

31st Annual Problem-Oriented Policing Conference

Sponsored by



Center for
Problem-Oriented Policing

at Arizona State University



August 7-9, 2023 | Embassy Suites Hotel | Boulder, Colorado

2023 POP Conference general information



Registration and general information

Pre-registration for the conference will open on Sunday, August 6, from 4:00 p.m.–6:00 p.m. in the foyer outside of the Pearl Street Ballroom of Embassy Suites hotel. Regular registration will open again at 7:30 a.m. on Monday. If you have questions or need assistance during the conference, please visit the conference registration desk during the following hours:

Monday: 7:30 a.m.–4:00 p.m.
 Tuesday: 8:00 a.m.–4:30 p.m.
 Wednesday: 8:00 a.m.–12:00 p.m.

Local information

We encourage you to participate in all conference activities to gain the most from the program. There is information in your welcome bags, and at the registration area, you can pick up more information about Boulder-area attractions, special events, restaurants, and other options to consider for your lunch breaks and free evenings after the conference.

Conference materials

Upon registering at the conference, attendees will receive a conference agenda at a glance, abstracts, presenter biographies, attendee list, and area information.

Meals

Beverages and breaks are provided each day of the conference. Lunches will be on your own and a list of recommended nearby restaurants is included with your registration materials.

Networking Reception

A networking reception hosted by the Boulder, University of Colorado Boulder, and Denver Police Departments will take place on Monday, August 7th from 5-7 p.m. The reception, which is being sponsored by Versaterm and SmartForce, will include appetizers, drink tickets, a raffle, and music by Denver-based band Moosgh. Transportation will be provided.

Name Badge

At registration, attendees will receive a name badge that should be worn at all times. Attendees need this badge to enter all conference functions. If you misplace your badge, obtain a replacement from the conference registration desk.

Monday, August 7

31st Problem-Oriented Policing Conference					
Sponsored by the Center for Problem-Oriented Policing at Arizona State University Hosted by the Boulder, University of Colorado Boulder & Denver Police Departments					
7:30 – 8:30	Registration and Refreshments				
8:30 – 10:00	Opening Session The Future of Problem-Oriented Policing in Free and Open Societies Moderator: Gary Cordner Discussants: Michael Scott, Nancy La Vigne, Hugh Clements, Maris Herold, Aiden Sidebottom & Ron Glensor				
10:00 – 10:30	Break				
Location	Walnut	The Mall	East End	West End	Foothills
10:30 – 11:45	Goldstein Finalist Durham (UK) Constabulary, Familiar Faces (people with mental illness) Presenters: Dave Coxon & Trish Slack	Introduction to Problem-Oriented Policing Presenter: Michael Scott	A Problem-Oriented Approach to Wildlife Crime Presenters: Andrew Lemieux, James Slade & Damian Weekers	Building Organizational Support for Problem-Oriented Policing Presenter: Lee Hunt	The Promise and Pitfalls of Online Reporting: Implications for Problem-Oriented Policing Presenter: Kris Henning
11:45 – 1:15	Lunch on your own				
Location	Walnut	The Mall	East End	West End	Foothills
1:15 – 2:30	Goldstein Finalist North Wales (UK) Police, Secure Your PDQ (credit card fraud) Presenters: Robert Rands & Annie Halstead	Homelessness-related Problems in Boulder, Colorado Presenters: Maris Herold, Daniel Reinhard & Julie Wartell	Introduction to Situational Crime Prevention Presenter: Rob Guerette	The Power of CPTED: Cutting Crime with Urban Design Presenters: Greg Saville & Tarah Hodgkinson	Goldstein Finalist Durham (UK) Constabulary, Familiar Faces (people with mental illness) Presenters: Dave Coxon & Trish Slack
2:30 – 3:00	Break				
Location	Walnut	The Mall	East End	West End	Foothills
3:00 – 4:15	Goldstein Finalist Panthera, Saving Spots: Tackling Ceremonial Leopard Skin Trade in Western Zambia Presenters: Gareth Whittington-Jones, Aditya Malgaonkar & Tristan Dickerson	Police Response to Active Shootings Presenters: Andy Mills, Jason Lamb, William Moss & Ben Ryan	Introduction to Problem Analysis Presenter: Julie Wartell	Stratified Policing Presenters: Rachel Santos, Roberto Santos & Steve Redfeam	Goldstein Finalist North Wales (UK) Police, Secure Your PDQ (credit card fraud) Presenters: Robert Rands & Annie Halstead
5:00 – 7:00	Networking Reception				

Tuesday, August 8

7:30 – 8:30		Refreshments				
Location	Walnut	The Mall	East End	West End	Foothills	
8:30 – 9:45	Goldstein Finalist Surrey (UK) Police, Operation Blink (catalytic converter theft) Presenters: Kate Hyder & Matt Sessions	Stratified Policing Presenters: Rachel Santos, Roberto Santos & Steve Redfeam	Reducing Repeat Residential Burglary Victimization in New Zealand Presenter: Emma Ashcroft	The Promise and Pitfalls of Online Reporting: Implications for Problem-Oriented Policing Presenter: Kris Henning	Goldstein Finalist Panthera, Saving Spots: Tackling Ceremonial Leopard Skin Trade in Western Zambia Presenters: Gareth Whittington-Jones, Aditya Malgaonkar & Tristan Dickerson	
9:45 – 10:15		Break				
Location	Walnut	The Mall	East End	West End	Foothills	
10:15 – 11:30	Goldstein Finalist Surrey (UK) Police, Sexual Offences along the Basingstoke Canal Presenters: Edward Lyons & David Bentley	Homelessness-related Problems in Boulder, Colorado Presenters: Maris Herold, Daniel Reinhard & Julie Wartell	Introduction to Situational Crime Prevention Presenter: Rob Guerette	Police Crime Prevention Initiatives (UK) Presenter: Michael Brooke	Goldstein Finalist Surrey (UK) Police, Operation Blink (catalytic converter theft) Presenters: Kate Hyder & Matt Sessions	
11:30 – 1:00		Lunch on your own				
Location	Walnut	The Mall	East End	West End	Foothills	
1:00 – 2:15	A Problem-Oriented Approach to Campus Policing Presenter: Brenda Bond	Police Response to Active Shootings Presenters: Andy Mills, Jason Lamb, William Moss & Ben Ryan	Reducing Serious Violence in London through Problem-Oriented Policing Presenters: Aiden Sidebottom & Spencer Chainey	Alternative Responses to Citizen Requests for Police Service Presenters: Robin Engel, Matt Lunn & Lucy Larbalestier	Goldstein Finalist Surrey (UK) Police, Sexual Offences along the Basingstoke Canal Presenters: Edward Lyons & David Bentley	
2:15 – 2:45		Break				
Location	Walnut	The Mall	East End	West End	Foothills	
2:45 – 4:00	SCRAPping Responses Likely to Fail Presenters: Shannon Linning, John Eck & Dan Gerard	Field Training to Support POP: PTO & Problem-Based Learning Presenter: Greg Saville	Introduction to Problem-Oriented Policing Presenter: Michael Scott	Building Organizational Support for Problem-Oriented Policing Presenter: Lee Hunt	Reducing Vehicle Theft in Morelia, Mexico Presenters: Salvador Cárdenas Sánchez & Alejandro González Cussi	

Wednesday, August 9

7:30 – 8:30		Refreshments				
Location	Walnut	The Mall	East End	West End	Foothills	
8:30 – 9:45	A Problem-Oriented Approach to Addressing Racial Disparities in Policing Presenters: Bob Scales & Tamara Herold	A Problem-Oriented Approach to Campus Policing Presenter: Brenda Bond	Identifying and Responding to Rural Crime in New Zealand Presenter: Emma Ashcroft	SCRAPping Responses Likely to Fail Presenters: Shannon Linning, John Eck & Dan Gerard	Introduction to Problem Analysis Presenter: Julie Wartell	
9:45 – 10:00		Break				
Location	The Mall	East End	West End	Foothills		
10:00 – 11:15	Alternative Responses to Citizen Requests for Police Service Presenters: Robin Engel, Matt Lunn & Lucy Larbalestier	The Power of CPTED: Cutting Crime with Urban Design Presenters: Greg Saville & Tarah Hodgkinson	A Problem-Oriented Approach to Wildlife Crime Presenters: Andrew Lemieux, James Slade & Damian Weekers	Reducing Vehicle Theft in Morelia, Mexico Presenters: Salvador Cárdenas Sánchez & Alejandro González Cussi		
11:15 – 11:45		Break				
11:45 – 12:15		Presentation of the 2023 Herman Goldstein Awards for Excellence in Problem-Oriented Policing				



Conference Abstracts

Monday, August 7
8:30 a.m. – 10:00 a.m.

Opening Session

Welcoming Remarks

Presenters:
Michael Scott, Director,
Center for Problem-Oriented Policing

Plenary Session The Future of Problem-Oriented Policing in Free and Open Societies

Moderator:
Gary Cordner

Discussants:
Michael Scott, Nancy La Vigne, Hugh Clements, Maris Herold, Aiden Sidebottom and Ron Glensor

In this special plenary session, the directors of the U.S. Department of Justice National Institute of Justice and Office of Community Oriented Policing Services will join other police executives and scholars to discuss how they envision problem-oriented policing fitting into national government support of local policing. The discussion will consider this issue from the experiences of multiple countries.

Monday, August 7
Concurrent Workshops
10:30 a.m. – 11:45 a.m.

Goldstein Finalist Durham Constabulary (United Kingdom)

Familiar Faces

Room: Walnut
Presenters:
Chief Superintendent David Coxon, Durham Constabulary
Trish Slack, NHS Programme Lead Tees, Esk and Wear Valley NHS Trust

Police calls associated with mental health crisis have risen internationally. In 2018 Durham Constabulary recorded 21,831 such incidents and detained people 161 times for Mental Health Act (MHA) assessments. Twenty-one individuals were associated with one-third of these detentions. Launched in 2019 “Familiar Faces” is a multi-agency approach which continues to date. Interventions include a tiered referral system; inclusive care plans; joint decision making; support processes for repeat callers and information sharing across agencies. Case studies illustrate improved individual outcomes. A quantitative evaluation shows 69.4% reduction of incidents, 50% reduction of MHA detentions and 73.7% reduction in police time.

Introduction to Problem-Oriented Policing

Room: The Mall

Presenter:
Michael Scott, Director, Center for Problem-Oriented Policing

Are you new or relatively new to problem solving and problem-oriented policing (POP)? This is the workshop for you. Hear what you need to know about the basic principles and methods of problem solving and POP. This workshop will also give you the information you need to help you decide which other workshops you should attend at this conference.

