

32nd Annual Problem-Oriented Policing Conference

Sponsored by



Center for
Problem-Oriented Policing

at Arizona State University



Sept. 12-14, 2024 | Baltimore, MD

2024 POP Conference program contents

General information 4

- Registration and general information
- Local information
- Conference materials
- Meals
- Networking reception
- Name badge

Agenda overview 5-7

Conference abstracts 8-13

Presenter biographies 14-18

Meeting room floor plans 19



2024 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.

Thursday, September 12th

32nd Annual Problem-Oriented Policing Conference						
7:30 – 8:30 Registration and Refreshments						
Chesapeake Ballroom						
8:30 – 10:00	Opening Session and Welcoming Remarks: Michael Scott, Director, Center for Problem-Oriented Policing Richard Worley, Commissioner, Baltimore Police Department Nancy La Vigne, Director, U.S. Department of Justice, National Institute of Justice					
	Plenary Session Panel Discussion: AI and POP Discussants: Tamara Herold, John Eck, Michael Zidar and Nancy La Vigne					
10:00 – 10:30	Break					
Location	Potomac	Severn	Loch Raven I	Loch Raven II	Chesapeake I	
10:30 – 11:45	Goldstein Finalist South Yorkshire Police (UK) Operation Park Safe Presenters: Chief Inspector Kevin Smith & Sujata Kaladagi	Introduction to Problem-Oriented Policing Presenter: Michael Scott	Leadership to Sustain Problem-Oriented Policing Presenters: Chief Maris Herold, Chief Shon Barnes, Chief Superintendent Lauren Poultney & Hugh Clements	Preventing People with Dementia from Going Missing Presenter: Inspector Stuart King	Community-Led POP: The SafeGrowth Program in Multiple Cities Presenters: Greg Saville, Tarah Hodgkinson & Mateja Mihinjac	
11:45 – 1:15	Lunch on your own					
Location	Potomac	Severn	Loch Raven I	Loch Raven II	Chesapeake I	
1:15 – 2:30	Goldstein Finalist Palm Springs (CA) Police Department Homelessness and Public Safety in Palm Springs Presenters: Officer Jorge Diaz, Officer Jordan Belchamber, Sergeant Frank Guarino, Lieutenant William Hutchinson & Kristi Smith	Introduction to Problem-Analysis Presenters: Julie Wartell & Sergeant Ray Kianes	University of Chicago Crime Lab POP in Progress: Flash Presentations Presenters: Brandon Sanchez, Captain Sammy Shaffer, Major Jason Bennett & Captain David Smith	POP in the Wilderness Presenters: Andrew M. Lemieux, James Slade & Elle J. Xu	Community-Led POP: The Program in Multiple Cities Presenters: Greg Saville, Tarah Hodgkinson & Mateja Mihinjac	
2:30 – 3:00	Break					
Location	Potomac	Severn	Loch Raven I	Loch Raven II	Chesapeake I	
3:00 – 4:15	Goldstein Finalist Indonesia Ministry of Environment and Forestry Reforming Hunters to Reduce Animal Snaring in Indonesia Presenters: Dian Risdianto, Zaidi & William (Wily) Marthy	Problem-Solving Thinking Tools Presenters: John Eck & Tamara Herold	Stratified Policing: A Business Model for Problem Solving to Reduce Crime and Disorder Presenter: Rachel Santos, Roberto Santos, Chief Shon Barnes & Lee Hunt	Tucson (AZ) Police Department Taking Back the Two-Nine: Neighborhood Crime Reduction Presenters: Sergeant Sean Travers & Officer Vincent Sullivan	Baltimore (MD) Police Department Controlling the Nuisance of Squeegee-Men in Baltimore Presenters: Tracey Estep, Kevin Jones & Cassie Clemente	
5:00 – 7:00	Networking Reception					

