

# Got Hot Spots?

## Comparing POP Interventions to Traditional Saturation Policing



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2009 Problem Oriented Policing (POP) Conference  
Anaheim, California

# Welcome to Jacksonville, Florida...

- **Consolidated City and County Government since 1968**
  - Mayor responsible for administration of central government
  - City Council enacts legislation to provide for city needs
- **Geography and demography**
  - Jacksonville lines both banks of the St. Johns River (the state's longest river)
  - 840+ square miles
  - 14<sup>th</sup> largest in the U.S. deep-water port
  - More than 850,000 residents
  - Median age is 35





# To Protect and Serve

- **Consolidated Law Enforcement Agency**
- **Elected Sheriff**
  - 1,700+ Sworn Police Personnel
  - 650+ Corrections Personnel
  - 750+ Civilian Personnel
- **Consists of 5 Departments and 12 Divisions**
  - Patrol & Enforcement
  - Investigation & Homeland Security
  - Police Services
  - Personnel & Professional Standards
  - Department of Corrections



# JSO Statistics

- **Calls for Service**
  - 2008: 1,211,348
  - 2007: 1,092,501
  - 2006: 1,122,802
- **Incidents**
  - 2008: 115,037
  - 2007: 118,942
  - 2006: 117,883
- **Field Investigative Reports**
  - 2008: 50,541
  - 2007: 44,940
  - 2006: 43,117



# Crimes in Jacksonville

- **UCR Violent Crimes**

- 2008: 8,048
- 2007: 8,146
- 2006: 6,663
- 2005: 6,600

- **UCR Property Crimes**

- 2008: 46,290
- 2007: 45,416
- 2006: 44,285
- 2005: 43,517

- **2007 Highest Murder rate in the State of Florida**

- 2008: 115
- 2007: 123
- 2006: 110
- 2005: 91

# Jacksonville Sheriff's Office

## Problem Oriented Policing Efforts

### 1) **PERF Assessment of OSS**

- Strong short term tactical components
- Potential for improved long term strategies
- Potential to become international model
- Findings consistent with Dr. J. Ratcliffe's assessment

## 2) PERF Recommendations

- Research based design for validation
- Incorporate problem solving component
  - Based on improving the operations balance between short term tactical and long term strategic
  - Create a more dynamic and flexible response
  - Leveraging officers with specialized training as a catalyst for needed changes in areas of high violence
- Work toward strategies that may reduce need for perpetual additional funding

### 3) JSO/PERF Collaborative Plan

- Identify Micro-Level Violent Crime Hot Spots
  - Within macro-level OSS areas
- Diversify Interventions
  - Maintain saturation patrol tactics
  - Infuse problem based tactics
- Problem Based Personnel
  - Utilizing officers with record of problem engagement
- Problem Based Training
  - Building on above skills by leveraging PERF resource for intensive problem based training taught by leading experts



### 3) JSO/PERF Collaborative Plan Continued

- Addressing both current crime events and underlying and/or contributing factors
- Assessing impacts of interventions
  - Allows for collective and independent analysis
  - Meets PERF requirement for academic validity
- Creating a model which can be:
  - Adjusted
  - Expanded
  - Documented
  - Replicated

# Collaborative Plan Detail

## Why Problem Solving?

- Intelligence Led Policing
  - ✓ Tactically Targeting Worst Areas
  - ✓ Tactically Targeting Worst Offenders
- Strategic Problem Solving

## Collaborative Plan Detail

### Development of Micro-Level Hot Spots

- Violent Non-Domestic Crime in OSS Areas from 2006-2007
- Research design ideal: 100 Hot Spots
- Developed Hot Spots
  - 95 Original Hot Spots
  - 83 Final Hot Spots (qualified by at least 1 violent non-domestic crime through May 31, 2008)
- Determining Intervention
  - Stratification based on number of violent non-domestic incidents