A Problem-oriented Approach to Wildlife Crime

Room: East End

Presenters:
Andrew Lemieux, LEAD Ranger, Problem-Oriented Wildlife Protection
James Slade, Wildlife Crime Prevention Specialist, Re:Wild
Damian Weekers, Wildlife Conservation Society

This session will consist of three shorter presentations:

Breaking Routines: Using the Problem-Oriented Approach and Crime Prevention to Support Global Conservation Efforts

Many Protected and Conserved Areas are threatened and challenged by a range of harmful and criminal activities. Responses are often limited to reactive measures or siloed efforts, which address the immediate threat, but not the overall problem. This can lead to resource-intensive operations, which frequently rely heavily on a functioning criminal justice system and field personnel capacity for impact. This presentation gives a background on these challenges and introduces how problem-oriented policing, along with other approaches from the conventional policing world, can provide conservationists with suitable, complimentary support to law enforcement.

Shifting Perspectives: Using the Problem-Solving Approach to Improve Our Understanding of Wildlife Trafficking

Historically, NGOs working in the field of wildlife crime and wildlife trafficking have focused on efforts to support law enforcement that aim to reduce crime through traditional means. However, the complex nature of these crimes and the jurisdictional limitations experienced in many places where they occur often constrains the effectiveness of traditional law enforcement strategies. Acknowledging these constraints, WCS has shifted its emphasis to counter transnational wildlife trafficking through a problem-solving and crime-prevention approach. This presentation will showcase WCS’ efforts to introduce the problem-solving approach to wildlife crime and provide examples of how this work is currently being applied.

Problem Analysis in Wildlife Protection Operations

We know we need problem solving...but how do we do it? This presentation describes how the POP Center’s Wilderness Problems Resource Portal, a collection of resources that help agencies implement a problem-oriented approach, is being used to train teams around the world and create case studies of problem solving. It describes some of the “problems with problem solving” that are unique to conservation, and potential solutions to help improve the integration of problem analysis into operations.

Building Organizational Support for Problem-Oriented Policing

Room: West End

Presenter:
Lee Hunt, Police Director, Data, Innovation and Reform, Madison (Wisconsin) Police Department

This presentation centers on organizational adoption and retention of problem-oriented policing. Why, over time, do systemic crime reduction efforts tend to falter? Based on 20 years of implementing crime-reduction strategies in several police agencies, the presentation reviews lessons learned and presents recommendations for sustaining problem-oriented policing. The objective is to present approaches and ideas attendees can evaluate or try within their agencies. Attendees are encouraged to share their experiences.

The Promise and Pitfalls of Online Reporting: Implications for Problem-Oriented Policing

Room: Foothills

Presenter:
Kris Henning, Professor, Portland (Oregon) State University

The importance of crime reporting for evidence-based policing strategies like problem-oriented policing (POP), hot spot policing, and focused deterrence is often underappreciated. Specifically, the police need to know when and where crimes are happening, and the characteristics of the people involved if they hope to be successful in proactively addressing threats to public safety. Changes in crime reporting practices and the experience of victims during/after the submission of official crime reports should, therefore, be of concern to law enforcement agencies. The focus of this presentation is on one such change: online reporting. Roughly one-half of larger police departments (50+ officers) in the United States have shifted some of their crime reporting to an online platform. Surveys with more than 1,500 victims in Portland, Oregon, find that technical issues with the software, a lack of user support and the near complete absence of any kind of follow-up leave many victims dissatisfied. During the session, we discuss strategies for addressing these issues and opportunities to facilitate POP when agencies adopt or expand their use of online reporting.

Monday, August 7
Concurrent Workshops
1:15 p.m. – 2:30 p.m.

Goldstein Finalist North Wales Police (United Kingdom) Secure Your PDQ

Room: Walnut

Presenters:
Chief Inspector Robert Rands, North Wales Police
Constable Annie Halstead, North Wales Police

Investigating a report of a fraud at a hotel on the Island of Anglesey in North Wales officers found that there was a bigger trend of these crimes throughout the whole of the United Kingdom. Organised crime groups were exploiting a vulnerability in card payment processing machines in order to refund large sums to their own accounts. Analysing the problem and examining the features of the problem using the Problem Analysis Triangle the investigator escalated the solution super controllers to influence national industry leads. The solution resulted in the closure of a national vulnerability and lengthy prison sentence for the offenders.

Homelessness-related Problems in Boulder

Room: The Mall

Presenters:
Chief Maris Herold, Boulder (Colorado) Police Department
Chief Data Analyst Daniel Reinhard, Boulder (Colorado) Police Department
Julie Wartell, Crime Analysis Consultant

Police departments are often the first responders to homelessness-related calls and circumstances and face challenging situations that require partnerships with other governmental and non-governmental agencies. This presentation discusses the Boulder, Colorado, Police Department’s approach to coordinating a better response to homelessness. First, we highlight our efforts on a federal Smart Policing

Initiative (SPI) grant about understanding and analyzing homeless encampments in our city. This requires identifying and measuring harms associated with the worst encampments and facilitating information sharing between stakeholders to create custom strategies for harm reduction. Next, we discuss our research efforts to better understand the nature of police-homeless contacts. Most contacts appear to be citizen-initiated, and officers exercise similar decision making to homeless outreach workers. Police data, when analyzed in conjunction with non-police data, has the potential to be leveraged to reduce harm through thoughtful analysis and sharing with stakeholders. Challenges and potential solutions are addressed throughout the presentation.

Introduction to Situational Crime Prevention

Room: East End

Presenter:
Rob Guerette, Professor, Florida International University

This session explains the basic principles and methods of situational crime prevention, a set of crime control theories that connect well with the problem-oriented policing approach. Situational crime prevention aims to reduce opportunities for crime by focusing on highly specific forms of crime, changing the way the immediate environment or target of the crime is managed or designed so that the risk or the effort required to commit the offense is increased, the rewards are reduced, or the triggers removed from the environment.

The Power of CPTED: Cutting Crime with Urban Design

Room: West End

Presenters:
Greg Saville, Urban Planner, AlterNation LLC
Tarah Hodgkinson, Assistant Professor, Wilfrid Laurier University (Canada)

Crime prevention through environmental design (CPTED) is a powerful tool for cutting opportunities for crime and, in its advanced forms, for reducing the motives that give rise to it. CPTED analyzes where crime occurs and then provides tactics to modify the environment to make it difficult for offenders to offend with impunity. When done properly it also helps locals work cohesively to reduce crime motives and make their own neighborhood a safer place. This interactive session will describe the basics of 1st Generation CPTED and advanced forms of 2nd Generation CPTED. It will provide some examples where CPTED has cut crime and then describe SafeGrowth – the latest method to transform high crime neighborhoods. Finally, this session will provide information on what officers should look for in CPTED training courses, how to avoid the pitfalls of superficial CPTED, and how to obtain professional CPTED certification through the International CPTED Association.

Goldstein Finalist Durham Constabulary (United Kingdom) Familiar Faces

Room: Foothills

Presenters:
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Police calls associated with mental health crisis have risen internationally. In 2018 Durham Constabulary recorded 21,831 such incidents and detained people 161 times for Mental Health Act (MHA) assessments. Twenty-one individuals were associated with one-third of these detentions. Launched in 2019 “Familiar Faces” is a multi-agency approach which continues to date.

Interventions include a tiered referral system; inclusive care plans; joint decision making; support processes for repeat callers and information sharing across agencies. Case studies illustrate improved individual outcomes. A quantitative evaluation shows 69.4% reduction of incidents, 50% reduction of MHA detentions and 73.7% reduction in police time.

Monday, August 7
Concurrent Workshops
3:00 p.m. – 4:15 p.m.

Goldstein Finalist Panthera Saving Spots: Tackling Ceremonial Leopard Skin Trade in Western Zambia

Room: Walnut

Presenters:
Gareth Whittington-Jones, Counter Wildlife Crime Coordinator for Southern Africa, Panthera
Tristan Dickerson, Coordinator, Furs for Life Demand Reduction Program, Panthera
Aditya Malgaonkar, Research and Analysis Lead, Panthera

The Lozi People of Western Zambia use leopard skin attire during cultural festivals, resulting in animals being poached from the Greater Kafue Ecosystem. To address the problem, Panthera partnered with the local traditional authority, the Barotseland Royal Establishment, to launch a demand-reduction initiative to reduce the poaching of leopards for ceremonial attire. The project provided synthetic “Heritage Fur” alternatives to authentic leopard skins and encouraged their use. This culturally sensitive intervention reduced the desire, use, ownership, and acquisition of authentic leopard skins among Lozi ceremonial participants. Consequently, the trafficking and targeted poaching of leopards decreased, and their populations are recovering.

The Police Response to Active Shootings

Room: The Mall

Presenters:
Chief Andy Mills, Palm Springs (California) Police Department
Detective Ben Ryan, Palm Springs (California) Police Department
Officer Jason Lamb, Palm Springs (California) Police Department
Officer William Moss, Palm Springs (California) Police Department

The tragedy that transpired in Uvalde served as a wake-up call to law enforcement and placed a national spotlight on the total failure of officers that day. In light of the tragedy and the failure of officers to engage, Chief Andy Mills of the Palm Springs Police Department organized a department-wide active shooter assessment to gauge officer preparedness and response in an active shooter type situation. The assessment consisted of exposing officers to a high-stress active shooter simulation scenario which included loud noises, role players, and force on force marker rounds.

At the conclusion of the assessment, staff identified officer deficiencies and tasked officers to develop a training plan to address said deficiencies. At the conclusion of the training, officers were sent through another active shooter scenario to see if improvements were made. In addition, officers from an adjacent police department were invited to conduct the active shooter scenario as a control group to see if training received by PSPD officers was effective. This presentation will cover the results of the active shooter

assessment and subsequent trainings and will explore what worked, what did not work, and what could be improved.

Introduction to Problem-Analysis

Room: East End

Presenter:
Julie Wartell, Crime Analysis Consultant

Traditionally, crime analysis in a police department has been broken down into administrative, tactical, and strategic approaches. With the advent of problem-oriented policing, there is a need for a different type of analysis – problem analysis. This session will provide an overview of problem analysis and the role crime analysis plays in problem solving. An excellent resource, 60 Steps to Problem Analysis, will be discussed as well as examples of problem analysis from around the world. Lastly, participants will have an opportunity to talk about the benefits and challenges to implementing crime analysis for problem solving.