Friday, September 13th

7:30 – 8:30		Refreshments			
Location	Potomac	Severn	Loch Raven I	Loch Raven II	Chesapeake I
8:30 – 9:45	Goldstein Finalist Great Manchester Police (UK) Operation Vulcan Room: Potomac Presenters: Detective Superintendent Neil Blackwood, Detective Chief Inspector Jen Kelly	Reducing Racial Disparities through Problem-Oriented Policing Room: Severn Presenters: Bob Scales, Tamara Herold	Teaching Problem-Solving Skills Presenters: Ron Glensor, Greg Saville, Andrew M. Lemieux,	POP in Progress: Flash Presentations (SMART Policing) Presenters: Brandon Sanchez, Captain Sammy Shaffer, Major Jason Bennett, Captain David Smith	Goldstein Finalist Palm Springs (CA) Police Department Homelessness and Public Safety in Palm Springs Presenters: Officer Jorge Diaz, Officer Jordan Belchamber, Sergeant Frank Guarino, Lieutenant William Hutchinson, Kristi Smith
9:45 – 10:15		Break			
Location	Potomac	Severn	Loch Raven I	Loch Raven II	Chesapeake I
10:15 – 11:30	Goldstein Finalist Baltimore (MD) Police Department Reducing Gun Violence in Baltimore Presenters: Kevin Jones, Stefanie Mavronis, Tyrone (Ty) Kent, Rev. Dr. LaVern Murray, Jeremy Biddle	Introduction to Problem-Oriented Policing Presenter: Michael Scott	Stratified Policing: A Business Model for Problem Solving to Reduce Crime and Disorder Presenters: Rachel Santos, Roberto Santos, Chief Shon Barnes, Lee Hunt	POP in Progress Flash Presentations (SMART Policing) Presenters: Deputy Chief Dustin Major Tony Orue, Sergeant Sarkis Jopalian, Officer Ross Maynard, Julie Wartell, Dr. Aili Malm, Dr. Cory Habe	Goldstein Finalist South Yorkshire Police (UK) Presenters: Chief Inspector Kevin Smith, Sujata Kaladagi
11:30 – 1:00		Lunch on your own			
Location	Potomac	Severn	Loch Raven I	Loch Raven II	Chesapeake I
1:00 – 2:15	Tucson (AZ) Police Department Taking Back the Two-Nine: Neighborhood Crime Reduction Presenters: Sergeant Sean Travers, Officer Vincent Sullivan	Interviewing Offenders for Problem-Solving Presenters: Michael Zidar, Lieutenant David Brinker	Leadership to Sustain Problem-Oriented Policing Presenters: Chief Maris Herold (ret.), Chief Shon Barnes, Chief Superintendent Lauren Poultney, Hugh Clements	Durham and Cumbria Constabularies (UK) Operation Soteria Presenter: Detective Chief Superintendent David Ashton	Goldstein Finalist Indonesia Ministry of Environment and Forestry Reforming Hunters to Reduce Animal Snaring in Indonesia Presenters: Dian Risdianto, Zaidi, William (Willy) Marthy
2:15 – 2:45		Break			
Location	Potomac	Severn	Loch Raven I	Loch Raven II	Chesapeake I
2:45 – 4:00	Teaching Problem-Solving Skills Presenters: Ron Glensor, Greg Saville, Andrew M. Lemieux	Problem-Solving Thinking Tools Presenters: Tamara Herold, John Eck	Avon and Somerset Constabulary (UK) Preventing People with Dementia from Going Missing Presenter: Inspector Stuart King	Baltimore (MD) Police Department Controlling the Nuisance of Squeegee-Men in Baltimore Presenters: Tracey Estep, Kevin Jones, Cassie Clemente	Goldstein Finalist Great Manchester Police (UK) Operation Vulcan Presenters: Detective Superintendent Neil Blackwood, Detective Chief Inspector Jen

Saturday, September 14th

7:30 – 8:30		Refreshments			
Location	Potomac	Severn	Loch Raven I	Loch Raven II	Chesapeake I
8:30 – 9:45	POP in the Wilderness Presenters: Andrew M. Lemieux, James Slade, Elle J. Xu	Durham and Cumbria Constabularies (UK) Operation Soteria Presenter: Detective Chief Superintendent David Ashton	POP in Progress Flash Presentations (SMART Policing) Presenters: Deputy Chief Dustin Thompson, Major Tony Orue, Sergeant Sarkis Jopalian, Officer Ross Maynard, Julie Wartell, Dr. Aili Malm, Dr. Cory Haberman	Goldstein Finalist Baltimore (MD) Police Department Reducing Gun Violence in Baltimore Presenters: Kevin Jones, Stefanie Mavronis, Tyrone (Ty) Kent, Rev. Dr. LaVern Murray, Jeremy Biddle	
9:45 – 10:00		Break			
Location	Potomac	Severn	Loch Raven I	Loch Raven II	Chesapeake I
10:00 – 11:15	Interviewing Offenders for Problem-Solving Presenters: Michael Zidar, Lieutenant David Brinker	Reducing Racial Disparities through Problem-Oriented Policing Presenters: Bob Scales, Tamara Herold	Introduction to Problem Analysis Presenters: Julie Wartell, Sergeant Ray Kianes		
11:15 - 11:45	Break				
11:45 - 12:15	Presentation of the 2024 Herman Goldstein Award for Excellence in Problem-Oriented Policing Room: Chesapeake II				