Control Areas	Saturation Areas	Problem Solving Areas
40 Hotspots	21 Hotspots	22 Hotspots
No additional resources	2 Sergeants / 18 Officers Per Day	3 Sergeants / 30 Officers Per Day
No additional analytical support	High level of analytical support in development of relevant crime issues and staffing plans	Analyst Team (1 Supervisor/4 Analysts) dedicated to consult and coordinate all problem solving efforts
No additional resources	Utilize Officers in an overtime capacity based on staffing methods developed in OSS III  Micro areas with precision policing efforts	Utilize officers with a record of problem engagement  Specially train officers  Backfill for vacating positions
Consistency in current level of police activity	Employing tactical strategies already in use by Operation Safe Streets	Addressing the underlying and/or contributing factors to violent crime; leveraging community partners; determining appropriate response to problem; employing response; continually assessing

# Problem Solving Training

- Experts
  - Dr. Jerry Ratcliffe
  - Rana Sampson
- Topics
  - Executive Introduction
  - Intelligence Led Policing
  - Role of Crime Analysis
  - SARA Model / Exercises
  - Dealing With Obstacles
  - Comprehensive Wrap-Up

## Project Benefits

- Diversity in Strategy
  - Hallmarks of Intelligence Led Policing
  - Attempt to obtain long term sustainability
- Developing a Model
  - Research Design and Practical Law Enforcement approaches are cutting edge
  - Scalability
    - Internal: Develop a model for enhancing everyday operations
    - External: Jacksonville Community
    - External: Greater Law Enforcement Community
- Grant Fulfillment & Future Partnerships
  - Enhances networking with and through PERF for future project and potential funding

## Early Assessment

- 90 Day Period
  - Control -18%
  - Saturation -29%
  - Problem Solving -12%
- 140 Day Period
  - Control -9%
  - Saturation -29%
  - Problem Solving -18%

## Why Continue Problem Solving?

- **Saturation Patrol has short term tactical benefits**
  - Early assessments would show success
- **Problem Solving has long term self-sustaining benefits**
  - Later assessments would show success in Problem Solving which would outpace Saturation Patrol
- **Problem Solving developed strong community partnerships**
  - Working with the community during problem solving efforts enhanced the community's interaction and perception of law enforcement. Many of the partnerships forged during project efforts continued after the project and exist even still today.



# Area 45: Royal Estates/Kings Inn



**Sergeants: Beers & Barreira**

**Officers: A.M. Cobb, R.S. Cusatti, M.T. McChriston, & W.W. Rice**

**Analyst: Ryan J. Heethuis**



# Royal Estates/Kings Inn



# Area Overview - Kings Inn



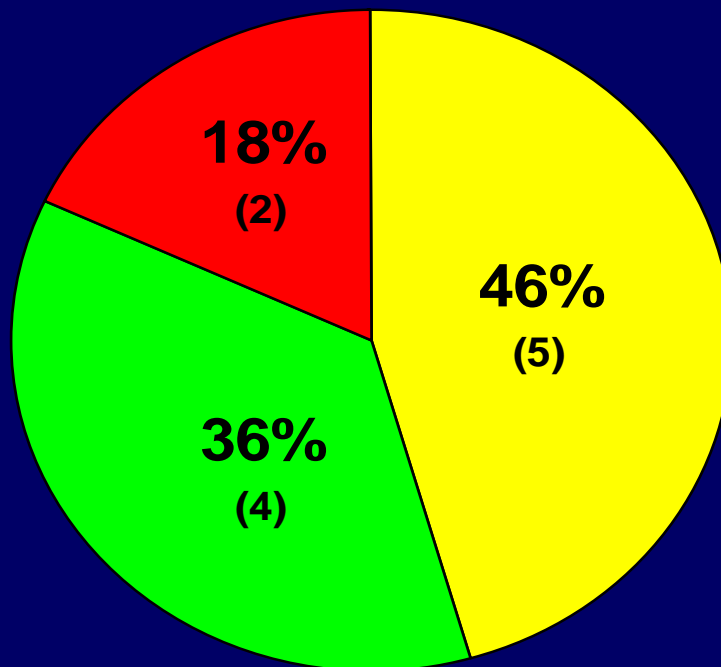
- 8016 Arlington Expressway
- Owner: Rasik Patel
- Property Managers: Biren & Manisha Patel
- 4% Occupancy
- In the midst of extensive renovations
- One off-duty officer employed various nights since October '08
- Two on-site security guards