Stratified Policing Overview and Implementation in Boulder PD

Room: West End

Presenters:
Rachel Santos, Professor, Radford University (Virginia)
Roberto Santos, Associate Professor, Radford University (Virginia)
Deputy Chief Steve Redfearn, Boulder (Colorado) Police Department

Are you looking to systematically and realistically implement problem solving throughout your agency? Stratified Policing is tested and effective evidence-based business model that systematizes problem solving for proactive crime reduction so that it becomes part of the daily operations just as responding to calls and investigating crimes already are. This session provides an overview of Stratified Policing by its co-creators and a discussion of the implementation and success of its implementation in the Boulder, Colorado, Police Department.

Goldstein Finalist North Wales Police (United Kingdom) Secure Your PDQ

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Presenters:
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Tuesday, August 8
Concurrent Workshops
8:30 a.m. – 9:45 a.m.

Goldstein Finalist
Surrey Police (United Kingdom)
Operation Blink
 Room: Walnut
Presenters:

Detective Chief Inspector Kate Hyder, Surrey Police
 Matt Sessions, Problem-solving Tactical Advisor,
 Warwickshire Police

In early 2021, Surrey Police, along with much of the world, were experiencing a significant increase in catalytic converter thefts (catalytic converters are valuable pieces of metal attached to vehicle exhausts). Members of the Serious Organised Crime Unit were poised to tackle the problem in the same way they normally would, with targeted patrols and thorough investigations, but they had also heard about the force's newly founded Problem Solving Team. Now working together, the two teams identified a key root cause of the problem and targeted their responses around it, resulting in a significant decrease in thefts.

Stratified Policing Overview and Implementation in Boulder PD
 Room: The Mall

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Reducing Repeat Residential Burglary Victimization in New Zealand
New Zealand Police

Room: East End
Presenter:
 Emma Ashcroft, Practice Lead for Prevention Development, New Zealand Police

Residential burglary is one of the biggest crime problems in New Zealand. Theoretically, target hardening has the potential to prevent burglary,



however empirical evidence supporting the installation of measures like window and door locks and security lighting is ambiguous. Furthermore, most research focuses on preventing repeat burglary with little consideration of what could be done proactively to prevent burglary from occurring outright. In New Zealand, a SARA-initiative found target hardening prevented successful entry in repeat dwelling burglary attempts. Currently in the Response phase, a second initiative trials the proactive installation of target hardening to the dwelling, outbuilding, and vehicles.

The Promise and Pitfalls of Online Reporting: Implications for Problem-Oriented Policing
 Room: West End

Presenter:
 Kris Henning, Professor, Portland (Oregon) State University

The importance of crime reporting for evidence-based policing strategies like problem-oriented policing (POP), hotspot policing, and focused deterrence is often underappreciated. Specifically, the police need to know when and where crimes are happening, and the characteristics of the people involved if they hope to be successful in proactively addressing threats to public safety. Changes in crime reporting practices and the experience of victims during/after the submission of official crime reports should, therefore, be of concern to law enforcement agencies. The focus of this presentation is on one such change: online reporting. Roughly one-half of larger police departments (50+ officers) in the United States have shifted some of their crime reporting to an online platform. Surveys with more than 1,500 victims in Portland, Oregon, find that technical issues with the software, a lack of user support, and the near complete absence of any kind of follow-up leave many victims dissatisfied. During the session, we discuss strategies for addressing these issues and opportunities to facilitate POP when agencies adopt or expand their use of online reporting.

Goldstein Finalist
Panthera
Saving Spots: Tackling Ceremonial Leopard Skin Trade in Western Zambia

Room: Foothills

Presenters:
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Tuesday, August 8
Concurrent Workshops
10:15 a.m. – 11:30 a.m.

Goldstein Finalist
Surrey Police (United Kingdom)
Sexual Offenses Along the Basingstoke Canal
 Room: Walnut

Presenters:
 Detective Chief Inspector David Bentley, Surrey Police
 Inspector Edward Lyons, Surrey Police

The Basingstoke Canal in Woking, Surrey, England, experienced a significant number of indecent exposure offences over a two-year period causing huge community impact and distress to local residents. Led by the local policing team along with various partner agencies, a problem-solving approach was used to tackle this issue for the long term, using a number of targeted and innovative solutions. This presentation will outline detailed steps taken through the various stages of the problem-solving methodology, the level of analysis undertaken, the challenges faced, and ultimately the fantastic results shown due to this work.

Homelessness-related Problems in Boulder

Room: The Mall

Presenters:
 Chief Maris Herold, Boulder (Colorado) Police Department
 Daniel Reinhard, Chief Data Analyst, Boulder (Colorado) Police Department
 Julie Wartell, Crime Analysis Consultant

Police departments are often the first responders to homeless-related calls and circumstances and face challenging situations that require partnerships with other governmental and non-governmental agencies. This presentation discusses the Boulder, Colorado, Police Department's approach to coordinating a better response to homelessness. First, we highlight our efforts on a federal Smart Policing Initiative (SPI) grant about understanding and analyzing homeless encampments in our city. This requires identifying and measuring harms associated with the worst encampments and facilitating information sharing between stakeholders to create custom strategies for harm reduction. Next, we discuss our research efforts to better understand the nature of police-homeless contacts. Most contacts appear to be citizen-initiated, and officers exercise similar decision making to homeless outreach workers. Police data, when analyzed in conjunction with non-police data, has the potential to be leveraged to reduce harm through thoughtful analysis and sharing with stakeholders. Challenges and potential solutions are addressed throughout the presentation.

Introduction to Situational Crime Prevention

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Presenter:
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Police Crime Prevention Initiatives

Room: West End

Presenter:
 Michael Brooke, Police Crime Prevention Initiatives

Police Crime Prevention Initiatives (Police CPI) is a police-owned organisation working on behalf of the Police Service throughout the United Kingdom. It delivers a wide range of crime prevention and demand reduction initiatives and acts as a catalyst to bring organisations together to reduce crime and the fear of crime. Its partners include the Home Office, the Department for Levelling Up, Housing and Communities (DLUHC), together with Local Authorities, British and European standards authorities, trade associations, test houses, certification bodies, the construction industry, manufacturers and many others. This session will provide an introduction to Police CPI, some of its initiatives including Secured by Design (which is responsible for crime reductions of up to 87%) and offer you the opportunity to identify common crime prevention problems facing policing internationally and to understand the successful responses provided to them. Crime prevention topics that will be covered include; designing out crime in the built environment, the Internet of Things (IoT), crime associated with establishments serving alcohol and the vital role that formal education plays in aiding sustainable crime prevention and generating community safety.

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Surrey Police (United Kingdom)
Operation Blink

Room: Foothills

Presenters:
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 Matt Sessions, Problem-solving Tactical Advisor,
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Tuesday, August 8
Concurrent Workshops
1:00 p.m. – 2:15 p.m.

A Problem-Oriented Approach to Campus Policing

Room: Walnut

Presenter:
 Brenda Bond, Professor, Suffolk University (Massachusetts)

According to the most recently available Department of Justice data, there are over 850 campus police agencies situated in urban, suburban, and rural areas across the United States. In many ways, campus police agencies reflect municipal police agencies in their public service missions and their commitment to safety for their communities and constituents. How campus police carry out their public safety services is of growing interest as police in general face challenges to reform and reimagine their work. Campus policing is of interest to a broad constituent base, as the connections between campus and municipal policing go beyond memoranda of understanding. Police and residents have an interest in university and campus safety for professional and personal reasons. The problem-oriented policing approach is a common approach to ensuring campus safety, and the future will surely see more as calls for reform on college campuses continue.



This session will explore the challenges and changes facing campus police, and their municipal neighbors, and discuss the future of problem-solving in a campus environment.

Police Response to Active Shootings
Palm Springs (California) Police Department

Room: The Mall

Presenters:
 Chief Andy Mills, Palm Springs (California) Police Department
 Officer Jason Lamb, Palm Springs (California) Police Department
 Officer William Moss, Palm Springs (California) Police Department

The tragedy that transpired in Uvalde served as a wake-up call to law enforcement and placed a national spotlight on the total failure of officers that day. In light of the tragedy and the failure of officers to engage, Chief Andy Mills of the Palm Springs Police Department organized a department-wide active shooter assessment to gauge officer preparedness and response in an active shooter type situation. The assessment consisted of exposing officers to a high stress active shooter simulation scenario which included loud noises, role players, and force on force marker rounds.

At the conclusion of the assessment, staff identified officer deficiencies and tasked officers to develop a training plan to address said deficiencies. At the conclusion of the training, officers were sent through another active shooter scenario to see if improvements were made. In addition, officers from an adjacent police department were invited to conduct the active shooter scenario as a control group to see if training received by PSPD officers were effective. This presentation will cover the results of the active shooter assessment and subsequent trainings and will explore what worked, what did not work, and what could be improved.

Reducing Serious Violence in London Through Problem-Oriented Policing

Room: East End

Presenters:
 Aiden Sidebottom, Associate Professor, Jill Dando Institute, University College of London
 Spencer Chainey, Director of Continuing Professional Development, Jill Dando Institute, University College of London

For the past three years, University College of London has been working closely with the London Metropolitan Police to reduce violent crime in public settings. This included a stretched training programme delivered to 135 front-line "POP champions", each of whom was responsible for driving a local problem-oriented policing project directed at serious violence. In this presentation, we will describe the origins, experience and impact of this extended collaboration, and report on some of the observed barriers to doing effective problem solving.

Alternative Responses to Citizen Requests for Police Services

Room: West End

Presenters:
 Robin Engel, Senior Vice President, National Policing Institute
 Matthew Lunn, Director of Strategic Initiatives, Denver (Colorado) Police Department

Lucy Larbalestier, CIRT Program Manager, City of Boulder (Colorado)

Very few law enforcement initiatives have garnered as much attention in the last few years as alternative response programs. Utilizing mental health professionals as part of an alternative response to certain call types can increase long-term success for individuals in crisis and decrease call volume from high-resource utilizers. The presenters will discuss their experience utilizing the SARA model to identify recurring problems associated with increasing calls related to mental health and substance abuse, the relevant data collected, community partners engaged to develop the programs, and how multiple agencies built and conducted evaluation plans.

