to allow emergency triage.

Even in the best of times, there is a chronic shortage of translation for triage of non-English calls at U.S. emergency call centers. This project addresses the needs of local government agencies and the participation in society of disadvantaged ethnic groups, by improving the chronic lack of Spanish as well as other language translation at emergency dispatch centers. Therefore, the purpose of this computer system is to translate a caller’s statements and relay the message to the dispatcher.

In December of 2007 alone, the speech recognizer achieved approximately 74% word accuracy on test phone calls. The exploratory system works with Spanish, but the approaches used are applicable to any language. Both the ASR and MT results should also transfer to other domains including Homeland Defense and both the public and private sectors. As this is an on-going project, upon completion, the system will be made publicly available for other researchers, and for the enhancement of current technologies.

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Trinidad & Tobago Police Service (TTPS)
Port of Spain, Trinidad & Tobago West Indies
Commissioner of Police Trevor Paul

Developing a System for Selecting a Commissioner of Police for the Trinidad & Tobago Police Service
The Republic of Trinidad has become a gateway for Central American drug trafficking and related violence. Therefore, in partnership with George Mason University (GMU), Pennsylvania State University (PSU), and EB Jacobs, LLC (EBJ), TTPS used university-based industrial psychology to identify core policing problems facing the service such as rising crime rates and basic skill deficits. While they looked to implement new programs to address these core problems, their most recent initiative is the selection of a new Police Commissioner for the TTPS.

The research team analyzed the old system of promoting sworn personnel and submitted a series of reports with recommendations for improving the system that were later incorporated into existing legislation and regulations governing police services. It has become an important factor in selecting the next commissioner who will have to face serious crime challenges, address major issues in terms of business, government, and citizen confidence in the police organization, and gain cooperation and support of the existing police force.

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Denver Police Department (DPD)
Denver, Colorado
Chief Gerald Whitman

Across the Thin Blue Line: Police Officers and Racial Bias in the Decision to Shoot
DPD conducted this research project in collaboration with the University of Colorado’s Department of Psychology, with the goals of measuring racial bias in the decision to shoot, assessing the effectiveness of DPD firearms training, and identifying any possible training deficiency in firearms and cultural awareness.

Testing included three distinct groups: 124 police officers from DPD, 127 members of the Denver community who live and work in the same environment as DPD officers, and 113 officers from 14 states across the nation. Each group participated in a computer videogame involving the decision to shoot. The game presented a series of 100 male targets that appeared on the screen one by one. Some of the targets were black, others white. Some targets were armed, some were unarmed. Given 850 ms, the research project showed that both police and community members were faster responding to targets that conformed to stereotypes, as in they were faster to shoot an armed black target than an armed white.

But the results also revealed differences between police and community members, such
that officers were (a) faster to respond, (b) more accurate overall in their reactions, and (c) in an analysis of error rates, the community showed bias (e.g., shooting unarmed Blacks more often than unarmed whites) whereas police showed no bias whatsoever. As a result, the project has had a positive impact on the community and the DPD in that it has placed a controversial subject in the public arena open for discussion.

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Longmont Police Department
Longmont, Colorado
Chief of Police H. Michael Butler

Domestic Violence: Becoming Part of the Solution  The Longmont Police Department employs 142 commissioned and 54 non-commissioned staff members while serving over 86,000 residents. In 1998, the Longmont Police selected Dr. Elise Flesher to provide oversight for Crime, Information, and Research Analysis. Although Dr. Flesher provides research on a wide range of topics, her research and expertise on domestic violence has been a valued asset for Longmont. Prior to 1998, Longmont experienced a minimum of one domestic violence fatality every year despite a safe shelter, a proactive police department, and general support from the community. In 1998, we lost three women and two children to domestic violence. The police chief assembled a key group of leaders to try to determine why, with so many resources, victims did not connect with available services. Dr. Flesher then compiled an 82-page comprehensive report that included an academic literature review as well as the results of three separate in-depth surveys that included Longmont residents, Longmont police officers, and local domestic violence victims. She asked about general beliefs, personal victimization, perceptions, recommendations, opinions, and the roles that each should play in ending domestic violence. The results of the research provided the basis for LEVI (Longmont Ending Violence Initiative). This project was developed to address the weaknesses in the system which led to the deaths of these women and children. It was clear from the research that the solution needed to focus on an inter-agency collaborative effort to fill the gaps in service and a shift in prevention/education from a police responsibility to a social one by urging members of the community to take a stand against domestic violence (i.e., seeking help for loved ones, calling the police if you witness DV, not viewing DV as someone else’s problem, etc.). The Longmont Police Department understood they needed to teach the community how to effectively and safely intervene as soon as a problem was realized. LEVI provides an avenue for friends, relatives, neighbors, and coworkers to assist victims in finding the help that is needed. It also provides a one-stop resource center for victims and offenders who are seeking assistance for themselves. Since implementation, Longmont PD has not had a single domestic violence fatality for more than 10 years. The agency also realized that in order to effectively end domestic violence, men must become engaged and vocal about stopping domestic violence.

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Eliminating Overt Drug Markets  Overt drug markets have fueled an increase in violence, disorder, prostitution, economic devaluation, and disinvestment for communities. For these reasons the High Point Police Department teamed up with the John Jay School of Criminal Justice to design and implement an innovative research program that targeted individual geographic drug markets using focused deterrence. Police and the community directly engaged drug dealers and their families, created clear predictable sanctions, offered help, and mobilized community and offender standards about right and wrong. Overt drug markets, as a result, collapsed in the targeted neighborhoods and the associated violence decreased. Six years after the first intervention there is a sustained decrease of 57% in violent crimes and 25% decrease in drug crimes in the neighborhood.