# Crime Analysis

## Violent Incidents 2007-2008



- Aggravated Battery
- Sex - Rape/Battery
- Robbery/Individual

- Violent Incidents appear to be fueled by drug activity and prostitution
  - 636 CFS in 2007-08 (425 DART Qualifying Calls)



# Identified Root Causes



- Inadequate lighting
- Hole in perimeter fence allows unauthorized access and easy escape
- Location and pricing contributes to criminal activity (drug sales, prostitution, etc.)
  - “Special for \$29.99 plus tax a night”
- Gap in fence crossing Arlington Expressway
- Bus stop



# Renovations



BEFORE



AFTER



# Repaired Perimeter Fencing



BEFORE



AFTER

- Motel repaired damaged fence
- Will construct more permanent fencing soon





# Security



- Coordinated with Off Duty Sgt and Officers to discuss strategies to improve security
  - Implement rule barring backing into parking spots (tags)
  - Warrants
  - Pedestrians crossing expressway (citations)
- Motel security guards
  - Two on-site
  - Opposite shifts
  - Assist JSO (warrants, problem tenants)





# Crime Free Hotel/Motel Program



We Have Joined The:

**JACKSONVILLE CRIME FREE  
HOTEL/MOTEL PROGRAM**



Working together for a safer community

Jacksonville Sheriff's Office  
Report Suspicious Activity  
Call 630-0500



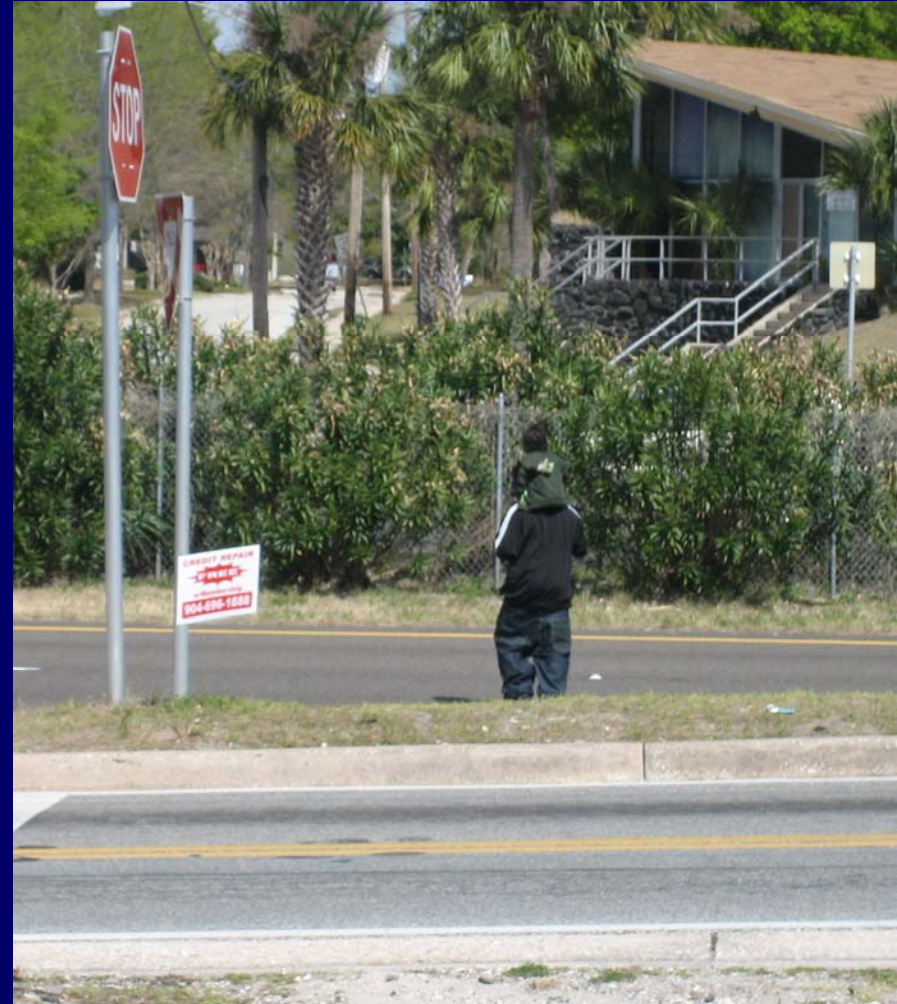
- Contacted Officer Tammy Hemmingway
- Completed Phase I on February 19, 2009
- Currently Working on Phase II / CPTED Survey
- Inadequate Lighting will be discussed during CPTED Survey