Conference Abstracts

Thursday, September 12th

8:30 a.m. – 10:00 a.m.

Opening Session

Welcoming Remarks

Presenters:

Michael Scott, Director, Center for Problem-Oriented Policing, dRichard Worley, Commissioner, Baltimore Police Department, Nancy La Vigne, Director, U.S. Department of Justice, National Institute of Justice

Plenary Session

Panel Discussion: AI and POP

Moderator:

Gary Cordner

Discussants:

Tamara Herold, John Eck, Michael Zidar and Nancy La Vigne

In this opening plenary, we will explore how Artificial Intelligence (AI) can be harnessed to advance Problem-Oriented Policing (POP). Panelists will discuss AI's potential to inform thinking and decision-making throughout the problem-solving process, from identifying and analyzing problems to developing and evaluating tailored responses. We will use live demonstrations of AI capabilities to delve into AI's practical applications and future possibilities. Attendees will be invited to share their POP challenges and critique AI-driven solutions. This interactive session will end with a call to help build and refine new AI POP tools and resources.

Thursday, September 12th

Concurrent Workshops

10:30 a.m. – 11:45 a.m.

Goldstein Finalist

South Yorkshire Police (UK)

Operation Parksafe

Room: Potomac

Presenters: Chief Inspector Kevin Smith, South Yorkshire Police (UK), Sujata Kaladagi, Police Community Support Officer, South Yorkshire Police (UK)

A community survey identified "parking issues" as the second-highest priority of the public. Increasing signage was not proving effective. The streets were becoming overcrowded with parked vehicles, leading to an increase in people parking in dangerous or anti-social manners. The areas most affected had Victorian or terraced housing which were not designed to accommodate large numbers of parked cars. Because these streets were not subject to parking restrictions, there was insufficient traffic enforcement, compounded by confusion as to which agency was responsible. The city of Sheffield had a disproportionate number of children killed or seriously injured in road accidents. A web platform was created to facilitate public reporting of traffic offenses to the police. These reports are triaged by officers, and then used to prosecute those who park vehicles in a dangerous or antisocial manner. Behavioral nudges are used to reduce further offending, including via web and social media communication. The higher volume and quality of complaints has led to 80% of reports resulting in police enforcement action, with charges being successfully processed through the court system. Cost-benefit analysis revealed that this new online system is more cost effective than reactive approaches. Drivers who experience legal consequences for illegal parking stop doing it, thereby reducing road danger.

Introduction to Problem-Oriented Policing

Room: Severn

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.

Leadership to Sustain Problem-Oriented Policing

Room: Loch Raven I

Panelists:

Chief Maris Herold (ret.), Senior Policy Advisor, U.S. Department of Justice, Bureau of Justice Assistance, Chief Shon Barnes, Madison (WI) Police Department, Chief Superintendent Lauren Poultney, South Yorkshire Police (UK), Hugh Clements, Director, U.S. Department of Justice, Office of Community Oriented Policing Services (COPS)

Moderator:

Gary Cordner, Academic Director, Education and Training, Baltimore (MD) Police Department

Implementing and sustaining problem-oriented policing is challenging. This session features four panelists who have had extensive experience with that challenge while serving as chief officers of police agencies. In Q&A format, they will share what they have learned as leaders trying to implement and sustain problem-oriented policing in their respective agencies. In addition, two of the panelists are now in national-level positions with responsibilities for enhancing and promoting problem-oriented policing, crime prevention, and community policing across the breadth of their countries possibly an even bigger challenge.

