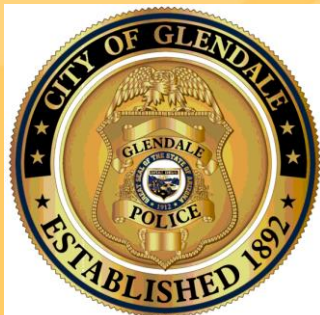


Employing Problem-Oriented Policing to Target Convenience Store Crime:

The Glendale, Arizona Smart Policing Initiative

Finalist for the 2016 Herman Goldstein Award for Excellence in Policing

- **Colby Brandt, Commander, Glendale (AZ) Police Department**
 - **Frank Balkcom, Chief, Page (AZ) Police Department**
- **Michael D. White, Ph.D., Professor, Arizona State University**



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Presentation Overview

■ Background

- SARA and the Degree of Difficulty
- The Smart Policing Initiative (SPI)

■ The Glendale SPI

- The Training
- Scanning – Convenience store crime
- Analysis – a Circle K problem
- Response
- Assessment
- Sustainability

POP, SARA, and Degree of Difficulty

- **Very Popular and Effective (Weisburd et al., 2010)**
 - 5,500 studies identified
 - “a small but meaningful impact”
- **Some steps in SARA are more difficult than others**
 - shallow problem analysis (Braga and Weisburd, 2006)
 - Tendency to over-rely on law enforcement responses
 - Rigorous assessments uncommon
- **Bottom line – it is difficult to implement as intended by Goldstein**

The Smart Policing Initiative (SPI)

- Bureau of Justice Assistance (BJA) funding program
- Started in 2009
- Core components
 - Data-driven
 - Application of evidence-based strategies
 - Active researcher/practitioner partnerships



Glendale SPI

- **Glendale PD receives SPI funding in 2009**
 - GPD and ASU partnership
- **Goal**
 - leverage core components of SPI to carry out a rigorous implementation of POP
 - POP as envisioned by Goldstein
 - Deep, ongoing problem analysis
 - Comprehensive responses
 - Rigorous assessment

The POP Training

- **20+ hours of classroom-based training (over 3 months)**
 - 20+ officers, 2 sergeants, 1 Lt, 2 crime analysts
- **POP Center curriculum**
- **Officer groups go through the S A R A steps.**
 - Scan for problems
 - Deep problem analysis (guided by ASU)
 - Develop response and assessment plans
- **After training:**
 - Implement responses
 - Continue problem analysis
 - Conduct assessment (ASU)

Scanning – Identified a Potential Problem

- **Crime (theft) at convenience stores, especially Circle Ks**



Analysis: Top Generators of Crime at the 65 Convenience Stores in Glendale

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

Concerns:

Public safety and quality of life

Potential for Violence (employees, public)