# Pedestrian Traffic Across Arlington Expressway



- Gap in fence provides pedestrians easy access to cross Arlington Expressway
- 5 Pedestrians killed crossing Arlington Expressway since 2002





**MAR. 29, 2009**







# Pedestrian Traffic Across Arlington Expressway Efforts



- DOT was contacted
  - New signs erected
  - Gap in fence repaired
- Fence was damaged again
  - Efforts ongoing for more permanent solution
- Damaging plants as well
- Kings Inn agreed to sell snacks upon completion of their renovations



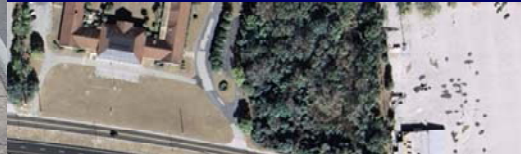




# Bus Stop Moved



Old Bus Stop



New Bus Stop



- Reports/residents indicated victims targeted at existing bus stop
- Contacted JTA about moving Bus Stop
- 24 hours later it was moved
- Now sits in area of open field
- JEA Lights repaired along service road

# Area Overview - Royal Estates

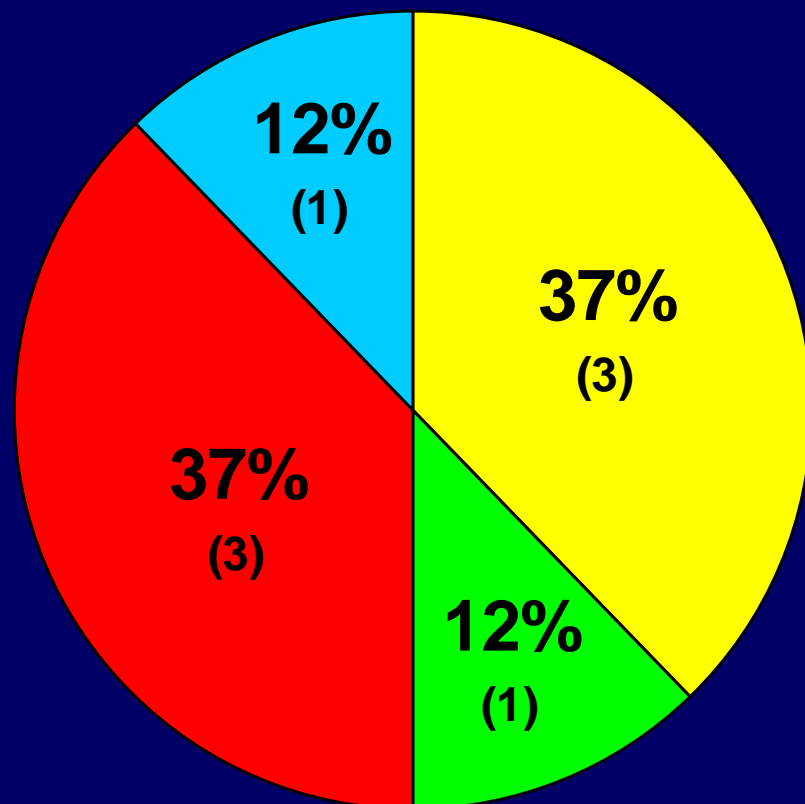


- 8050 Arlington Expressway
- Property Owner: Miles Property (Atlanta)
- Regional Manager: Julia Noel
- Property Manager: Denise Milo



# Crime Analysis

## Violent Incidents 2007-2008



- Aggravated Battery
- Robbery/Carjacking
- Robbery/Individual
- Robbery/Business