Avon and Somerset Constabulary (UK)

Preventing People with Dementia from Going Missing

Room: Loch Raven II

Presenter: Inspector Stuart King, Avon and Somerset Constabulary (UK)

The Avon and Somerset Dementia Safeguarding Scheme addresses the problem of missing persons with dementia. Initial scanning in 2015 identified a significant increase in such cases and revealed the cost-intensive nature of search operations. Official national statistics are thought to be conservative and not a true reflection of the actual problem. An external review of this scheme showed it to be largely successful in preventing people living with dementia from going missing, with substantial cost savings. Further improvements to the scheme include enhancing the use of GPS tracking pendants for high-risk individuals, enabling real-time monitoring of their location, and use of other devices, such as wristbands, hangtags and lanyards that better enable individuals and organizations to keep track of and locate individuals with dementia in their care. A national system facilitated the recording of vital information online, ensuring its accessibility during missing person searches.

Community-Led POP: The SafeGrowth Program in Multiple Cities

Room: Chesapeake I

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

This interactive session will introduce the SafeGrowth program—a CPTED, problem-solving, and crime prevention planning method underway in multiple cities (Baltimore, Madison, Vancouver, BC, Palm Springs, CA). The session begins with an overview of SafeGrowth and the methods used to cut crime such

as CPTED – crime prevention through environmental design. Following the overview, there will be 11 stations set up around the room with tabletop presentations of problem-solving projects dealing with everything from drug dealing, street crime, and homelessness to vehicle crime and blight. Community groups, residents, and police currently engaged in that project work will be at those stations for you to visit, ask questions, and learn how they reduce crime and improve livability.

Thursday, September 12th

Concurrent Workshops

1:15 p.m.–2:30 p.m.

Goldstein Finalist

Palm Springs (CA) Police Department Homelessness and Public Safety in Palm Springs

Room: Potomac

Presenters:

Officer Jorge Diaz, Palm Springs (CA) Police Department, Officer Jordan Belchamber, Palm Springs (CA) Police Department, Sergeant Frank Guarino, Palm Springs (CA) Police Department, Lieutenant William Hutchinson, Palm Springs (CA) Police Department, Kristi Smith, Code Compliance Officer, Palm Springs (CA) Police Department

Operation Relentless Sun was a groundbreaking initiative designed to address homelessness in Palm Springs through a comprehensive and proactive approach. This project aimed to accurately identify the true homeless population within the city and provide essential resources during every field contact to support their immediate needs. Additionally, Operation Relentless Sun targeted criminal activity within the homeless community, focusing on arresting individuals who committed crimes against other homeless residents and or the broader community. By fostering strong collaborations with nonprofit outreach organizations, the initiative sought to effectively reduce the homeless population and improve overall community safety. Through strategic enforcement and robust support systems, Operation Relentless Sun represents a holistic effort to tackle homelessness and enhance quality of life in Palm Springs.

Introduction to Problem-Analysis

Room: Severn

Presenters: Julie Wartell, Crime Analysis & Problem-Solving Consultant, Problem Analysis Group, Sergeant Ray Kianes, Austin (TX) Police Department

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.

University of Chicago Crime Lab POP in Progress: Flash Presentations

Room: Loch Raven I

Presenters:

Brandon Sanchez, Acting Deputy Chief, San Jose (CA) Police Department, Captain Sammy Shaffer, Knoxville (TN) Police Department, Major Jason Bennett, Baltimore (MD) Police Department, Captain David Smith, Montgomery County (MD) Police Department

Facilitator:

Kristen Mahoney, Director of Policy, Government and

Partner Engagement, University of Chicago Crime Lab and Education Labs

Side shows, mass shootings, high-density housing and center city downtowns—capstone areas of focus taken on via the problem-oriented policing model by these four Policing Leadership Academy (PLA) graduates. The University of Chicago's Policing Leadership Academy's five-month curriculum culminates in a capstone project to turn lessons learned into saving lives. The PLA is not a one-off training exercise, it's an education. The PLA's curriculum is hands-on and interactive, and the capstone project is an opportunity for students to apply their learnings to the real world. The capstone project isn't an assignment that ends after a participant graduates from the PLA—it is a starting point for implementing a solution to a pressing problem in their home departments. This session will give these commanders the opportunity to share their process and outcomes in addressing some of law enforcement's most challenging problems. These projects are ongoing. Panelists hope that the audience will provide them with valuable feedback to continue to enhance and improve their work in these areas.