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Garden Grove Police Department  
Garden Grove, California  
Chief of Police Joseph M. Polisar

Garden Grove Juvenile Justice Center  A collaborative effort with the Garden Grove Unified School District, the Boys’ and Girls’ Club of Garden Grove and the Orange County Probation Department whose goal was to identify at the earliest level youths in the City of Garden Grove who are displaying at-risk behavior by conducting assessments of each youth. The assessment is made by credentialed marriage family therapists employed by the Boys’ and Girls’ Club. It includes information from law enforcement, teachers, school administrators, and the youth’s family.

A formal plan is developed and designed to serve the identified individual needs and issues involving the youth while the youth and their family are assisted and monitored in the completion of the recommended services. They found that over 60% of the youths have enhanced their school attendance and academic achievements as a result. Thanks to this partnership, a remarkable 94% of first time referrals have no further contact with law enforcement.

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Glock Barrel Modification: A Feasible Method to Facilitate the Identification of Fired Bullets

While Glock pistols are viewed affectionately by many of the police officers who shoot them, but forensic firearms examiners often find them cause for a headache. The time consuming process of comparing bullets fired from these polygonally rifled pistols can be especially aggravating in officer involved shootings where there is added pressure on the examiner to provide investigative answers quickly. The purpose of this study was to determine if modification of polygonally rifled Glock barrels using valve-grinding compound would facilitate the forensic identification of fired bullets. Examination of post-modification bullets determined that marks produced were identifiable, unique, and persistent. Modification did not appear to affect accuracy, muzzle velocity, or barrel life. Study concluded that in house modification of barrels would be a fast and cost effective method of making bullets fired from police issued Glock firearms more identifiable. The results of the project can be replicated easily but the evidence of success will only begin to be measured when forensic firearms examiners begin to see bullets fired from modified barrels in the laboratory.

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Establishing Operational Rules for Law Enforcement and First Responder Tactical Teams Utilizing Ad Hoc Wireless Networks

Tactical law enforcement personnel are routinely subjected to a number of high stress situations, from barricaded subjects and high-risk warrant service to hostage rescue. As a result, this collaborative effort with Drakontas LLC, Drexel University, and the Atlantic County, NJ, DPS conducted this research study for the purpose of demonstrating new interoperability technologies in a real-world environment and developing evaluation criteria for proof-of-concept deployments for tactical communications using mobile ad hoc networks (MANET) technologies.

Drakontas developed a visual communications software application suite called DragonForce, which establishes a common operating picture for all first responders through MANETs, and features real-time blue force tracking, command, and field text messaging, shared imagery and data, and white-boarding. Two classroom training/demonstration sessions were conducted for the purpose of soliciting feedback from the group based on prior experience. DragonForce has enhanced security
operations, protocols, and standards throughout Atlantic City. This knowledge and operational insight has the potential to expand to neighboring counties and statewide.

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Royal Canadian Mounted Police
Ottawa, Ontario Canada
Assistant Commissioner, Technical Operations Bruce Rogerson

**Armor Systems Engineering Group (ASEG)**  The RCMP sought to validate the level of protection afforded by a vehicle subjected to ballistic and explosive attacks when armored according to ASEG’s specification. ASEG worked to develop, design, supply, and maintain armored systems, armored vehicles, and related technologies in order to protect internationally protected persons, VIPs and RCMP personnel worldwide. No one in the policing community had previously submitted commercial armored luxury sedans to this magnitude of full scale testing before ASEG. No indication of survivability from a ballistic or explosive attack had ever been determined with such degree of confidence. Full scale testing has now become the norm in the RCMP community while ASEG’s research has lead to a revision of applicable standardized test methodology, the amalgamation of Canadian test requirements, and the development of RCMP best practices.

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**Local DNA Indexing System (LODIS)**  The Palm Bay, FL, Police Department and DNA.SI LABS, the forensic unit of DNA Security, Inc., have collaborated in an ongoing research effort to develop a unique and practical DNA-based investigative tool for all police departments to use in investigating everyday crime. As a result, LODIS was created as an innovative integration of disparate disciplines, human identification by DNA and advanced computer database science. LODIS allows for the widespread use of DNA evidence by all officers to investigate more crimes, and therefore, changes the role of DNA from confirming evidence to being an investigative tool that identifies offenders early in an investigation.

Due to this system, single arrests now often close multiple open cases and DNA linkage to these crimes and criminals led to reopening 93 otherwise unsolved cases during the start-up period. LODIS has logged more than 323 total HITS while DNA profiles of 41 suspects were matched to 145 evidence samples taken from crime scenes.

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**“Preventing Law Enforcement Suicide” DVD**  In response to national and regional reports which revealed a dramatic increase in peace officer suicide rates, the California POST Training Network (CPTN) initiated development of a two-hour DVD program focusing on law enforcement officer suicide. The California Highway Patrol (CHP) was one of the important participants in the development of the training. They assisted in developing content of the DVD, provided resources and materials, and were authorized to be filmed in uniform as part of the staged scenarios. POST conducted an extensive literature review and solicited input from numerous experts. POST learned that officers are three times more likely to commit suicide than to be killed in the line of duty.

The DVD contains material to assist law enforcement agencies address issues of responsibility, “postvention”, intervention, and maintaining balance; it has been distributed to over 600 California law enforcement agencies and is available to anyone on the POST Website. The DVD won the *Platinum Award* (the highest honor) at the 2008 Aurora Awards Competition, and received the *Bronze Telly Award* for outstanding program at the 29th Annual Telly Award Competition. It is only through awareness, sensitivity, and training that law enforcement can effectively address this critical issue.