- 639 Total CFS 2007-08





# Identified Root Causes



- Inadequate Lighting
- Building Security (unsecured doors)
- Abandoned/junk vehicles
- Drug sales (in rear of complex)
- Hole in perimeter fence with makeshift bridge



# Structural Deficiencies



Lights  
Repaired



Buildings  
Secured

Junk Cars  
Removed





# Crime Free Multi-Housing Program



- Still needs to attend 8 hour class
- CPTED Survey Completed
- Most of Phase II completed by end of 2009
- Financial Issues



# Drug Sales (Rear of Complex)



- Officers identified drug sales
- Benches were removed from playground to limit loitering

Area of  
Concern







# Observation Apartment







# Initial Observations







## Prevention, not just arrests

A police program seeks to stem crime before there's a need for an apprehension.

By **MATT COLEMAN**  
The Times-Union

This fence puts chain link to shame.

Each panel is about 7 feet tall and topped with sharpened metal.

A bolt cutter would barely make a dent in the solid iron bars that constitute the frame.

But that didn't stop someone from trying to uproot it. One of the panels that wasn't anchored in concrete was cocked at a strange angle, leaving a small entrance to the debris-filled creek beyond.

"There's a reason it's called an elephant fence," Miles McChriston said. "Whoever tried to move it probably got a hernia."

McChriston, a 21-year veteran of the Jacksonville Sheriff's Office, isn't in the fence-building business, but he said this is one of the projects of which he's most proud.

He and Officer Rita Cusatti are

part of a new Sheriff's Office initiative to alter the reactive nature of police work. The agency was awarded a \$1.1 million grant by the Police Executive Research Forum, a law enforcement think tank out of Washington, D.C., to shift the focus from making arrests to identifying the root causes of crime.

About 60 other officers were selected for their problem-solving acumen and given a simple directive by Sheriff's Office administrators.

**ANTI-CRIME** continues on A-4



- JHA was contacted
- 10 panels of "Elephant Fence" donated
  - Original price \$1000 per section
- Quote for steel poles was \$1500
  - Berman Brothers Donated 11 Poles
- Two thank you letters from Sheriff were given for the donated materials