POP in the Wilderness

Room: Loch Raven II

Presenters:

Andrew M. Lemieux, Program Manager, LEAD Conservation, James Slade, Wildlife Crime Prevention Specialist, Re:wild, Ele J. Xu, PhD Student, University of Maryland-College Park

Problem-oriented policing is a proven strategy for addressing "wicked" problems in urban settings around the world. In this session, we explore how the approach can be applied to wilderness settings, such as national parks, to combat crimes against nature. Much like urban problems, these crimes are often linked to other driving forces such as poverty and addiction, making it difficult, if not impossible, to "arrest your way out of the problem". The session begins with an overview of the challenges conservation agencies face and how the POP Center supports problem-solving via its Wilderness Problems Resource Portal. This is followed by two case studies of problem solving in action. The first shows how place-network investigations (PNI) have been used to address hunting in and around Pù Mát National Park, Vietnam. The second shows how crime scripts—and harm scripts—can be used to better understand both illegal hunting and controlled hunting by Indigenous groups, of a rare and endemic species, the Tamaraw, on a remote island in the Philippines.

Community-Led POP: The Program in Multiple Cities

Room: Chesapeake I

Presenters:

Greg Saville, Urban Planner, AlterNation LLC, Tarah Hodgkinson, Assistant Professor, Wilfrid Laurier University (Canada), Mateja Mihnjac, SafeGrowth Instructor

This interactive session will introduce the SafeGrowth program—a CPTED, problem-solving, and crime prevention planning method underway in multiple cities (Baltimore, Madison, Vancouver, BC, Palm Springs, CA). The session begins with an overview of SafeGrowth and the methods used to cut crime such as CPTED—crime prevention through environmental design. Following the overview, there will be 11 stations set up around the room with tabletop presentations of problem-solving projects dealing with everything from drug dealing, street crime, and homelessness to vehicle crime and blight. Community groups, residents, and police currently engaged in that project work will be at those stations for you to visit, ask questions, and learn how they reduce crime and improve livability.

Thursday, September 12th Concurrent Workshops 3:00 p.m.—4:15 p.m.

Goldstein Finalist

Indonesia Ministry of Environment and Forestry Reforming Hunters to Reduce Animal Snaring in Indonesia

Room: Potomac

Presenters:

Dian Risdianto, Head of the Sub-Directorate for Conservation Area Management, Indonesia Ministry of Environment and Forestry, Zaidi, Head of Way Kambas National Park, Sumatra, William (Willy) Marthy, Deputy Country Director, Wildlife Conservation Society – Indonesia Program

Illegal snaring in Way Kambas National Park (WKNP) threatens wildlife, including the critically endangered Sumatran tiger. From 2016–2020, 86% of snaring was concentrated in three resorts: Margahayu, Susukan Baru, and Rawa Bunder. Margahayu, with chronic snaring issues, was chosen for targeted intervention. Analysis identified 17 hunters, with five expressing openness to alternative livelihoods. In December 2020, these hunters transitioned to duck farming, while focused patrols and awareness campaigns targeted snaring hotspots and communities. By 2023, snare counts in Margahayu decreased by 74%, with varying results in the control resorts. The livelihood projects facilitated community reintegration and sustainable income for former hunters.

Problem-Solving Thinking Tools

Room: Severn

Presenters: John Eck, Professor, University of Cincinnati (OH), Tamara Herold, Senior Advisor, U.S. Department of Justice, National Institute of Justice

Police use thinking tools to understand and solve problems. These tools have several advantages: They identify critical problem characteristics that may be overlooked; they speed the identification of useful solutions; they help keep problem-solving teams working to the same plan; and they help train novice problem-solvers. This session introduces the most important thinking tools, including the problem triangle, the 25-solutions grid, and the general problem-solving model. By the end of the session, participants will know how to use these thinking tools to investigate and solve their local problems.

Stratified Policing: A Business Model for Problem Solving to Reduce Crime and Disorder

Room: Loch Raven I

Presenters:

Rachel Santos, Professor, Radford University (VA) Roberto Santos, Associate Professor, Radford University (VA), Chief Shon Barnes, Madison (WI) Police Department, Lee Hunt, Police Director Data, Innovation, and Reform, Madison (WI) Police Department

Are you looking to implement problem solving in your agency? Stratified Policing is an effective, evidence-based business model that systematizes problem solving for proactive crime reduction so that it becomes part of your daily operations. This session begins with why a business model is necessary for sustainability of problem solving. Attendees will hear directly from the co-creators of Stratified Policing. The second half of the session is a discussion of how the Madison, WI Police Department set the stage for implementation of Stratified Policing, lessons learned in the implementation process, as well as their successes in reducing crime to 10-year lows.