Goldstein Finalist
Surrey Police (United Kingdom)
Sexual Offenses Along the Basingstoke Canal

Room: Foothills

Presenters:
 Detective Chief Inspector David Bentley, Surrey Police
 Inspector Edward Lyons, Surrey Police

The Basingstoke Canal in Woking, Surrey, England, experienced a significant number of indecent exposure offences over a two-year period causing huge community impact and distress to local residents. Led by the local policing team along with various partner agencies used a problem solving approach to tackle this issue for the long term, using a number of targeted and innovative solutions. This presentation will outline detailed steps taken through the various stages of the problem solving methodology, the level of analysis undertaken, the challenges faced and ultimately the fantastic results shown due to this work.

Tuesday, August 8
Concurrent Workshops
2:45 p.m. – 4:00 p.m.

SCRAPping Responses Likely to Fail

Room: Walnut

Presenters:
 John Eck, Professor, University of Cincinnati (Ohio)
 Shannon Linning, Assistant Professor, Simon Fraser University (Canada)
 Captain Dan Gerard (ret.), Cincinnati (Ohio) Police Department

Are you longing for a way to flag ideas that are unlikely to reduce crime or disorder and may make things worse? We understand and we have something that may help you. We call it the SCRAP test. It consists of five questions to ask about any new strategy. The more questions the new strategy fails, the more likely the strategy will fail once put into practice. You can apply the SCRAP test to ideas you developed in the privacy of your car or office. You can also apply it to proposals

by colleagues, elected officials, or city administrators who came up with them in their offices or in public meetings. In this session, we explain the SCRAP test, the research behind its key principles, and how to apply it. We invite participants to bring crime-reduction proposals in their local jurisdictions to the presentation so the session can apply the SCRAP test.

Field Training to Support POP: PTO and Problem-based Learning

Room: The Mall
Presenter:
Greg Saville, Urban Planner, AlterNation LLC

Problem-oriented policing (POP) isn't rocket science, but it doesn't come naturally to every police officer, either. If we want it to happen, we need to prepare officers to do it. This session will discuss who should be trained in POP, what should be included in that training, and how best to deliver it. Videos, websites, and other POP resources will be highlighted. Two agencies' recent experiences will be provided as examples, but session participants will be asked to contribute their insights and experiences.

Introduction to Problem-Oriented Policing

Room: East End
Presenter:
Michael Scott, Director, Center for Problem-Oriented Policing

Are you new or relatively new to problem solving and problem-oriented policing (POP)? This is the workshop for you. Hear what you need to know about the basic principles and methods of problem solving and POP. This workshop will also give you the information you need to help you decide which other workshops you should attend at this conference.

Building Organizational Support for Problem-Oriented Policing

Room: West End
Presenter:
Lee Hunt, Police Director, Data, Innovation and Reform, Madison (Wisconsin) Police Department

The presentation centers on organizational adoption and retention of problem-oriented policing. Why, over time, do systemic crime reduction efforts tend to falter? Based on 20 years of implementing crime reduction strategies in several police agencies, the presentation reviews lessons learned and presents recommendations for sustaining problem-oriented policing. The objective is to present approaches and ideas attendees can evaluate or try within their agency. Attendees are encouraged to share their experiences.

Reducing Vehicle Theft in Morelia Mexico

Room: Foothills
Presenters:
Salvador Cárdenas Sánchez, Technical Secretary of the Commission, Morelia, Mexico
Alejandro González Cussi, Commissioner of Citizen Security, Morelia, Mexico

This project addresses vehicle thefts in the city of Morelia in Michoacán, Mexico. Vehicle thefts were the second-highest rising crime type in Morelia, impacting mostly low- and middle-income households with older-model vehicles and no safe parking places. Crime mapping identified 13 areas with a high concentration of non-violent vehicle thefts. Temporal and target analyses were also conducted, as well as site observations, interviews with victims and neighbors, and community meetings. This led to the characterization of situational risk factors and the identification of potential offenders. Four types of responses were implemented: (1) focused patrolling in hot spots; (2) neighborhood WhatsApp groups, leveraging accessible and low-cost technology to disseminate prevention strategies and obtain information on potential offenders; (3) systematic registration of potential offenders and effective communication of their records across police departments and sectors through the use of internal WhatsApp groups; and (4) focused surveillance and criminal investigation of identified potential offenders.

Non-violent vehicle theft dropped almost in half across the city and by over 70% in two of the police department's seven sectors.

Wednesday, August 9 Concurrent Workshops 8:30 – 9:45 a.m.

A Problem-Oriented Approach to Addressing Racial Disparities in Policing

Room: Walnut
Presenters:
Bob Scales, CEO, Police Strategies
Tamara Herold, Associate Professor, University of Nevada Las Vegas

Research evidence confirms that problem-oriented policing can effectively reduce crime and disorder problems. We explain why this policing strategy also holds promise for reducing racial disparities in justice outcomes. How police and communities define problem-solving goals, select benchmark measures, and investigate the causes of crime problems can impact disparities and public perceptions of police legitimacy. Concrete steps are offered to address these issues within each problem-solving phase. We show how specific data collection and analysis procedures can produce inaccurate results and promote faulty or misleading interpretations of police intervention outcomes (and suggest ways to avoid them). We conclude with a useful framework for identifying, developing, and choosing between crime prevention solutions most likely to produce equitable racial outcomes.

A Problem-Oriented Approach to Campus Policing

Room: The Mall
Presenter:
Brenda Bond, Professor, Suffolk University (Massachusetts)

According to the most recently available Department of Justice data, there are over 850 campus police agencies situated in urban, suburban, and rural areas across the United States. In many ways, campus police agencies reflect municipal police agencies in their public service missions and their commitment to safety for their communities and constituents. How campus police carry out their public safety services is of growing interest as police in general face challenges to reform and reimagine their work. Campus policing is of interest to a broad constituent base, as the connections between campus and municipal policing go beyond memoranda of understanding. Police and residents have an interest in university and campus safety for professional and personal reasons. The problem-oriented policing approach is a common approach to ensuring campus safety, and the future will surely see more as calls for reform on college campuses continue. This session will explore the challenges and changes facing campus police, and their municipal neighbors, and discuss the future of problem-solving in a campus environment.

Identifying and Responding to Rural Crime in New Zealand

Room: East End
Presenter:
Emma Ashcroft, Practice Lead for Prevention Development, New Zealand Police

The frequency of crime in rural New Zealand has increased in recent years, however Scanning found that underreporting remains high. The Rural Lookout trial sought to decrease crime in two stages. We first worked to increase reporting and understanding of rural crime by developing a new reporting channel – a geospatial app with photo/video attachment capability – specifically for rural

communities. Subsequently, the Response, currently underway, offers free security assessments to all rural properties in the trial area, tailored CPTED advice, and installation of recommended security measures arranged and subsidised by Police. Future activities will target community connectedness and feelings of safety.

SCRAPping Responses Likely to Fail

Room: West End
Presenters:
John Eck, Professor, University of Cincinnati (Ohio)
Shannon Linning, Assistant Professor, Simon Fraser University (Canada)
Captain Dan Gerard (ret.), Cincinnati (Ohio) Police Department

Are you longing for a way to flag ideas that are unlikely to reduce crime or disorder and may make things worse? We understand and we have something that may help you. We call it the SCRAP test. It consists of five questions to ask about any new strategy. The more questions the new strategy fails, the more likely the strategy will fail once put into practice. You can apply the SCRAP test to ideas you developed in the privacy of your car or office. You can also apply it to proposals by colleagues, elected officials, or city administrators who came up with them in their offices or in public meetings. In this session, we explain the SCRAP test, the research behind its key principles, and how to apply it. We invite participants to bring crime-reduction proposals in their local jurisdictions to the presentation so the session can apply the SCRAP test.

Introduction to Problem-Analysis

Room: Foothills
Presenter:
Julie Wartell, Crime Analysis Consultant

Traditionally, crime analysis in a police department has been broken down into administrative, tactical, and strategic approaches. With the advent of problem-oriented policing, there is a need for a different type of analysis – problem analysis. This session will provide an overview of problem analysis and the role crime analysis plays in problem solving. An excellent resource, 60 Steps to Problem Analysis, will be discussed as well as examples of problem analysis from around the world. Lastly, participants will have an opportunity to talk about the benefits and challenges to implementing crime analysis for problem solving.



Wednesday, August 9 Concurrent Workshops 10:00 a.m. – 11:15 a.m.

Alternative Responses to Citizen Requests for Police Services

Room: The Mall
Presenters:
Robin Engel, Senior Vice President, National Policing Institute
Matthew Lunn, Director of Strategic Initiatives, Denver (Colorado) Police Department
Lucy Larbalestier, CIRT Program Manager, City of Boulder (Colorado)

Very few law enforcement initiatives have garnered as much attention in the last few years as alternative response programs. Utilizing mental health professionals as part of an alternative response to certain call types can increase long-term success for individuals in crisis and decrease call volume from high-resource utilizers. The presenters will discuss their experience utilizing the SARA model to identify recurring problems associated with increasing calls related to mental health and substance abuse, the relevant data collected, community partners engaged to develop the programs, and how multiple agencies built and conducted evaluation plans.

The Power of CPTED: Cutting Crime with Urban Design

Room: East End
Presenters:
Greg Saville, Urban Planner, AlterNation LLC
Tarah Hodgkinson, Assistant Professor, Wilfrid Laurier University (Canada)

Crime prevention through environmental design (CPTED) is a powerful tool for cutting opportunities for crime and, in its advanced forms, for reducing the motives that give rise to it. CPTED analyzes where crime occurs and then provides tactics to modify the environment to make it difficult for offenders to offend with impunity. When done properly it also helps locals work cohesively to reduce crime motives and make their own neighborhood a safer place. This interactive session will describe the basics of 1st Generation CPTED and advanced forms of 2nd Generation CPTED. It will provide some examples where CPTED has cut crime and then describe SafeGrowth – the latest method to transform high crime neighborhoods. Finally, this session will provide information on what officers should look for in CPTED training courses, how to avoid the pitfalls of superficial CPTED, and how to obtain professional CPTED certification through the International CPTED Association.

A Problem-Oriented Approach to Wildlife Crime

Room: West End
Presenters:
Andrew Lemieux, LEAD Ranger, Problem-Oriented Wildlife Protection
James Slade, Wildlife Crime Prevention Specialist, Re:Wild
Damian Weekers, Wildlife Conservation Society

This session will consist of three shorter presentations:

Breaking Routines: Using the Problem-Oriented Approach and Crime Prevention to Support Global Conservation Efforts

Many Protected and Conserved Areas are threatened and challenged by a range of harmful and criminal activities. Responses are often limited to reactive measures or siloed efforts, which address the immediate threat, but not the overall problem. This

can lead to resource-intensive operations, which frequently rely heavily on a functioning criminal justice system and field personnel capacity for impact. This presentation gives a background on these challenges, and introduces how problem-oriented policing, along with other approaches from the conventional policing world, can provide conservationists with suitable, complimentary support to law enforcement.