# Perimeter Fence Progress







Total cost of supplies and labor without donations=

**\$18,000**

Total actual cost to Apartment Community =

**\$300**

# Summary of Solutions





# Early Assessments



Notable reductions in violent and violent non-domestic crime

90 Day Period (During PERF Project): 66% Reduction

140 Day Period (45 Days After PERF Project): 71% Reduction

# **Area 36:**

## **Kings Road / Myrtle Avenue / Barnett Street**

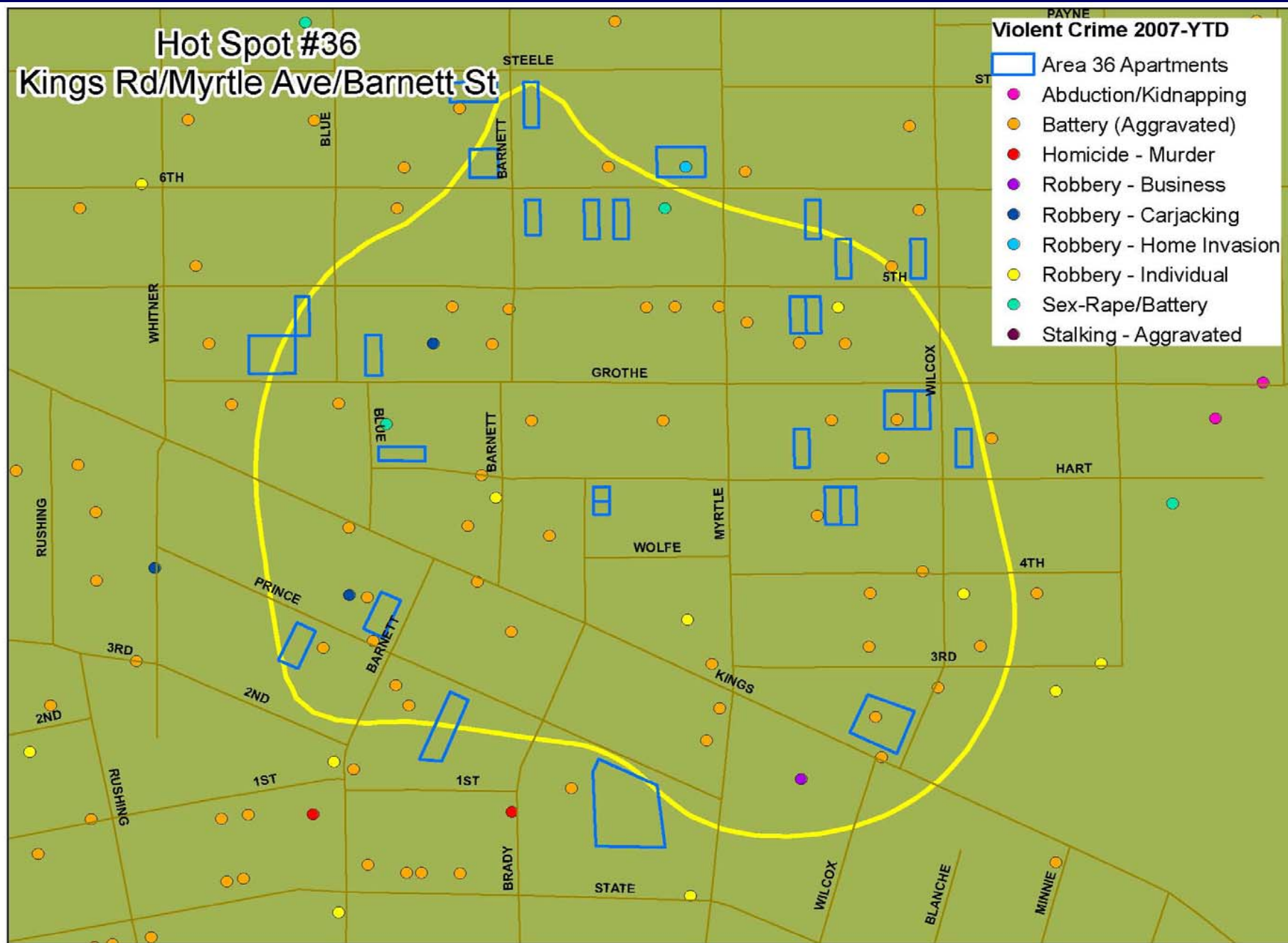


**Sergeants: Oldham & Pendley**

**Officers: R.A. Chapman, D.P. Ziegler, D.S. Matsick**

**Analyst: Cortney Faith &**

# Hot Spot #36 Kings Rd/Myrtle Ave/Barnett St





# Hot Spot # 36 Kings Rd/Myrtle Ave/Barnett St

## Violent Crime 2007-YTD CauOfnDsc

- ABDUCTION/KIDNAPPING
- AGGRAVATED BATTERY
- HOMICIDE-MURDER
- ROBBERY/BUSINESS
- ROBBERY/CARJACKING
- ROBBERY/HOME INVASION
- ROBBERY/INDIVIDUAL
- SEX-RAPE/BATTERY
- STALKING-AGGRAVATED
- Area 36 Apartments







# Wolfe Court Area

## All Incidents from 2006 - February 2009





# Drugs and Prostitution Activity 2006 - February 2009







# Traffic Related Calls 2006 - February 2009





# Observation

Stakeout 9:30pm – 10:30pm Saturday



- 11 vehicles observed using “cut through.”
- Zip codes from a tag search revealed zip codes from 32209(5), 32210(2), 32206, 33610, 32219, 32829.
- Number in parentheses is more than one tag.



# Observation

Stakeout 5:32 pm – 7:32 pm Friday



- 30 vehicles observed using “cut through”
- Zip codes from a tag search revealed zip codes from 32208(8), 32211, 32224(2), 32244, 32206(2), 32256, 32221, 32219, 32011, 32254(2), 32210, 32218, 32209(8).
- Number in parentheses is more than one tag.