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Traffic Stop Data Collection & Analysis In collaboration with the Washington State University (WSU) Division of Governmental Studies and Services, WSP created a Traffic Stop Data Committee (TSDC) as a proactive effort to provide accountability to the citizens of Washington State. The Traffic Stop Data Collection & Analysis Project focused on three issues. One, was there evidence of bias or profiling in who is stopped by the WSP? Secondly, was there evidence of bias or profiling in who is issued citations by the WSP? Lastly, was there evidence of bias or profiling in who is searched by the WSP? Additionally, the use of force was added as a focus area. Thus, to avoid “aggregation bias,” WSU researchers analyzed the data at a level of smaller geographic areas called Autonomous Patrol Areas (APAs). Taking into account different racial/ethnic groups individually, the WSP found no evidence of systemic bias or profiling and have contributed to improvements, both in WSP practices and in the agency’s standing with the public on these issues.

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Santa Cruz County Methamphetamine Snapshot 2007 Over the last several years, law enforcement has seen an increasing number of investigations, violent crimes, and arrests involving methamphetamine. The goal was to capture descriptive data in the form of ethnicity, age, and gender related to methamphetamine use. The specific outcome objectives for law enforcement were to use computer-aided dispatch (CAD) and report writing methods to capture demographic information in methamphetamine “events.”

Data from the county law enforcement agencies was collected over a 28-day period illustrating the greatest number of methamphetamine events involve white males over 25. Females were generally overrepresented among the population of individuals with some type of methamphetamine involvement, although underrepresented within the county service systems.

As a result, data from the Methamphetamine Snapshot will be used to implement methamphetamine prevention efforts in Santa Cruz County, in order to reduce the use and negative impacts of methamphetamine on the community.

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California Highway Patrol (CHP)
Sacramento, California
Commissioner J.A. Farrow

Alternating Workweek Study  In partnership with Cooperative Personnel Services (CPS) and the California Association of Highway Patrolmen (CAHP), CHP has been considering a variety of work-life flexibilities in its roadmap to an effective human capital program to help it attract and retain quality employees, boost morale, and reduce unscheduled leave. The purpose of this study was to test the effectiveness, efficiency, and transparent use of human capital flexibilities. Together with the CPS, twenty-one CHP areas (thirteen test areas and eight control areas) were carefully selected to participate in the 3-day, 12-hour-per-day alternate work week (AWW) to ensure a broad representation of various demographics, including size, urban or rural environment, region, and location. They concluded there would be no substantial negative impacts of a 3/12 AWW on CHP’s service levels, operations, personnel, or budget department-wide. Therefore, the results of this study will help strengthen the CHP human capital management function, and, as a result, the organization itself.

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Yonkers Police Department
Yonkers, New York
First Deputy Chief Charles Gardner

Juvenile Crime Enforcement Coalition  Starting in 2006, the Yonkers Juvenile Crime Enforcement Coalition (YJCEC) conducted a two-year long citywide strategic planning process to develop a coordinated Juvenile Justice Strategy and Action Plan to reduce juvenile crime in Yonkers. The committee analyzed 16 years of Yonkers Police Department juvenile arrest records as well as 16 years of attendance records provided by the Board of Education. This data was cross referenced with many other types of data such as census that poverty levels and the results of a Prevention Needs Assessment Survey conducted by the coalition in February of 2007. The analysis identified several combinations of risk factors which greatly increased the risk of children committing crimes. Traditional juvenile crime prevention efforts and resources were focused on children in poor neighborhoods, but a data analysis found that the percent of children getting arrested from high poverty/poor neighborhoods was not significantly higher than the citywide percentage.

The fact that most youth do not get arrested, even in the poorest neighborhoods, means that traditional thinking about risk factors needs to be reconsidered. Therefore, YJCEC developed a “Pyramid of Risk” to examine arrest, census, and school data in order to pinpoint the different combinations of risk factors that made children more likely to commit crimes. It found only 7% of the children in the areas tested were arrested in a
three year period as opposed to the highest combination of risk factors which revealed 61% of the children arrested in a three year period. Using “Evidence-Based Targeting,” Yonkers was able to focus on 41 children, grades 6-8, as opposed to 6,614 children. This lead to a higher chance of success and outcomes that were easier to measure.

As a result, YJCEC identified chronic truancy as the most reliable early indicator that a child is at high risk for becoming delinquent. They then created a work group called the Yonkers Truancy Reduction Strategy Group (YTRSG) to develop a plan to reduce truancy using existing resources which could be supplemented by additional resources when and if those resources become available.

In the end, Yonkers found a 40% reduction in chronic truancy. The amount of youth arrested decreased from 546 in 2006 to 406 in 2007; a 26% reduction. If properly implemented by other departments, Yonkers’ new procedure could identify and help bring early intervention services to hundreds of at-risk youth in high risk families who may otherwise float through the system unaided until they emerged again into public view as teenage delinquents, dropouts, and criminals.

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**Aberdeen Police Department**
Aberdeen, Maryland
Chief of Police R.M. Rudy

**New Methods to Increase Manpower** In 2000, the Aberdeen Police Department engaged in formalized training in community policing in an effort to proficiently address neighborhood issues. The training was completed by personnel assigned to the Mid-Atlantic Regional Community Policing Institute (MARCPI), under the auspices of the Johns Hopkins University, Baltimore Maryland. As the police department interacted with the community on relevant issues, it initially became evident that more officer-obligated time was being logged with this type of policing. It was determined by the administration within the department that a manpower study was needed to ensure the capacity that was required to appropriately maintain a community-policing endeavor.