Shifting Perspectives: Using the Problem-Solving Approach to Improve Our Understanding of Wildlife Trafficking

Historically, NGOs working in the field of wildlife crime and wildlife trafficking have focused on efforts to support law enforcement that aim to reduce crime through traditional means. However, the complex nature of these crimes and the jurisdictional limitations experienced in many places where they occur often constrains the effectiveness of traditional law enforcement strategies. Acknowledging these constraints, WCS has shifted its emphasis to counter transnational wildlife trafficking through a problem-solving and crime prevention approach. This presentation will showcase WCS' efforts to introduce the problem-solving approach to wildlife crime and provide examples of how this work is currently being applied.

Problem Analysis in Wildlife Protection Operations

We know we need problem solving...but how do we do it? This presentation describes how the POP Center's Wilderness Problems Resource Portal, a collection of resources that help agencies implement a problem-oriented approach, is being used to train teams around the world and create case studies of problem solving. It describes some of the "problems with problem solving" that are unique to conservation, and potential solutions to help improve the integration of problem analysis into operations.

Reducing Vehicle Theft in Morelia Mexico

Room: Foothills
Presenters:
Salvador Cárdenas Sánchez, Technical Secretary of the Commission, Morelia, Mexico
Alejandro González Cussi, Commissioner of Citizen Security, Morelia, Mexico

This project addresses vehicle thefts in the city of Morelia in Michoacán, Mexico. Vehicle thefts were the second-highest rising crime type in Morelia, impacting mostly low- and middle-income households with older model vehicles and no safe parking places. Crime mapping identified 13 areas with a high concentration of non-violent vehicle thefts. Temporal and target analyses were also conducted, as well as site observations, interviews with victims and neighbors, and

community meetings. This led to the characterization of situational risk factors and the identification of potential offenders. Four types of responses were implemented: (1) focused patrolling in hot spots; (2) neighborhood WhatsApp groups, leveraging accessible and low-cost technology to disseminate prevention strategies and obtain information on potential offenders; (3) systematic registration of potential offenders and effective communication of their records across police departments and sectors through the use of internal WhatsApp groups; and (4) focused surveillance and criminal investigation of identified potential offenders. Non-violent vehicle theft dropped almost in half across the city and by over 70% in two of the police department's seven sectors.

Wednesday, August 9 11:45 a.m. – 12:15 p.m.

Presentation of the 2023 Herman Goldstein Award for Excellence in Problem-Oriented Policing

Room: Walnut
And the winner is... How did the audience and the judges vote? Learn which project earns the title of winner of the 2023 Herman Goldstein Award for Excellence in Problem-Oriented Policing



Presenter Biographies

Emma Ashcroft is the practice lead for Prevention Development at Police National Headquarters New Zealand. Having worked for the police department since completing her PhD in 2019, Emma has facilitated the design, implementation, and evaluation of numerous burglary-focused prevention initiatives with varying designs and approaches across the country. She currently delivers training, assists community-policing teams directly and develops supporting resources to help embed problem solving and POP throughout New Zealand.

David Bentley joined policing in 2005 and has experience in response, neighbourhood and detective aspects of policing in the United Kingdom. Dave is currently a detective chief inspector on Western division in Surrey, managing reactive crime and child abuse investigations. He was a crime analyst prior to joining policing and recognises the importance of data in problem solving across all teams. Dave has a passion for neighbourhood policing and using innovative approaches to solve problems and involving the community in policing/partnership solutions.

Brenda Bond specializes in organizational change and culture, systematic and collaborative approaches to organizational and community challenges, and the development, implementation, and evaluation of public and social policies and practices. Her book, *Organizational Change in an Urban Police Department: Innovating to Reform (2020)*, analyzes changes in policy, practice and community relationships to understand innovation and organizational transformation in policing. She has conducted research across the United States, published her work in prestigious journals, and been cited in major media outlets. She is a nationally respected and recognized policing scholar who is valued by practitioners and policymakers for her participation and contributions to public policy, practice, and management. She serves as a subject matter expert for the U.S. Department of Justice's Bureau of Justice Assistance Strategies for Policing Innovation initiative, a senior Research Fellow for the National Police Foundation, and an associate consultant for 21CP Solutions, Inc. She previously served as a research associate at Harvard's Kennedy School of Government Program in Criminal Justice Policy & Management, as research advisor for the Northeastern Massachusetts Law Enforcement Council, and as director of research and development at the Lowell, Massachusetts, Police Department.

Michael Brooke is a retired police officer who served 30 years with West Yorkshire Police (a northern-based force in England) where he held a number of roles. His final post saw him with strategic responsibility for designing out crime across the county, during which he wrote *Planning for Crime Prevention*, an adopted supplementary planning document for councils, and *Design and Access Statements: How to Use Them to Prevent Crime*. Since retirement in 2010, Michael has worked for Police Crime Prevention Initiatives (Police CPI) in a variety of different roles. His current position of deputy chief operating officer sees him with day-to-day responsibility for the delivery of major national crime prevention schemes operated by Police CPI. These include Secured by Design (SBD), which is proven to reduce crime by up to 87%, the Police Crime Prevention Academy (PCPA), Licensing Security & Vulnerability Initiative (Licensing SAVI) and the Park Mark Safer Parking Award. Michael is a member of The University of Huddersfield's Applied Criminology Centre where academics and students welcome his experience. He is a contributor and author of designing out crime guides and papers and sits on a variety of subject-related committees and panels including the United Kingdom Government's Home Office

Safer Streets Fund and Places of Worship Protective Security Funding schemes. Away from work, together with his wife, Michael enjoys dining out and foreign travel, but says that with nine grandchildren, family is his main focus and pleasure.

Salvador Cárdenas Sánchez is the technical secretary of the commission in Morelia, Mexico.

Spencer Chainey is the director of continuing professional development at University College London's Jill Dando Institute of Security and Crime Science and director of the JDI's Latin America and Caribbean Unit. Spencer has over 25 years of experience in working in policing and public safety. Different to many academics, Spencer spends most of his time working with police and government agencies. He works with all ranks and across all levels of seniority, from those in local level front-line policing, to chiefs of police and heads of state. Spencer has particular expertise in helping police and public safety agencies implement problem solving/problem-oriented policing (POP) and intelligence-led policing (ILP) approaches, hot spots policing, improving serial crime investigation, and in drawing from the evidence about what works to reduce crime. Spencer has worked with agencies in all continents of the world with recent work including the implementation of POP approaches in the United Kingdom, Australia, New Zealand, and Uruguay (with projects that have reduced violence, property crime, and anti-social behavior), developing hot spots policing programmes to reduce street robbery in Argentina, Uruguay, Brazil, and Mexico, advising the Jamaican government on its national strategy for reducing violence, supporting the improvement of intelligence-led policing approaches in Denmark (to improve the investigation of criminal groups) and using a combination of POP and ILP principles in Brazil to address environmental crimes such as illegal mining and illegal logging.

Hugh Clements joined the Justice Department after nearly 40 years with the Providence Police Department in Providence, Rhode Island. He started his distinguished public safety career as a night patrol officer in Providence's uniform division. Over the next 26 years, he rose through the ranks, working in both the Special Investigations Bureau and the Detective Bureau, where he played active roles in several major investigations. He later served as deputy chief and was appointed as Acting Chief of Police in July 2011, and on Jan. 6, 2012, he was appointed as the 37th chief of the department and promoted to the rank of colonel. Hugh has worked

closely with major law enforcement, civil rights, and community organizations. He is the recipient of numerous commendations for outstanding police work and devotion to duty, including being recognized with the Providence Police Department Chief's Award three times and the White House Champions of Change Award for Reducing Drug Use and Building a Healthier America. Hugh received a Bachelor of Arts degree in sociology from the University of Rhode Island and a Bachelor of Science degree in the administration of justice from Roger Williams University. He holds a Master of Science degree in criminal justice from Boston University. He attended many specialty schools throughout his career, including the New York State Police Williams Homicide School, the Illinois State Police Supervisor's School, and the ATF National Gang School in California, and in 2005, he graduated from the Senior Management Institute for Police put on by the Harvard Kennedy School at Boston University.

Dave Coxon is a chief superintendent in Durham Constabulary, England, with 29 years of policing experience. He has a master's degree in criminology from Durham University. Dave is currently the head of the "People, Digital, Data, and Technology Command". He is responsible for delivery of the force's Supportive Leadership approach and is a tactical firearms and public order commander. Dave served for 12 years in various Neighbourhood Policing roles. He has also held senior leadership positions within Response and Force Control Room. Identifying the demand on policing from the mental health crisis, he established "Familiar Faces" in partnership with the NHS.

Gary Cordner is academic director in the education and training section of the Baltimore Police Department. Most recently, he served as chief research advisor for the National Institute of Justice (NIJ) LEADS Scholars Program. He was a CALEA commissioner (Commission on Accreditation for Law Enforcement Agencies) and has long been associated with the Center for Problem-Oriented Policing. He is professor emeritus at Eastern Kentucky University, where he served as dean of the College of Justice and Safety. Earlier in his career, he was a police officer and police chief in Maryland and obtained his PhD from Michigan State University.

Alejandro González Cussi is the commissioner of public security in Morelia, Mexico. He holds a law degree from the Universidad Panamericana, with master's degrees in public law and applied

public management from the University of Navarra, Spain, and the Tecnológico de Monterrey. He has worked in municipal government in Guadalajara and Zapopan in Jalisco, state government in the State of Michoacán, and in the federal government for the Department of the Interior.

Tristan Dickerson is the coordinator of Panthera's Furs for Life Demand Reduction Program. He has been involved with this program for 10 years and with leopard conservation for 15 years. The program focuses on providing an alternative to authentic furs for use during religious and cultural ceremonies. They have successfully achieved this with culturo-religious groups in South Africa and Zambia and now are looking at partnering with other groups in Africa and leopard range.

John E. Eck is a professor of criminal justice at the University of Cincinnati. He has been involved with problem-oriented policing since 1984 and has written numerous guides and other publications for police on the topic. He also studies crime places and how they can be handled by police.