# Observation

Stakeout 8:00 pm – 9:00 pm Sunday



- 10 vehicles observed using “cut through”
- Zip codes from a tag search revealed zip codes from 32209(3), 32210(2), 32208 (3), 32218, 32219
- Number in parentheses is more than one tag.



# Observation



- Prostitution activity was visible
- Drug transactions were visible
- Suspicious vehicles constantly circled through the neighborhood.



# Responses



- Parking lot closure at 1349 Kings Road
- Exxon security improved
- Abandoned homes secured



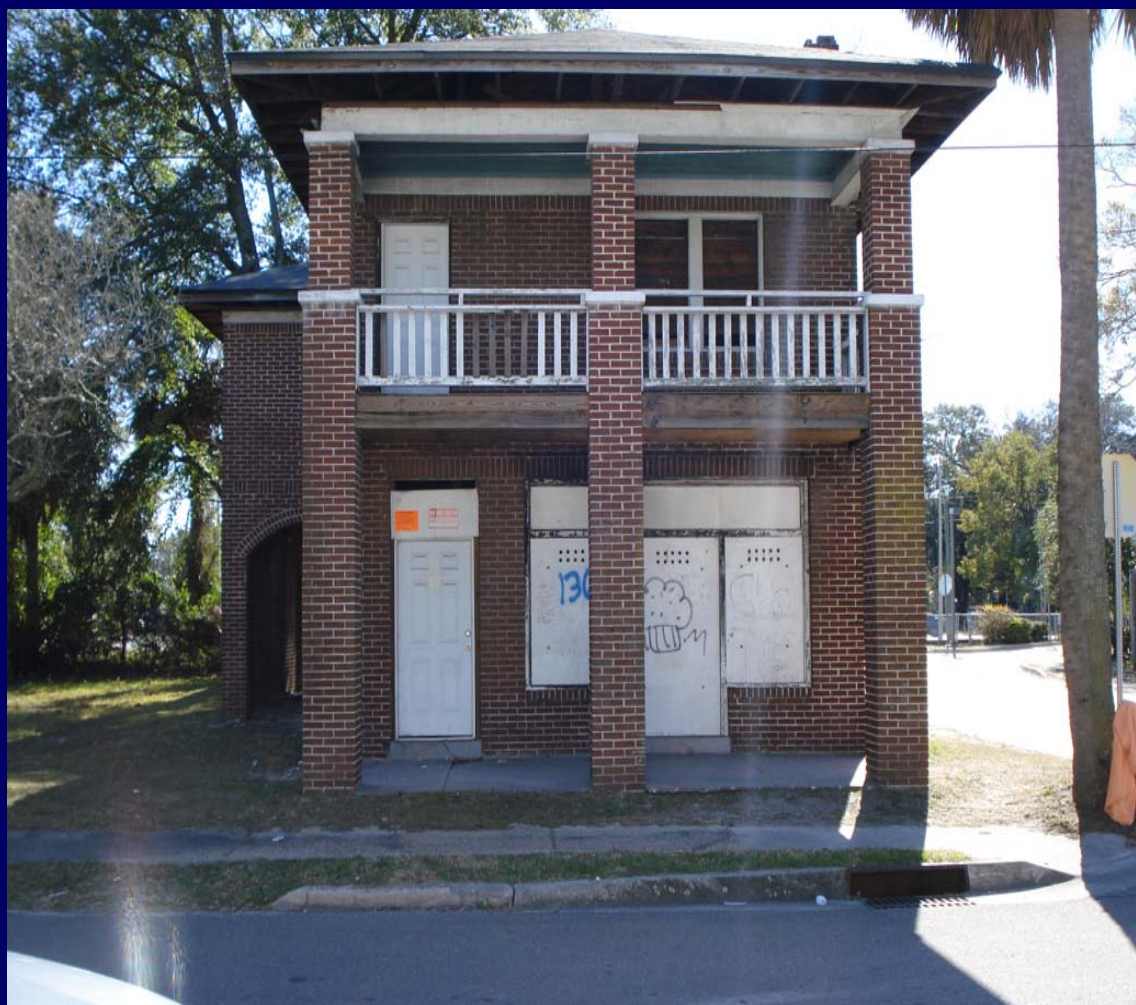
# 1349 Kings Road







# 1360 Hart Street (abandoned home)





# 1360 Hart Street







# Road Closures



- Wolfe Court
- Brady Street





# Use of Road Closures



- NIJ study finding that violent crimes were substantially reduced in an LAPD operation where closures were done for a period of two years
- Crime remained in the control area of the study