In March 2005, Dr. Greenberg with MARCPI analyzed the manpower resources and deployment tactics utilized at the time, taking into consideration the variables of training, sick leave, vacation time, minimum staffing levels, etc. He then analyzed the workload, calculating obligated time vs. unobligated time, etc. Dr. Greenberg also took into consideration the IACP standard of dividing an officer’s field time into 3 equal allocations: calls for service, community policing and administrative.

The study revealed that additional patrol officers were needed in order to perform the type of policing that effectively meets the needs of the community. An additional factor given consideration was the military Base Realignment and Closure (BRAC) plan. This plan called for the closure of Fort Monmouth, NJ with the transfer of all functions at that
base to the Aberdeen Proving Ground, which shares a large eastern boundary with the City of Aberdeen. The influx of government jobs and contractors associated with those government functions reinforced the findings that additional patrol officers were needed.

The Mayor and City Council reacted expeditiously regarding the need by supporting increased manpower. From 2005 through 2007, five additional officers were hired and placed in the field as patrol officers. In 2008, there were 46,976 calls for service, which was a decline from the 52,466 calls for service in 2007. A reduction in Part I crimes was also noted through the same period, which was a trend that continued through 2009.

The study appears to have provided appropriate recommendations, which upon implementation resulted in empirical data relevant to the overall calls for service and decline in serious criminal activity.

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Forensic Genetics Laboratory–Criminal Investigation Direction–National Police
Bogota, Cundinamarca
Lieutenant Colonel Luis Humberto Poveda Zapata

Experience on the Identification of Human Remains from the Armed Conflict in Colombia through the Analysis of DNA at the Forensic Genetics Laboratory of the Criminal Investigation (DIJIN)  The armed conflict in Colombia is a consequence of inequality that implies violations of international human rights. Due to this situation of violence, the Criminal Investigation direction (DIJIN) conducted research that lead to the resolution of the crimes and the actions required to strengthen the mechanisms for complete identification of missing persons as a result of violence. Therefore, the work done by the Laboratory of Forensic Genetics has become extremely important as sometimes the only tool for identification is the analysis of DNA.

The most suitable biological samples for the identification of human remains by means of genetic analysis are: compact bone, dental pulp, bone marrow, soft tissue and blood. The identification is made with the comparison of the genetic profiles obtained from the family. As a result, since 2007 there have been 114 individuals from different regions of the country have been fully identified. Furthermore, after comparison with possible relatives, 20 results were ruled out, cases in which genetic profiles are stored in the CODIS database until a match or a new reference samples arrive.

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Email: gulafgenetica@policia.gov.co
Investigative First Responder Program  On February 1, 2007, the Houston Police Department began the “Investigative First Responder” (IFR) Experiment to test its ability to increase the capacity to investigate Part 1 crimes and improve the quality of those investigations. The main goals of the experiment were to improve the quality of preliminary investigations, increase efficiency through early case closure, increase the capacity to investigate cases with workable leads, advance the patrol officers’ skills in follow-up investigations, and develop a more experienced and better trained pool to fill future investigative vacancies.

During the experiment phases of this program, patrol officers assigned to the IFR experiment reported to investigative supervisors who were assigned to the IFR Unit. Officers assigned to IFR duties still performed the same functions as a patrol officer, however, they focused their call-for-service activity on reports of Part 1 crimes as well as some Part 1 crime cases for investigative follow-up. In essence, IFR Officers became a hybrid that bridged the gap between investigators and patrol officers.

Asking the John Jay College of Criminal Justice to evaluate the experiment they found the program to be unique in today’s law enforcement environment with roots in programs such as the “Wilmington Split-Force Concept.” They also cited facts from the Rand Corporation Study of the Criminal Investigation Process and that the patrol force should be augmented with a large number of “generalist-investigators” who would perform follow-up work to insure the final case outcome. Lastly, they believe the IFR program was a success and merits consideration for expansion throughout the Houston Police Department.

Program Contact: Captain M.W. Martin  
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Starkville Police Department Research Collaboration
Mississippi State University (MSU) researchers at the Center for Advanced Vehicular Systems (CAVS) partnered with the Starkville City Police Department (SPD), MSU Police Department (MSUPD), and other agencies to evaluate and implement an active shooter training program for law enforcement officers in response to the Virginia Tech incident.

The effectiveness of the selected active shooter training program was evaluated in two primary areas: 1) effectiveness of train-the-trainer courses to prepare local instructors, thereby matching the quality and content of local training to that provided by the expert trainers; and 2) capacity to increase officer knowledge, confidence, and capability to handle an active shooter event. CAVS researchers observed and videotaped over 100 hours of train-the-trainer classes and local active shooter classes. Paper tests and surveys before and after the courses measured officer knowledge and confidence, while simulated active shooter events provided realistic experience and a milestone for measurement of the officers’ long-term retention of knowledge, confidence and capability to respond in an active shooter event.

The research-practitioner training and evaluation partnership provided SPD and MSUPD with certified active shooter instructors, and over the last two years, all MSUPD and SPD officers have completed the active shooter training program. Furthermore, the researchers’ evaluation of the training program independently confirmed to local and state administrators the effectiveness of the active shooter training program, which subsequently has been implemented statewide. CAVS continues to work with the SPD and MSUPD to pursue other research opportunities related to training, driving performance, and body armor ergonomics.