Tucson (AZ) Police Department Taking Back the Two-Nine: Neighborhood Crime Reduction

Room: Loch Raven II

Presenters: Sergeant Sean Travers, Tucson (AZ) Police Department, Officer Vincent Sullivan, Tucson (AZ) Police Department

Taking back the 29 was a project to clean up a part of Tucson that had a long-standing reputation for violence and crime, and a low trust in the police. A small unit (a sergeant, two officers, and two community service officers known as the Zebra Squad) within the Tucson Police Department aimed at taking back the community and hit this full force. They got into the community to find the root of the problem, made community connections, and began the process of empowering the community through resources and connections. By utilizing this holistic approach the community again had pride, enjoyed community events, had a re-instilled trust in the police, and crime was reduced making the community safer.

Baltimore (MD) Police Department Controlling the Nuisance of Squeegee-Men in Baltimore

Room: Chesapeake I

Presenters: Tracey Estep, Operations Officer, Mayor's Office of African American Male Engagement, Kevin Jones, Deputy Police Commissioner, Baltimore City Police Department, Cassie Clemente, Vice President, Just Economy

In July 2022, Mayor Brandon Scott convened the Squeegee Collaborative, a cross-section of youth, business, community and government leaders to develop a city-wide, public, private and community-based response to the challenges and opportunities squeegeeing presents to the City of Baltimore. After months of planning, discussing and learning from past attempts to address the issue of squeegeeing, the group put forward and began implementing the Squeegee Collaborative Working Action Plan in January 2023. Since that time the Squeegee Collaborative, led by the Mayor's Office of African American Male Engagement and the Baltimore City Police Department, in partnership with dozens of community-based partners and city-wide leaders, has seen a dramatic and evident drop in squeegeeing activity in Baltimore City. The goal of the Squeegee Collaborative has been to eliminate the need for all of our residents, and most especially young people, to take to the streets for employment. Squeegeeing activity sits at the intersection of race and poverty and thus addressing the activity requires long-term, sustained, and deep engagement, supporting young people over years to help them access the services they need in order to accomplish their goals.

Friday, September 13th Concurrent Workshops 8:30 a.m.—9:45 a.m.

Goldstein Finalist Great Manchester Police (UK) Operation Vulcan

Room: Potomac

Presenters:

Detective Superintendent Neil Blackwood, Greater Manchester Police (UK), Detective Chief Inspector Jen Kelly, Greater Manchester Police (UK)

This initiative addressed counterfeit goods being sold on an industrial scale in Cheetham Hill. Many premises were determined to be selling counterfeit goods, such as handbags, clothing, perfume, footwear, and jewelry. The trade brought criminals to the streets to ply their trade and in doing so harmed local communities as crime and deprivation increased. The Cheetham Hill area had been declared the counterfeit capital of the UK and involved organized-crime groups. Rogue

landlords contributed to the problem by leasing their properties to criminals and profiting by turning a blind eye. The response improved the flow of intelligence and resource sharing among a consortium of partners. Tactics such as serving search warrants, innovative entry methods, stop and search, joint visits, and closing premises were employed. The initiative yielded a 97% reduction in premises selling counterfeit goods within the area, with 201 out of 206 illegal premises closed. There was a diffusion of benefit on other crime types, seeing significant and sustained reductions in public order and violent crime.

Reducing Racial Disparities through Problem-Oriented Policing

Room: Severn

Presenters:

Bob Scales, Chief Executive Officer, Police Strategies LLC, Tamara Herold, Senior Advisor, U.S. Department of Justice, National Institute of Justice

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.

Teaching Problem-Solving Skills

Room: Loch Raven I

Presenters:

Ron Glensor, Assistant Chief (ret.), Reno (NV) Police Department, Greg Saville, Urban Planner, AlterNation LLC, Andrew M. Lemieux, Program Manager, LEAD Conservation

This session explores how individuals and organizations can improve training programs to ensure that problem-oriented thinking is embedded across all levels of an agency. Years of instruction and operations show us problem solvers are made, not born, which means good training is a crucial component for success. This interactive session will introduce participants to several instructional methods that can be used to teach problem-solving skills. We will emphasize the importance of the learn-by-doing approach, which helps officers apply concepts and tools to real-world problems as part of the learning process. The session will include an overview of core competencies that form the foundation of a good problem-solving team. Participants will be provided with a number of resources they can use for future training engagements.