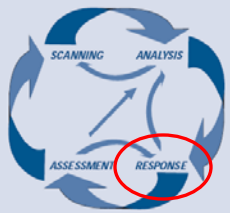




# Use of Road Closures



- The intent was to redesign the traffic flow to increase the “defensible space” to the residents
- The program fostered community involvement



# Types of Barriers





# Temporary Barriers



- Installed for six months to a year
- Affects of temporary barriers can be monitored by Crime Analysis and re-evaluated six months and one year from inception.











# Road Re-Direction



- Barnett Street



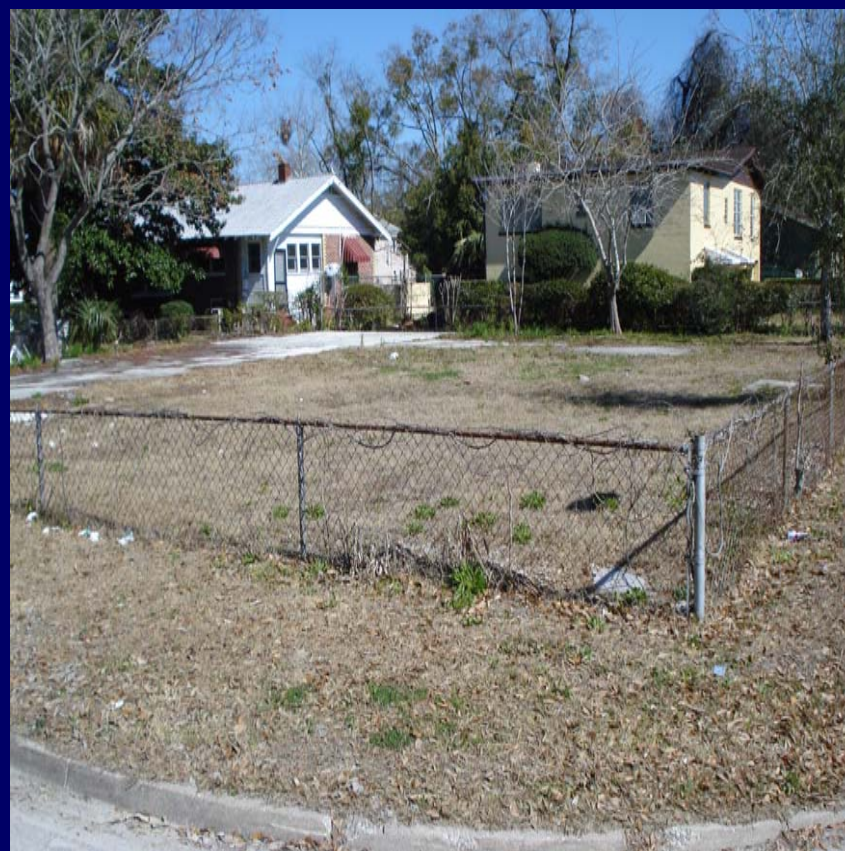




# Establishment of a City Park



Wolfe Court at Brady Street





# Establishment of a City Park



- Conducted a neighborhood walk (with a petition) and spoke to residents within area 36
- 96.7 % (88 out of 91) surveyed supported the idea of establishing a park and blocking off Wolfe Court and Brady Street
- Residents expressed their belief that this would be a positive impact on the neighborhood





# Community Feedback



- Hesitant to speak with police officers due to nearby drug dealers
- Welcomed the idea of a road closure
- Wished they had a park in their area for children to play



# Early Assessments



Notable reductions in violent and violent non-domestic crime

90 Day Period (During PERF Project): 56% Reduction

140 Day Period (45 Days After PERF Project): 33% Reduction

# We look forward to hearing from you!

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Offender Tracking Unit