Project Leader: Sergeant Chadd Garnett
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Suffolk County Police Department
Yaphank, New York
Police Commissioner Richard Dormer

Police Mental Health Initiative

The deinstitutionalization of the American mental health system has resulted in an increasing number of persons with mental illness living untreated and unchecked in communities, resulting in their frequent contact with police officers and an overwhelming demand on emergency psychiatric services. To address this complex issue, in May 2007 the Suffolk County Police Department launched a comprehensive mental health initiative geared toward dramatically improving services provided to persons with mental illness while at the same time ensuring the efficient use of county resources.
The initiative involved a comprehensive and critical review of policies, procedures, and training to ensure persons with mental illness receive optimal, effective and efficient service during their time of need. Workshops were established and forums were held involving key representatives from critical agencies, policies were crafted with significant input and review from advocacy groups and mental health providers, and protocols were drafted cooperatively for area hospitals to dramatically reduce wait times for those seeking emergency psychiatric care. Lastly, a modified crisis intervention training program was developed for implementation within the department.

The initiative has achieved significant results in each of its target areas. The new policies and partnerships established with public and private organizations are yielding formidable results. The techniques learned in the department’s crisis intervention training program have been utilized with great success and perhaps the most measurable result pertains to the dramatic reduction by more than 70 percent in wait times at psychiatric emergency rooms. Coordinated efforts and cooperative relationships are essential in today's economic climate and this multi-agency, multi-systems approach has resulted in dramatically improved services for persons with mental illness, while at the same time providing for a proportionate increase in the efficiency in the use of county services.

Project Leader: Deputy Inspector Christopher Bergold
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Coral Springs Police Department
Coral Springs, Florida
Chief of Police Duncan Foster

Report Writing Team The Coral Springs Police Department recognized a need for report writing uniformity, process improvement, and availability of reports and therefore created a cross-functional Report Writing Team. The main objective was to find a solution that was cost-effective, time efficient, and user friendly. The Team held meetings to review software products, computers and report writing options, along with interviewing various officers/sergeants on the deficiencies/limitations with the current system. Emphasis on officer availability to the community, in conjunction with accessibility of reports, was a key concern. Through research and analysis, along with field visits to other agencies (Hollywood, Port St. Lucie, Polk County, Margate and Kissimmee) the Team compiled cost and benefit data on all the options. Once all options were thoroughly reviewed the recommended system H.T.E. Field Reporting System was purchased and implemented as the primary writing system. In order to implement the system, the Team reviewed the agencies report writing procedures and recommended several process improvements, including: adaptation of a short form for specific categories of cases that could be entered into the CAD notes, elimination of the incident report for a DUI arrest, creation of General Orders and a Policy Memorandum, implementation of a short form arrest for warrant arrests, and permitting call takers and telecommunicators to take and directly enter lost tag reports rather than dispatching an
officer to meet with the complainant. As a result, the Report Writing Team met the goal to define and redevelop the product to conform to the department’s needs.

Project Leader: Chief Duncan Foster  
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Reduction in Jail Crowding  
At the direction of newly-elected Sheriff Adrian Garcia, the Reduction in Jail Crowding Research Project commenced with researchers examining the inmate crowding and bunk usage data from the four main jail facilities. The Strategic Planning and Research Bureau quickly discovered that the inmate classification system was inadvertently contributing to inmate crowding in the high-security jails, and the under-utilization of the minimum security jails, by classifying 83% of the entire jail population as either maximum (60%) or medium (23%) and only 17% as minimum. The research team then worked with the Texas Jail Commission staff to successfully revise the classification assessment forms.

They proposed that all non-assaultive state jail felony cases (one level above a misdemeanor in Texas) be excluded from the “number of prior felony convictions” assessment category and that only felony warrants, fugitive warrants, parole violations and out-of-state detainers (instead of all detainers) be used to automatically raise an otherwise minimum security inmate to a medium security. As a result, the new assessment forms have allowed the Harris County Sheriff’s Office to safely identify hundreds of more minimum security inmates, regain use of over 350 previous vacant minimum security bunks, and reduce crowding in the high-security jails.

Project Leader: Captain G. Summerlin, Strategic Planning and Research  
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Email: Gregory.Summerlin@Sheriff.hctx.net
**Researching and Reducing Crime and Disorder at Chula Vista Motels**

Beginning in 2001, a team of police, staff from five other city agencies, and representatives from business groups, began a collaborative, research-based project to address problem motels in Chula Vista. To help build the body of research on problems at budget motels, the Chula Vista Police Department contracted with the Center for Criminal Justice Research at California State University, San Bernardino (CSUSB) in 2002 to develop and administer a survey on motel management practices.

Based on survey data and call for service (CFS) per room ratios for each motel, CSUSB staff identified several management practices that were correlated with high calls for service at motels, including catering to a local clientele and renting to long-term guests. However, while many motels that catered to a local clientele had high CFS per room ratios, some did not. Staff sought to determine whether there were other factors that affected CFS levels at motels, such as being located in a high crime area, charging low nightly rates, or not receiving enough police attention. Using maps, nightly room rates, and CFS data, police staff tested and rejected all three of these factors; none were the definitive cause of problems at motels.

Ultimately, the project team concluded that motel managers and owners could effectively control crime and disorder on their properties if they chose to do so. As a result, in 2006, police and other city staff developed an ordinance that enabled the city to hold motels accountable for meeting a CFS-based public safety performance standard. In 2009, CSUSB staff assisted the CVPD in developing a comprehensive, multi-year evaluation plan of the initiative. The findings of this evaluation included: CFS to city motels declined 49%; Part I and Part II crimes at motels went down 70%; drug arrests at motels decreased 66%; and the problems at Chula Vista motels did not appear to be displaced elsewhere.