Robin Engel, PhD, is senior vice president of the National Policing Institute, overseeing vast scientific investments to translate and integrate research into practice. Previously she served over 25 years in academic positions within institutions of higher education, including as vice president of Safety & Reform and professor of criminal justice at the University of Cincinnati. Robin was the principal investigator for over 100 funded research projects and ranked among the top criminal justice and criminology academics based on publications in prestigious peer-reviewed journals. She received the 2017 Distinguished Alumni Award from the University at Albany, the 2022 O.W. Wilson Award from the Academy of Criminal Justice Sciences, and is a Governor-appointed member of the Ohio Collaborative Community-Police Advisory Board.

Daniel W. Gerard, M.S., is a retired 32-year veteran of the Cincinnati, Ohio, Police Department (CPD) and is the director of business development at Peel9, a comprehensive law enforcement records management and analytics company. He received his bachelor's and master's degrees in criminal justice from the University of Cincinnati, is a graduate of the Southern Police Institute at the University of Louisville and completed the Senior Management Institute for Police offered by the Police Executive Research Forum. Daniel has published articles in in both academic and practitioner journals and has served as an invited consultant, speaker, trainer, and instructor for numerous police agencies, universities, and organizations throughout the United States and Canada.

Ronald Glensor is a retired assistant chief of the Reno, Nevada, Police Department. He has more than 35 years of police experience and has commanded the department's patrol, administration, and detective divisions. He is recognized internationally for his work in community policing and has provided instruction for more than 500 agencies throughout the United States, Canada, Australia, Ukraine, and the United Kingdom. He was a Research Fellow at the Police Executive Research Forum in Washington, D.C., where he was responsible for the development of training in police problem solving, and an Atlantic Fellow in London, where he examined repeat victimization at the British Home Office. He was the 1997 recipient of the Police Executive Research Forum's Gary P. Hayes Award. He co-authored *Community Policing and Problem Solving: Strategies and Practices* (6th edition, 2012), *Police Supervision* (3rd edition, 2010), and *Policing Communities: Understanding Crime and Solving Problems* (2000). He has a master's degree in public administration and policy, and a PhD in political science from the University of Nevada-Reno. He also serves as a judge for the Herman Goldstein Award for Excellence in Problem-Oriented Policing.

Rob T. Guerette is an associate professor in the School of Criminal Justice at Florida International University in Miami. With Ronald Clarke, he worked on a project with the U.S. Border Patrol that used a situational crime prevention framework to formulate ways to prevent deaths among smuggled migrants along the Mexican border. In addition, he has worked on projects in collaboration with the National Academy of Sciences, the British Home Office Research Directorate, and the New Jersey Department of Probation and Parole. His research has appeared in the *Journal of Criminal Justice*, *Security Journal*, *Crime Prevention Studies*, and the *European Journal on Criminal Policy and Research*. He is co-editor of the book *Migration, Culture Conflict, Crime, and Terrorism* (Ashgate Publishing 2006). He currently coordinates the annual Herman Goldstein Awards for Excellence in Problem-Oriented Policing. Guerette holds a doctorate in criminal justice from Rutgers University at Newark and was a Fellow at the Eagleton Institute of Politics, Rutgers University at New Brunswick. He can be reached at guerette@fiu.edu.

Annie Halstead is a response officer on the Island of Anglesey, North Wales. She has been a police officer for four years, having joined North Wales Police in 2019. In 2020, Annie won the Chief Constable's Probationer of the Year Award for student officers. Prior to joining the police department, Annie worked in various management roles within the hospitality industry, predominately in hotels. This experience benefited her in a recent problem-solving initiative, Op Blue Centennial, which aimed to prevent hotels suffering significant financial loss through PDQ (card machine) fraud.

Kris Henning, PhD, is a professor of criminology and criminal justice at Portland State University. He earned his PhD in clinical psychology from the University of Vermont, leading to more than 25 years of teaching and applied research addressing crime and criminal justice. His work has been supported by local and federal grants, including the National Institute of Justice (NIJ); Strategic Approaches to Community Safety Initiative) and the Bureau of Justice Assistance (BJA); Community-Based Crime Reduction, Smart Policing Initiative, and Project Safe Neighborhoods).

Maris Herold began her professional career as a social worker, serving as a sexual assault investigator and a juvenile psychiatric intake worker before joining the Cincinnati Police Department in 1993. Throughout her tenure at CPD, she developed and implemented several notable initiatives, including mental health response teams, numerous place-based crime reduction efforts, and ethical and constitutional responses to address community needs associated with homelessness and substance abuse issues. She has received several awards for her community collaboration and large-scale problem-solving projects to reduce crime and improve services for at-risk populations, including the 2016 Cincinnati Collaborative Agreement and Problem-Solving Award, and the 2017 and 2022 Herman Goldstein Awards for Excellence in Problem-Oriented Policing. The Center for Evidence Based Crime Policy at George Mason University inducted her into the Evidence-Based Policing Hall of Fame in June of 2022 in recognition of her lifelong efforts implementing evidence-based strategies from Cincinnati to Boulder. She holds a master's degree in criminal justice from Xavier University in Cincinnati, Ohio, and is a graduate of the FBI National Academy and the Police Executive Research Forum's Senior Management Institute for Police. She is currently an Executive Fellow at the National Policing Institute. She has served as police chief in Boulder, Colorado, since April 2020, leading her community and agency through the 2021 King Soopers mass shooting. She is committed to ensuring that the Boulder Police Department is recognized across the country as a model police agency, dedicated to evidence-based innovation and reform.

Tamara Herold is an associate professor of criminal justice and graduate director at the University of Nevada, Las Vegas. She also serves as an affiliate scholar for the International Association of Chiefs of Police – Center for Police Research and Policy. She received her PhD with an emphasis in crime prevention from the University of Cincinnati. She uses the crime science perspective to study the criminological impact of the design and management of places. Her publications propose, extend, or test crime-science models and help translate research findings into practice and policy. She conducts research and training for police agencies, venue managers, major sports leagues, and private security organizations.

Tarah Hodgkinson is an assistant professor in the department of criminology at Wilfrid Laurier University in Canada. Her research agenda on community safety includes crime prevention, policing, and spatial criminology. She has worked with police in Canada and Australia to address organizational change using bottom-up collaborative governance, including alternative response models for police. She is also a SafeGrowth practitioner and has worked with neighbourhoods across North America and Australia to develop local-level and sustainable crime prevention strategies.

Lee Hunt has more than 25 years of law enforcement experience working for five agencies. Each position related to implementing technology, developing strategic plans, staffing and workload analysis, building technical capabilities, and crime reduction models (Project Safe Neighborhoods, Problem-Oriented Policing, Stratified Policing, Intelligence-led Policing, and Community-Oriented Policing). In his current position, he leads research and technology projects that support crime reduction model implementations, and manages records, information management, and crime/intel analysis. He worked for the High Point, North Carolina, Police Department developing the methodology related to the PSN Drug Market Initiative and group-based violent crime. He has held roles as director of information services and strategic planning and analysis administrator. He led the PSN program focusing on group-driven gun violence for the Greenville, South Carolina, Police Department. His work with PSN has been presented at several conferences and includes numerous publications. He has consulted with law enforcement agencies on Focused Deterrence, violent crime reduction, and crime reduction strategies. He is the graduate of several leadership programs including the Police Executive Research Forum's Senior Management Institute for Policing (PERF Class 66). He holds a certificate as a Project Management Professional (PMP) and a PhD (archaeology) from the University at Buffalo. He currently serves on Center for Problem-Oriented Policing Strategic Planning Committee.

Kate Hyder is a detective chief inspector and heads the Surrey and Sussex Serious Organised Crime Teams, County Drugs Line Team, and Digital Investigation Support Unit. Kate has been a police officer for 13 years, and is a career detective, in the last five years focusing on organised crime and covert policing. In the Serious Organised Crime Unit, she has been focusing on embedding a problem-solving approach, using her team's knowledge gained from complex investigations to better inform prevention and protection activity led by Local Policing. She has a keen interest in digital innovation in policing and leads the force on digital investigation.

Jason Lamb has eight years of law enforcement experience. Currently assigned to the traffic division, he is also a member of Desert Regional SWAT where he is an explosive breacher and designated marksman. Additionally, he was the 2019 Desert Regional SWAT Operator of the Year. He also served four years as a detective, was a mobile field force instructor and use of force instructor.





Lucy Larbaestier, LPC, ACS, is the City of Boulder CIRT program manager who, along with the Police and Housing and Human Services departments, will help to lead and plan CIT training, dedicated officer overtime hours, and evaluation elements. Lucy has specialized in the field of crisis response and assessment more than 12 years. Specifically, she has worked as a co-responder clinician for seven years, with the last four years in a supervisory role. She is the longest serving co-responder in Boulder County and has years of experience training clinicians to become co-responders. Additionally, Lucy has been involved in the development and implementation of three behavioral health co-response programs. Because of her extensive experience responding to behavioral health crises with law enforcement, she is well positioned to understand the challenges and needs of a collaborative crisis response.

Nancy La Vigne was appointed by President Biden as director of the National Institute of Justice (NIJ), the research and technology arm of the U.S. Department of Justice, on March 28, 2022. A nationally recognized criminal justice policy expert, her research expertise ranges from policing and corrections reform to reentry from prison, criminal justice technologies, and evidence-based criminal justice practices. Prior to joining NIJ, she served as executive director of the Council on Criminal Justice's Task Force on Policing. Before that, she served as vice president at the Urban Institute (Urban), a nonprofit social policy research organization based in Washington, D.C., where over the course of a decade, she directed Urban's Justice Policy Center. Her tenure at Urban included serving as executive director of the congressionally mandated bipartisan Charles Colson Task Force on Federal Corrections Reform. She is not new to NIJ, having been the founding director of the Institute's Crime Mapping Research Center several years ago, as well as serving as special assistant to the Office of Justice Program's acting assistant attorney general. She holds a PhD in criminal justice from Rutgers University, a master's degree in public affairs from the LBJ School at the University of Texas-Austin and a bachelor's degree in government and economics from Smith College.

Andrew Lemieux is editor-in-chief of the POP Center's Wilderness Problems Resource Portal and manages LEAD Ranger's Problem-Oriented Wildlife Protection program. He provides training and mentorship to help organizations establish problem-solving teams, solve problems, and write up their experiences as case studies. Andrew was previously a researcher at the Netherlands Institute for the Study of Crime and Law Enforcement (NSCR) where he coordinated the Wildlife Crime

and Wilderness Problems research theme. He is a Research Fellow at the NSCR and VU University in Amsterdam.