Police Department resources

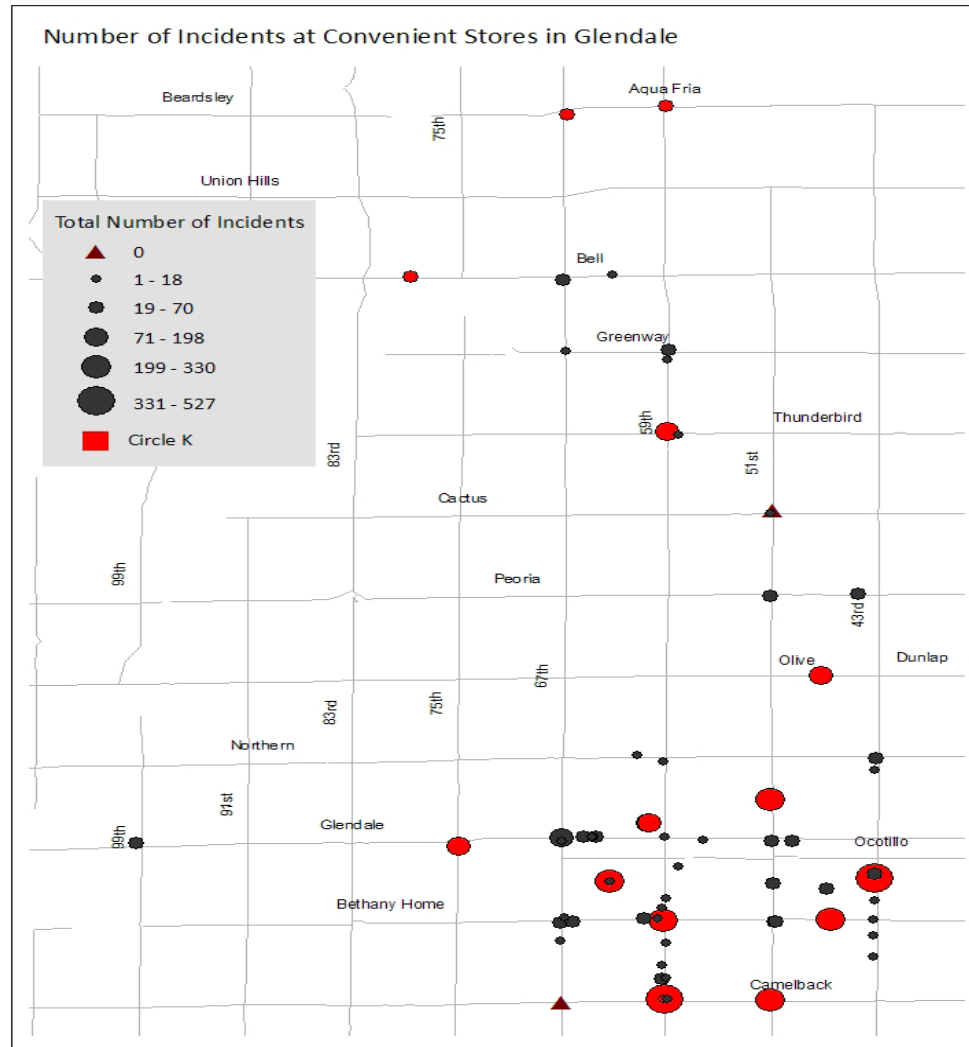
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Analysis: Calls for Service at Circle Ks, by Type (2010)

Address	Disorder	Drug	Property	Sex Crime	Violent	Welfare Check	Total
5880 W Camelback Rd	110	5	377	6	6	23	527
4306 W Maryland Ave	64	4	378	2	9	16	473
5907 W Bethany Home Rd	89	3	185	6	15	32	330
6305 W Maryland Ave	21	1	215	1	11	23	272
5102 W Camelback Rd	34	2	185	0	10	39	270
4648 W Bethany Home Rd	17	0	225	2	9	11	264
7428 N 51 st Ave	25	3	209	1	9	13	260
6002 W Grand Ave	15	0	168	0	7	8	198
9002 N 47 th Ave	12	0	154	0	4	9	179

Analysis: This is a Circle K Problem



Comprehensive Responses

■ Intervention with Circle K

- CPTED
- Proposed Changes to Practices and Operations

■ Suppression (Not-So-Convenient)

- Directed Patrols and Repeat Offenders

■ Prevention

- Operation “Not So Convenient” Posters
- Mayor’s Youth Advisory Committee - PSA
- Partnerships: JAG, Area High Schools

Response 1: Intervene with Circle K

CPTED - multiple assessments done at 6 target stores

- Poor lighting
- No address; no height chart
- Beer on floor by door
- Poor/obstructed line of site (windows; interior)
- Graffiti
- Panhandling; trespassing
- Only 1 clerk



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Response 1: Intervene with Circle K

Engage Circle K to change the culture

- GPD training and access to in-store surveillance system
- Trespass Authorization approved
- Circle K victim impact statement created
- CADMINE alerts (GPD emails to Circle K loss prevention)
- Data sharing: Circle K repeat offender file
- Meetings with Corporate Circle K (10/10; 7/11)

Response 1: Intervene with Circle K

Circle K resistance - leverage with other PDs

Multi-city Working Group

- Mesa, Tempe, Peoria, Phoenix
- Valley-wide examination of Circle K
- Not a Glendale problem - a problem valley-wide

Go Public

- http://www.abc15.com/dpp/news/region_southeast_valley/mesa/report%3A-valley-circle-k%27s-are-hotspots-for-crime
- <http://www.azcentral.com/community/glendale/articles/2011/07/10/20110710-asu-study-circle-k-police-calls.html>