**Project Leader:** Captain Don Hunter  
**Phone:** (619) 691-5209  
**Fax:** (619) 585-5610  
**Email:** dhunter@chulavistapd.org

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**Blake Road Corridor Community Assessment**  
Every city has a neighborhood that is prone to drugs and criminal activities. Chief Reid turned to the community for assistance in addressing the quality of life issues in these neighborhoods. Partnering with Wilder Research, they worked to strengthen individuals, families, and communities, with special attention to the most vulnerable people in the community.
The goals of their assessment were to clarify community members’ concerns, identify long-term solutions that promote community livability, safety, growth, and development, and to form a plan to address issues, engage stakeholders, and empower residents. Goals and objectives were then broken down into three areas: decrease crime and increase participation in neighborhood safety programs, identify and support positive choices for children with after-school and summer school activities, and improve infrastructure and provide needed services for residents in the Corridor.

As a result, the Hopkins-Minnetonka Family Resource Center received a $150,000 grant from the Local Initiatives Support Corporation to hire an intern to coordinate the social service needs of the corridor residents. Additionally, rental turnover rates dropped 33% in 2007 compared to 58% in 2005 while 84% of residents identified the quality of life in the Corridor in 2007 as “very good” or “good.”

*In collaboration with the Hopkins Chief of Police, the Hopkins School District, Hennepin County Strategic Initiative and Community Engagement Department, Hopkins Economic Development Department, Hopkins-Minnetonka Family Resource Center, as well as property and business owners and members of the faith community

Project Leader: Craig A. Reid
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Email: creid@hopkinsmn.com
Analysis in Action  The mission of the WSP is to make a difference every day, enhancing the safety and security of our state by providing the best in public safety services. The traffic safety challenges facing Washington State are similar to those facing many states – impaired drivers, speeding, and occupant protection – all of which play a major role in the deaths and serious injuries of the motoring public in Washington State. Analysis in Action is then used to provide tactical and systematic analysis concerning challenges being faced with impaired driving and speed-related collisions in order to determine patterns and trends behind the frequency and location of events. Analytical products, such as density and hot spot maps – alongside statistical reports and focused projects – are produced through a variety of statistical techniques and spatial analyses. This information is then used in strategic partnerships on state and local levels to facilitate making informed decisions when determining deployment of WSP resources. This approach is unique, because traditionally, these techniques have been utilized by local law enforcement, and WSP believes they have taken a leadership role for state law enforcement by implementing an agency-wide analysis program aimed at reducing preventable traffic collisions involving injuries and fatalities. The WSP has successfully implemented this program within the department and it is engaged with a number of other agencies utilizing both analysis and data to further improve safety on Washington State roadways.
VI. Importance of University Law Enforcement Partnerships

The following list illustrates strong law enforcement-researcher partnerships are needed in order to understand and implement new effective policies. Law enforcement agencies who have participated in the IACP/Sprint Research Excellence award demonstrate vision and leadership by reaching out to partners such as institutions of academia and research. This publication showcases the examples of the successful initiatives of these agencies. The Excellence in Law Enforcement Research Award is a testament to the strong relationship between law enforcement and researchers.