Shannon Linning is an assistant professor in the School of Criminology at Simon Fraser University. She teaches courses in crime prevention, policing, and research methods. She earned her doctorate in criminal justice with a specialization in crime prevention from the University of Cincinnati. Her current research explores how the owners and managers of property can create safer neighborhoods by suppressing crime opportunities at and around their properties. Her work appears in journals including *British Journal of Criminology*, *Crime Science*, and *Journal of Quantitative Criminology*. She is also the co-author of books, including *Whose "Eyes on the Street" Control Crime? Expanding Place Management into Neighborhoods and Place Management and Crime: Ownership and Property Rights as a Source of Social Control*. She is currently working on a problem-oriented policing book. It will guide police on how to re-think problems and reduce crime by partnering with those in city management, urban planning, property development, business, and real estate.

Matthew M. Lunn, PhD, is the director of strategic initiatives at the Denver Police Department. His focus is on developing short- and long-term strategic goals, driving innovation and evaluation efforts, and maximizing organizational efficiency and effectiveness. Matthew received his PhD from the University of Colorado Colorado Springs and is a graduate of the Senior Executives in State and Local Government from the John F. Kennedy School of Government at Harvard University and the Police Executive Research Forum's Senior Management Institute for Police. He holds a faculty appointment at The State University of New York, Binghamton. His areas of research include the use of force, policy and program evaluation, and crisis leadership.

Edward Lyons has been with the Surry Police for 13 years. He is an inspector working as part of Western Surrey's response policing team. Eight years of his career has been based in neighbourhood policing so he has seen first-hand the difference that problem-orientated policing can make to the community. He is amazingly proud of the work Surrey Police have completed around the Basingstoke Canal and hopeful that the changes will leave a legacy and result in long-term change that will benefit Woking and the community. He truly believes that problem solving in policing is vital to ensure that we continue to develop and improve how we police.



Aditya Malgaonkar works with Panthera as a research and analysis lead to support conservation interventions aimed at recovering wildcat populations and protecting their wilderness habitats. The prime focus of his work is utilizing data to understand specifics of wildlife crime problems and evaluate the impact of counter wildlife crime interventions. He also helps to develop problem-specific interventions, and train and mentor wildlife protection staff to implement interventions.

Andrew Mills has been a chief of police for 10 years and is currently the chief of police in Palm Springs, California. He also serves Governor Newsome on the Board of State and Community Corrections. He was the 2000 recipient of the Police Executive Research Forum's Gary P. Hayes Award for his contributions to improving the quality of police service nationally. Andy managed one patrol team that won the Herman Goldstein Award for Excellence in Problem-Oriented Policing and others that were Goldstein finalists. His work in the field has been included in several publications produced by PERF and the USDOJ, COPS Office.

William Moss has been in law enforcement for 10 years and is currently assigned to the patrol division. He is also a member of Desert Regional SWAT where he serves as a certified master breacher and certified team leader. He is currently a use of force instructor and previously served four years in the Palm Springs Police Department Detective Bureau.

Daniel Reinhard, PhD, is the chief data analyst at the Boulder Colorado Police Department, and a criminology lecturer at the University of Northern Colorado. His doctoral studies were done at Texas State University where he was the College of Applied Arts Outstanding PhD Student from 2021-2022. He reviews and publishes research pertaining to homelessness, specifically about panhandling, spatial mobility, and contact with police. He has previously consulted on projects about locating and counting panhandlers in urban areas. Current manuscripts involve analyzing crime near encampments, camping tickets, and assessing previous police contact with unhoused decedents. He publishes on varied other topics, including catalytic converter theft, outdoor assault, and rental property crime. Recent studies can be found in the *Journal of Social Distress and Homelessness*, *Criminal Justice Review*, *The Police Journal: Theory, Practice and Principles*, and *Crime Prevention and Community Safety*.



Rob Rands is a chief inspector with the North Wales Police and is responsible for policing the Isle of Anglesey (Ynys Mon), in North Wales, United Kingdom, a post he has held since November 2020. Prior to that Rob was the force lead for problem solving, designing and implementing the force solution as well as managing the force problem solving hub. Rob has been a police officer for 22 years and has spent all of that time in uniform roles. He has a strong operational background having held command roles for Firearms, Riot policing, Search and Chemical incident response. Prior to becoming a police officer, he was an archaeologist.

Stephen Redfeam is deputy police chief with Boulder Police Department. Prior to Boulder, he served with the Aurora Police Department for 22 years and worked in every division including being the commanding officer of District 1, the night shift captain, the commanding officer of the Major Crimes Unit, and working in the Vice and Narcotics Unit and East Metro Auto Theft Task Force. Stephen was a first responder to the Century 16 movie theater shooting and oversaw the hospital transport of victims in police cars. Stephen is proud to consult for the Office of Victims of Crime (USDOJ) and serves as a subject matter expert for the Colorado Association of Chiefs of Police legislative committee. Stephen is the founding president of the Colorado Fallen Hero Foundation and holds a Bachelor of Science in criminal justice from the Metropolitan State College of Denver, and a Master of Science in organizational leadership from the Colorado State University.

Ben Ryan is a detective and has been in Law Enforcement for 10 years. He currently is assigned to the Palm Springs Detective Bureau where he investigates sex crimes and crimes against children. Ben is a member of Desert Regional SWAT where he serves as a certified master breacher and certified team leader. He is also a black belt in Jiu Jitsu and serves as a department use of force instructor where he oversees the ground control program that he developed.

Rachel Santos, PhD, professor and co-director of the Center for Police Practice, Policy and Research at Radford University (VA), conducts practice-based research on problem solving and crime analysis, organizational change and accountability, and sustainability of evidence-based crime reduction strategies in police organizations. She is a co-creator of Stratified Policing and an international expert on crime analysis and has conducted experimental research and evaluation of police practices. She has published research reports, practitioner guidebooks, books, and academic articles and serves as subject matter expert for large-level federal initiatives.

Roberto Santos, PhD, associate professor and co-director of the Center for Police Practice, Policy and Research at Radford University (VA), is a retired police commander from a large agency in Florida. He is recognized internationally for his impact on the field of policing through his high-level rigorous research, translation of research to practice, and hands-on work with police organizations. He is the co-creator of Stratified Policing and works closely with local, county, and state law enforcement agency leadership to accomplish organizational change and implement problem solving and crime analysis, accountability, and sustainable processes for evidence-based crime reduction strategies.

Gregory Saville is a criminologist and urban planner specializing in crime prevention through environmental design (CPTED) and emotional intelligence. He is a former police officer and ran Canada's first CPTED consultancy. He has published five books and over 50 studies on crime prevention and policing in professional periodicals and peer-reviewed journals. He is a co-founder of the International CPTED Association and chair of that organization's CPTED course accreditation program. He is a judge for the Herman Goldstein Award for Excellence in Problem-Oriented Policing. He is an expert legal witness in offender target choice selection and spatial forensics for major crime cases. In 2007, he created SafeGrowth

neighborhood planning to implement CPTED into high-crime areas and he has taught this in cities around the world. He is a former professor at the Public Safety and Forensic Science Center at the University of New Haven.

Bob Scales is a founding partner of Police Strategies LLC where he currently serves as the chief executive officer. Police Strategies LLC uses data science and technology to help law enforcement agencies implement effective policies, training programs, and accountability systems. The company's Police Force Analysis SystemSM provides law enforcement with in-depth reviews of force incidents, helping agencies identify and address high risk conduct and compare use of force practices across multiple agencies. Bob has partnered with several universities to analyze the data collected by his data systems and has published several peer-reviewed academic journal articles on use of force practices. Previously, he served as a deputy prosecuting attorney in King County Washington, a special assistant United States attorney for the Western District of Washington, the assistant director for public safety for the City of Seattle, the director of government affairs for the Seattle City Attorney, and the compliance coordinator for the Seattle Police Department. Bob represented Seattle during the USDOJ pattern or practice investigation of the Seattle Police Department in 2011 and helped to negotiate the subsequent consent decree. He was elected to two terms on the Bainbridge Island, Washington, City Council and served one year as mayor.

Michael Scott is the director of the Center for Problem-Oriented Policing and clinical professor at Arizona State University's School of Criminology and Criminal Justice. He also chairs the judging committee for the Herman Goldstein Award for Excellence in Problem-Oriented Policing. Mike was previously a clinical professor at the University of Wisconsin Law School; chief of police in Lauderhill, Florida; served in various civilian administrative positions in the St. Louis Metropolitan, Ft. Pierce,

Florida, and New York City police departments; and was a police officer in the Madison, Wisconsin, Police Department. He developed training programs in problem-oriented policing as a senior researcher at the Police Executive Research Forum (PERF). He was the 1996 recipient of PERF's Gary P. Hayes Award for innovation and leadership in policing. Mike holds a law degree from Harvard Law School and a bachelor's degree from the University of Wisconsin-Madison. He can be contacted at msscott@popcenter.org.

Matt Sessions is Warwickshire Police's Problem Solving tactical advisor, having transferred from Surrey Police last year. He has a bachelor's degree in psychology and a master's degree in forensic psychology. He helped to establish Surrey Police's Problem Solving Team in 2020, which culminated in the force being graded as Outstanding at Preventing Crime and Anti-Social Behaviour by Her Majesty's Inspectorate of Constabulary in 2022. Matt co-lead on Operation Blink in 2021 before moving to Warwickshire Police to reinvigorate problem solving there. He is particularly interested in the recording of problem solving and applying it to road safety.

Aiden Sidebottom is an associate professor at the Jill Dando Institute of Security and Crime Science at University College London. He has a long-standing interest in crime prevention and problem-oriented policing. In 2019 he undertook a national assessment of the state of problem-oriented policing in England and Wales. More recently, he has been supporting several police forces in their use of problem-oriented policing to reduce violence in public places. Aiden is a member of the academic advisory board for His Majesty's Inspectorate of Constabulary and Fire and Rescue Services and is a judge for the Goldstein Award for excellence in problem-oriented policing.

Trish Slack is a mental health nurse. She has spent most of her career working in the NHS, England. She has vast experience nursing and managing adults experiencing mental health distress and crises in hospital and forensic environments. She has an honours degree in practice innovation. She was a Modern Matron before being seconded to the role of multi-agency "Familiar Faces" project manager and coordinator working alongside Durham Constabulary. After 40 years service she was awarded a chief constable commendation for her support to police training, professional development, and responding to individuals experiencing mental health issues.