A Multi-City Report on Crime & Disorder in Convenience Stores

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Response 2: Suppression

Operation-Not-So-Convenient

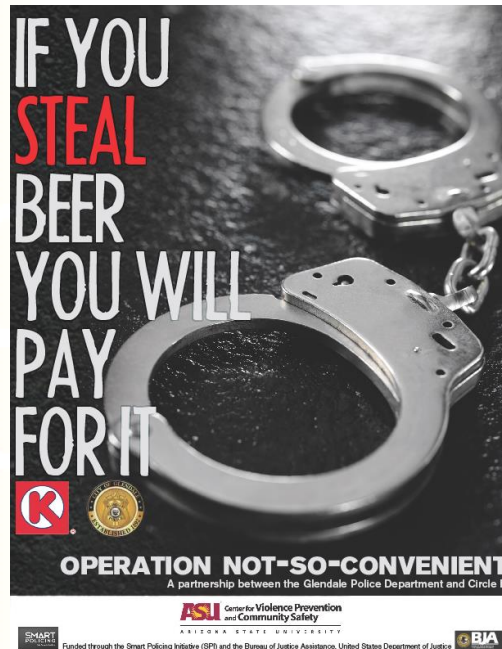
- Targeted surveillance and enforcement
- 9 consecutive weekends in August/September 2010; weekends throughout 2011
- Multiple stores per operation
- Circle K security officers, SPI team
- Arrestee debriefs

Response 2: Suppression

Outcomes:

- **57 arrests**
 - 15 felonies including an armed robbery
- **Nearly \$1,000 in recovered merchandise**
- **Identification of 2 Offender Groups**
 - ¼ of offenders are juveniles
 - Prevalence of repeat offenders
- **37 convictions (65% conviction rate)**
 - Armed robbery- 17 yrs in DOC
 - Two other DOC sentences; 2 county jail sentences

Response 3: Prevention



Response 3: Prevention

- Important because of prevalence of juveniles committing the crimes
 - Several local media appearances
 - Centerpiece: Mayor's Youth Advisory Commission joins SPI team
 - PSA video with Channel 11 on Beer Runs

Assessment: Improved CPTED



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Assessment: Improved CPTED



Assessment: Improved CPTED



Assessment: Impact on Calls for Service

		Pre-test period	Intervention period	Post-test period	Monthly change (pre-post)
Target Store	Address	8/9-7/10	8/10-7/11	8/11-7/12	
Circle K	4306 W Maryland	47.8 (574)	39.3 (471)	28.2 (338)	-19.6
Circle K	5880 W Camelback	43.4 (522)	44.7 (536)	31.7 (380)	-11.7
Circle K	5907 W Bethany Home	44.2 (530)	18.0 (216)	15.5 (186)	-28.7
Circle K	5102 W Camelback	30.4 (365)	21.5 (258)	12.1 (145)	-18.3
Circle K	7428 N 51 st Ave	20.3 (243)	24.3 (291)	20.4 (245)	----
Circle K	4648 W Bethany Home	21.0 (252)	20.9 (251)	12.6 (151)	-8.4
Total		(2,486)		(1,445)	(-42%)*
Circle K Comparison Group (n=9)		(1,254)		(871)	(-31%)
Other Comparison Group (n=13)		(679)		(682)	(+.5%)

Sustained Crime Reductions

ASU doctoral student extends the Glendale SPI evaluation (2016)

- **Adds 15 months (2.5 years after SPI ended)**
- **Sophisticated analysis (DID, negative binomial random effects regression)**
- **Examines for crime displacement/diffusion of benefits**

Sustained Crime Reductions

Findings

- Significant crime reductions sustained at 4 of the 6 target stores (2.5 years later)
- No evidence of crime displacement
- 5 of the 6 stores experienced a diffusion of benefits
 - crime reductions in areas around stores

Why the Sustainability??

Rigorous implementation of POP as envisioned by Goldstein

- **Deep and ongoing problem analysis – identify underlying conditions**
- **Not just the hammer – comprehensive responses targeting the underlying conditions**
- **Ongoing Assessment**
- **The GPD/ASU partnership**

Taking POP to Page (AZ)



Thanks!

Questions?

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