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<thead>
<tr>
<th>AGENCY / PROGRAM</th>
<th>ACADEMIC PARTNER</th>
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<tbody>
<tr>
<td><strong>Oxnard Police Department</strong></td>
<td>UNC Injury Prevention Research Center, University of Iowa Injury Prevention Research Center, Department of Health &amp; Human Services, International Crime Free Association, Oxnard Chamber of Commerce, Securitas Security Services USA, Oxnard Downtown Management District, Economic Development Corporation of Oxnard (EDCO), Farmers Insurance, DBA Liquor Cellar, and Bulldog Eagle Enterprise Inc.</td>
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<tr>
<td>Oxnard, California</td>
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<td>Crime Free Business Program</td>
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<td><strong>Baltimore Police Department</strong></td>
<td>Sociologist Dr. Eith from Towson University</td>
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<td>Baltimore, Maryland</td>
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<td>Patrol Response Survey</td>
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<td><strong>Cincinnati Police Department</strong></td>
<td>University of Cincinnati</td>
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<td>Cincinnati, Ohio</td>
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<td>Cincinnati Initiative to Reduce Violence (CIRV, pronounced “serve”)</td>
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<td><strong>Mecklenburg County Sheriff’s Office</strong></td>
<td>University of North Carolina at Charlotte</td>
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<td>Charlotte, North Carolina</td>
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<td>Chronic Offender Study</td>
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<td><strong>Seattle Police Department</strong></td>
<td>Emergency Medicine Division at the University of Washington Medical School</td>
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<td>Seattle, Washington</td>
<td>Examination of Medical Outcomes in Taser Use Incidents</td>
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<td>Abington Township Police Department</td>
<td>Walden University</td>
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<td>Abington, Pennsylvania</td>
<td>Leadership Mentoring Program</td>
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<tr>
<th>Cleveland Metroparks Ranger Department</th>
<th>Police and Public Safety Psychologist Thurston Cosner</th>
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<tr>
<td>Fairview Park, Ohio</td>
<td>Ranger Action Research Project</td>
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<th>Michigan State Police</th>
<th>Forensic Science Graduate Program at Michigan State University</th>
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<td>East Lansing, Michigan</td>
<td>Genetic Identification of Criminals who Utilize Improvised Explosive Devices</td>
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<td>Washington, DC</td>
<td>Questioned Identification Document and Link Database (QID)</td>
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<td>Washington, DC</td>
<td>Global Counterfeit Initiative</td>
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<th>Phoenix Police Department</th>
<th>PPD’s Crime Analysis and Research Unit (CARU) and Arizona State University’s Center for Violence Prevention and Community Safety</th>
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<tr>
<td>Phoenix, Arizona</td>
<td>Where do we go from here? A research report on sex offenders and sex offender housing in Phoenix, AZ</td>
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<tr>
<th>Collier County Sheriff’s Office</th>
<th>Immigration and Customs Enforcement (ICE)</th>
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<td>Naples, Florida</td>
<td>Criminal Alien Task Force (CATF)</td>
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<th>Orlando Police Department and Orange County Sheriff’s Office</th>
<th>University of Central Florida and Florida Gulf Coast University</th>
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<td>Orlando, Florida</td>
<td>Joint Research: OCSO &amp; OPD</td>
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<th>Minneapolis Police Department</th>
<th>Harriet Tubman Domestic Violence Shelter</th>
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<td>Minneapolis, Minnesota</td>
<td>Misdemeanor Domestic Assault Investigation Pilot Project</td>
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<th>Cape Coral Police Department</th>
<th>Carnegie Mellon University</th>
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<td>Cape Coral, Florida</td>
<td>NineOneOne: Exploratory Research on Recognizing Non-English Speech for Emergency Triage in Disaster Response</td>
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<th>Trinidad &amp; Tobago Police Service</th>
<th>George Mason University, Pennsylvania State University, and EB Jacobs, LLC (EBJ)</th>
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<tr>
<td>Port of Spain, Trinidad &amp; Tobago West Indies</td>
<td>Developing a System for Selecting a Commissioner of Police for the Trinidad &amp; Tobago Police Service</td>
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<td><strong>Longmont Police Department</strong></td>
<td>Longmont, Colorado</td>
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<td>Domestic Violence: Becoming Part of the Solution</td>
<td>Dr. Elise Flesher</td>
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<tr>
<th><strong>High Point Police Department</strong></th>
<th>High Point, North Carolina</th>
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<tr>
<td>Eliminating Overt Drug Markets</td>
<td>John Jay School of Criminal Justice</td>
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<th><strong>Garden Grove Police Department</strong></th>
<th>Garden Grove, California</th>
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<tr>
<td>Garden Grove Juvenile Justice Center</td>
<td>Garden Grove Unified School District, the Boys’ and Girls’ Club of Garden Grove, and the Orange County Probation Department</td>
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<tr>
<th><strong>Mesa Police Department</strong></th>
<th>Mesa, Arizona</th>
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<tr>
<td>Glock Barrel Modification: A Feasible Method to Facilitate the Identification of Fired Bullets</td>
<td>Bureau of Alcohol, Tobacco, Firearms and Explosives (BATF) Violent Crimes Impact Team (VCIT)</td>
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<th><strong>Atlantic County Department of Public Safety</strong></th>
<th>Mays Landing, New Jersey</th>
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<tr>
<td>Establishing Operational Rules for Law Enforcement and First Responder Tactical Teams Utilizing Ad Hoc Wireless Networks</td>
<td>Drexel University and Drakontas LLC with Funding from the NIJ</td>
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<th><strong>Palm Bay Police Department</strong></th>
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<td>Local DNA Indexing System (LODIS)</td>
<td>DNA:SI LABS, the forensic unit of DNA Security, Inc.</td>
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<th><strong>Washington State Patrol</strong></th>
<th>Olympia, Washington</th>
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<td>Traffic Stop Data Collection &amp; Analysis</td>
<td>Washington State University Division of Governmental Studies and Services</td>
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<th><strong>California Highway Patrol</strong></th>
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<td>Alternate Workweek Study</td>
<td>Cooperative Personnel Services (CPS) and the California Association of Highway Patrolmen (CAHP)</td>
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<th>Calgary, Alberta Canada</th>
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<td>National Study on Neck Restraints in Policing</td>
<td>Canadian Police Research Centre (CPRC)</td>
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| California Department of Justice, Commission on Peace Officer Standards and Training  
Sacramento, California  
SAFE (Situation-Appropriate, Focused, and Educated) Driving Research | California State University (CSU) |
|---|---|
| Charlotte-Mecklenburg Police Department  
Charlotte, North Carolina  
Gang of One (GO1) | University of North Carolina at Charlotte (UNCC) |
| Florida Highway Patrol  
Tallahassee, Florida  
Descriptive Analysis and Characterization of Law Enforcement Vehicle Crashes in Florida | University of Florida Department of Civil and Coastal Engineering |
| Broken Arrow Police Department  
Broken Arrow, Oklahoma  
Broken Arrow Police Department / University of Oklahoma Shared Leadership Project | University of Oklahoma – Tulsa (OU-Tulsa) |
| Meeker County Sheriff’s Office  
Litchfield, Minnesota  
Human Acidosis and Catecholamine Evaluation Following Simulated Law Enforcement “Use of Force” Encounters | Hennepin County Medical Center (MCMC) |
| Philadelphia Police Department  
Philadelphia, Pennsylvania  
Philadelphia Foot Patrol Experiment | Temple University’s Department of Criminal Justice |
| Denver Police Department  
Denver, Colorado  
Across the Thin Blue Line: Police Officers and Racial Bias in the Decision to Shoot | University of Denver, University of Chicago, and University of Colorado at Boulder |
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<tr>
<th>Department</th>
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<tr>
<td>Capitola Police Department</td>
<td>Capitola, California</td>
<td>Government and nongovernmental agencies in the form of the Santa Cruz County Drug and Alcohol Abuse Task Force</td>
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<td>Santa Cruz County Methamphetamine</td>
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<td>Snapshot 2007</td>
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<td>Yonkers Juvenile Crime Enforcement Coalition (YJCEC)</td>
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<td>Aberdeen Police Department</td>
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<td>Mid-Atlantic Regional Community Policing Institute, Dr. Sheldon Greenberg of Johns Hopkins University</td>
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<tr>
<td>New Methods to Increase Manpower</td>
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<tr>
<td>Forensic Genetics Laboratory – Criminal</td>
<td>Bogota, Cundinamarca</td>
<td>Laboratory of Forensic Chemistry of DIJIN</td>
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<td>Investigation Direction – National Police</td>
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<tr>
<td>Houston Police Department</td>
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<td>Investigative First Responder Program</td>
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<td>Collaboration</td>
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<td>American Mental Health System</td>
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<td>Public Mental Health Initiative</td>
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<td>Coral Springs Police Department</td>
<td>Coral Springs, Florida</td>
<td>Hollywood, Port St. Lucie, Polk County, Margate, and Kissimmee law enforcement agencies</td>
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<td>Report Writing Team</td>
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<td>Harris County Sheriff's Office</td>
<td>Houston, Texas</td>
<td>The Strategic Planning and Research Bureau</td>
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<td>Reduction in Jail Crowding</td>
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<td>Chula Vista Police Department</td>
<td>Chula Vista, California</td>
<td>Center for Criminal Justice Research at California State University, San Bernardino (CSUSB)</td>
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<tr>
<td>Researching and Reducing Crime and Disorder at Chula Vista Motels</td>
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</table>
| **City of Hopkins Police Department**  
| Hopkins, Minnesota  
| *Blake Road Corridor Community Assessment* | Wilder Research, Hopkins Chief of Police, the Hopkins School District, Hennepin County Strategic Initiative and Community Engagement Department, Hopkins Economic Development Department, Hopkins-Minnetonka Family Resource Center, as well as property and business owners and members of the faith community |