James Slade is the wildlife crime prevention specialist for Re:wild, a conservation NGO with a focus on supporting local partners in our focal regions. He works with these partners to develop and implement crime prevention strategies and create area-specific approaches to support law enforcement efforts. Before joining Re:wild in 2018, James spent many years working with rangers, and managing anti-poaching operations in Zimbabwe. James is a professional member of the Game Rangers Association of Africa, a steering committee member of the Universal Ranger Support Alliance and the SMART Partnership Capacity Council chair.

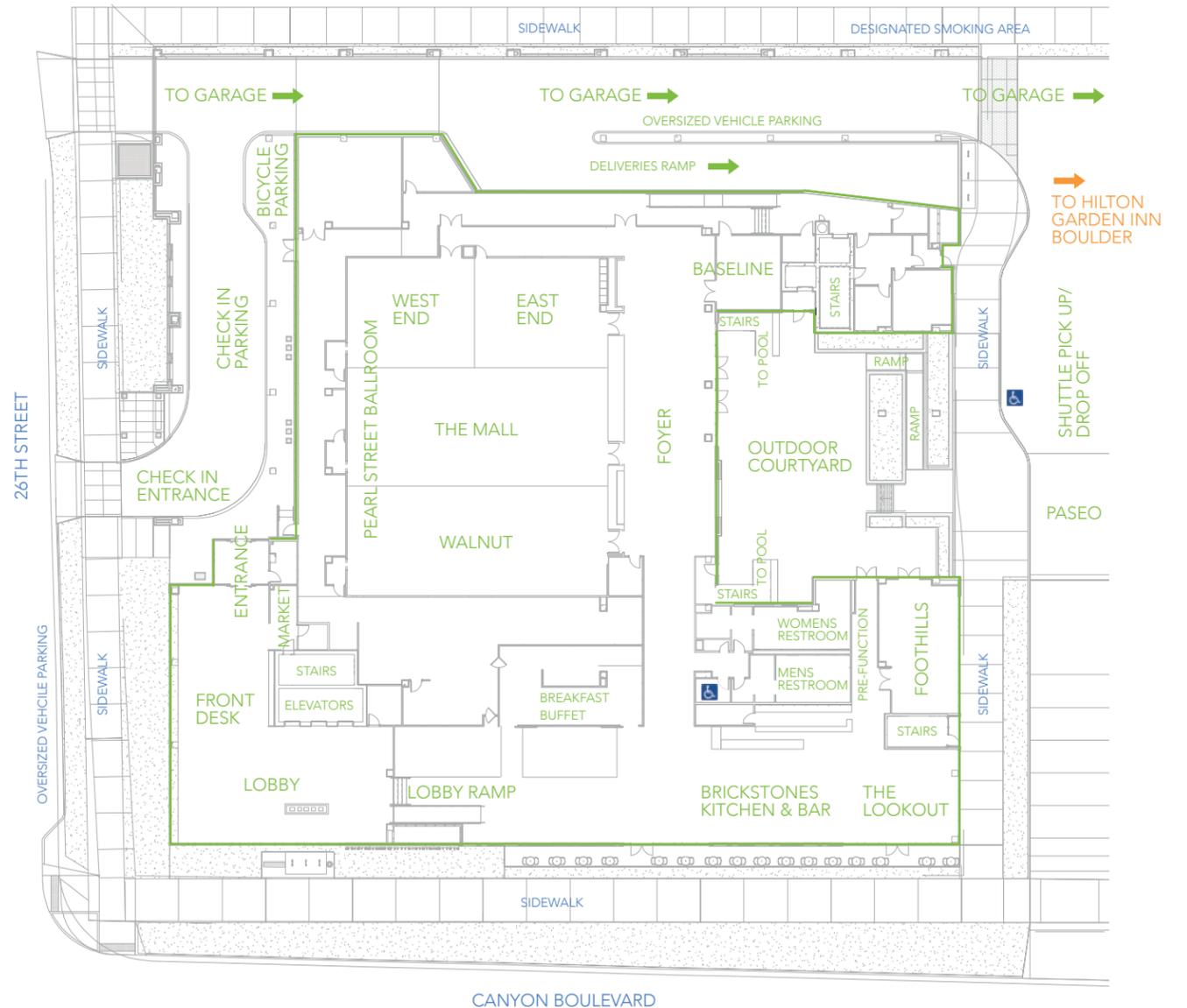
Julie Wartell has spent the last 25 years working with local, state, and federal criminal justice agencies and communities around crime analysis, research, and prevention. This includes work as a crime analyst for police and prosecution agencies, managing a regional crime mapping and analysis initiative, conducting research and evaluation for the Institute for Law and Justice, as a Fellow for the National Institute of Justice, and as an independent advisor. Julie has performed a wide range of

research on and analysis of crime problems, as well as in-depth studies of police and prosecutor processes. She has worked on strategic-planning efforts, program evaluations, and assessing policing and prosecutorial information technologies. Julie has conducted extensive training and made presentations to officers, prosecutors, analysts, and community groups internationally on topics relating to crime analysis, problem solving, and policing. She has edited or authored numerous publications and currently teaches GIS for Urban and Community Planning, and Craft Breweries and the Urban Economy at the University of California-San Diego. Julie has a master's degree in public administration with an emphasis in criminal justice administration from San Diego State and a postgraduate diploma in applied criminology and police management from the University of Cambridge.

Damien Weekers leads the global research and analysis program for counter wildlife trafficking at WCS. In this role he works across WCS country and regional programs to collect and analyse information on transnational wildlife crime problems and works to develop the capacity of wildlife crime analysts within WCS. Damien has a PhD in criminology from the University of Queensland where his research focused on applying the theories of environmental criminology to illegal fishing in Australia. Damien is an experienced intelligence analyst working for the Australian government before moving to WCS in 2022.

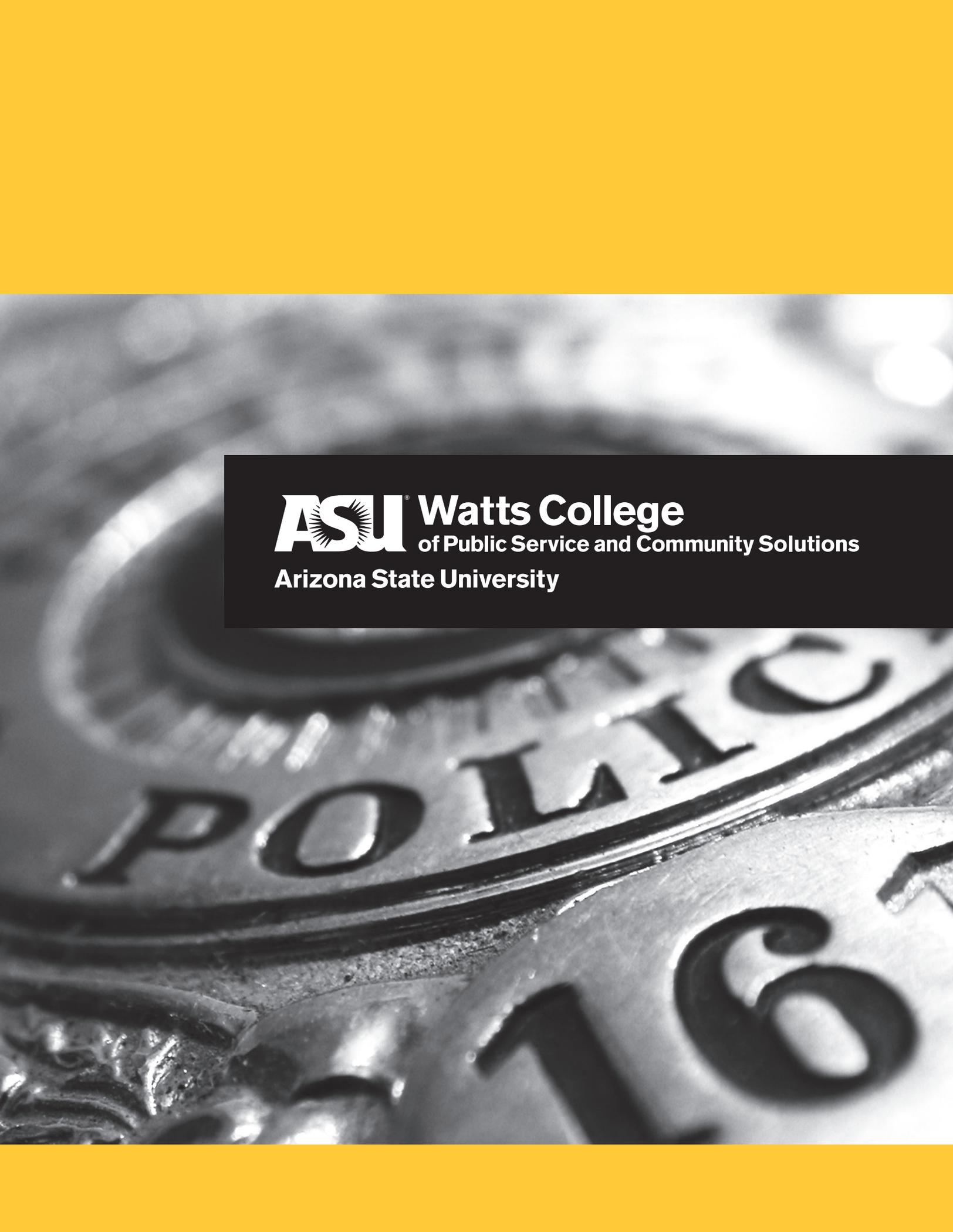
Gareth Whittington-Jones has 16 years of experience working in the conservation sector in Africa and the Middle East. In 2015 he joined Panthera as the Furs for Life Coordinator and during his time in that role was responsible for establishing the Saving Spots project in partnership with the Barotse Royal Establishment of the Lozi People. He has since taken on a position as Panthera's Counter Wildlife Crime coordinator for Southern Africa but continues to oversee the organisation's wildcat skin demand reduction projects in addition to coordinating protected area site security and counter-trafficking initiatives across the region.

Meeting room floor plan



- Embassy Suites Boulder
- Hilton Garden Inn Boulder
- Other



A black and white close-up photograph of a stack of coins. The word 'POLITICAL' is embossed on the top coin, and the number '16' is visible on the coin below it. The coins are slightly out of focus, creating a sense of depth.

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