| **Calgary Police Service**  
| Calgary, Alberta  
| *Calgary Police Service Health and Human Performance Research Initiative* | Centre for Sleep and Human Performance |
VII. IACP/Sprint Excellence in Law Enforcement Research Award Eligibility and Submission Guidelines

- Only law enforcement agencies are eligible, not individuals or corporations.
- To qualify for consideration, nominations must include a signed endorsement from the senior-ranking officer of the agency. Generally, this official is the chief of police of a city or municipality, the Sheriff of a county, parish or borough, or the commissioner/superintendent/director of law enforcement of a state or province. (In some exceptionally large departments, this individual might be a division/district/zone commander).
- Agency size criteria is determined by the number of sworn, full-time officers/agents employed by an agency; categories are defined as follows:
  - Large agency – 200 sworn officers or more.
  - Medium agency – 50 to 199 sworn officers.
  - Small agency – less than 49 sworn officers.
- Nominations must be submitted in written or electronic form and follow the proper format in preparation and submission process.
- After an agency has won the Excellence in Law Enforcement Research Award they are ineligible to compete for the following three years. For example, if an agency wins in 2008 it will not be eligible to compete again until 2012.
- The impact (at some level if not a comprehensive level) of the agency’s research program must be measurable at the time of application.
- The submitting agency should submit written policies and procedures which support the initiatives stated in the application narrative.

Nomination Packet Components

- **Nomination cover letter, signed by the senior ranking person of the agency**
  - This endorsement is in support of the program and indicates an approval for the nomination to be submitted.
  - It must be signed on agency letterhead by the senior ranking individual.
- **One page executive summary**
  - Not to exceed one 8½” by 11” typewritten page, 1” margins.
  - A brief overview of the philosophical approach that the nominated agency has assumed, innovative practices, programs and partnerships that have been established.
- **Concise, detailed project narrative**
  - Not longer than five pages, 8½” by 11”, 1” margins, double spaced, in Arial font, type size 12.
  - Details the elements and initiatives of the agency’s research.
  - Issues to consider in the narrative:
    - Describe your agency characteristics.
    - A brief history of the program (include specific information concerning the length of the program’s existence).
Include a description of the program activities.
How has this project/program affected your community?
What changes due to this research (before and after comparison)?
How it has affected the staff within the agency?
What challenges did you have to overcome to achieve this research?
What makes your effort unique compared to other initiatives?
Can you quantify the overall impact of the program on your community?
Do you have evidence of success (program assessment or evaluation)?
Can your research be easily replicated by other agencies?

- Application Form
- Supporting documentation and attachments as deemed appropriate

Nomination Packet Submission Process

How to Submit the Nomination Packet:
- The nomination, with supporting documentation, must be submitted as a single packet. Once it is submitted, additions to the original packet will not be accepted. Failure to adhere to the application guidelines will result in the denial of the nomination.

Mail to:
IACP/Sprint Excellence in Law Enforcement Research Award
ATTN: Carrie Corsoro
515 N. Washington Street
Alexandria, VA 22314

Nomination Packet Checklist:
- Signed cover letter by the chief executive of the agency
- One page executive summary
- Detailed project narrative
- Application Form
- Supporting documents and attachments

Questions:
If you have questions about this award, please call Carrie Corsoro at 1-800-THE-IACP (1-800-843-4227 ext. 392) or 703-836-6767 ext. 392
Email racaward@theiacp.org or write to:
International Association of Chiefs of Police
Attn: Carrie Corsoro
515 North Washington Street
Alexandria, Virginia 22314-2357
The mission of the IACP together with Sprint is to advance professional police services while promoting enhanced administrative, technical, and operational police practices. The IACP works to foster cooperation and the exchange of information and experience among police leaders and police organizations of recognized professional technical standing throughout the world.

Spotlighting the Power & Impact of Law Enforcement Academic Research Partnerships