POP in Progress: Flash Presentations (SMART Policing)

Room: Loch Raven II

Presenters:

Brandon Sanchez, Acting Deputy Chief, San Jose (CA) Police Department, Captain Sammy Shaffer, Knoxville (TN) Police Department, Major Jason Bennett, Baltimore (MD) Police Department, Captain David Smith, Montgomery County (MD) Police Department

Facilitator:

Kristen Mahoney, Director of Policy, Government and Partner Engagement, University of Chicago Crime Lab and Education Labs

Side shows, mass shootings, high density housing and center city downtowns—capstone areas of focus taken on via the problem-oriented policing model by these four Policing Leadership Academy (PLA) graduates. The University of Chicago's Policing Leadership Academy's five-month curriculum culminates in a capstone project to turn lessons learned into saving lives. The PLA is not a one-off training exercise, it's an education. The PLA's curriculum is hands-on and interactive, and the capstone project is an opportunity for students to apply their learnings to the real world. The capstone project isn't an assignment that ends after a participant graduates from the PLA—it is a starting point for implementing a solution to a pressing problem in their home departments. This session will give these commanders the opportunity to share their process and outcomes in addressing some of law enforcement's most challenging problems. These projects are ongoing. Panelists hope that the audience will provide them with valuable feedback to continue to enhance and improve their work in these areas.

Goldstein Finalist

Palm Springs (CA) Police Department Homelessness and Public Safety in Palm Springs

Room: Chesapeake I

Presenters:

Officer Jorge Diaz, Palm Springs (CA) Police Department, Officer Jordan Belchamber, Palm Springs (CA) Police Department, Sergeant Frank Guarino, Palm Springs (CA) Police Department, Lieutenant William Hutchinson, Palm Springs (CA) Police Department, Kristi Smith, Code Compliance Officer, Palm Springs (CA) Police Department

Operation Relentless Sun was a groundbreaking initiative designed to address homelessness in Palm Springs through a comprehensive and proactive approach. This project aimed to accurately identify the true homeless population within the city and provide essential resources during every field contact to support their immediate needs. Additionally, Operation Relentless Sun targeted criminal activity within the homeless community, focusing on arresting individuals who committed crimes against other homeless residents and or the broader community. By fostering strong collaborations with nonprofit outreach organizations, the initiative sought to effectively reduce the homeless population and improve overall community safety. Through strategic enforcement and robust support systems, Operation Relentless Sun represents a holistic effort to tackle homelessness and enhance quality of life in Palm Springs.

**Friday, September 13th
Concurrent Workshops
10:15 a.m.—11:30 a.m.**

Goldstein Finalist

Baltimore (MD) Police Department Reducing Gun Violence in Baltimore

Room: Potomac

Presenters:

Kevin Jones, Deputy Commissioner of Operations, Baltimore Police Department, Stefanie Mavronis, Executive Director, Mayor's Office of Neighborhood Safety and Engagement, Tyrone (Ty) Kent, Director,

Roca Baltimore, Rev. Dr. LaVern Murray, Pastor, Doxa Ministries Church without Walls, Jeremy Biddle, Director, Violence Reduction Policy and Programs, Crime and Justice Policy Lab, University of Pennsylvania

In January 2022, Baltimore City began implementing the Group Violence Reduction Strategy (GVRS) in the Baltimore Police Department's (BPD) Western District—the city's historically most violent. A focused deterrence strategy, GVRS seeks to change the behavior of groups actively engaged in violence, who make up a small percentage of the district population but are connected to as much as 75% of its shootings and homicides. It is an intensive collaboration between law enforcement, community leaders and service providers, including BPD, the Mayor's Office of Neighborhood Safety and Engagement, Roca, Inc. and community "moral voices." An independent evaluation found that, in the 18 months after its introduction, GVRS was responsible for dramatic reductions in homicides, shootings and carjackings with no evidence of displacement or increase in arrests. GVRS has since scaled to four of the city's nine police districts, where it is driving Baltimore's historic reductions in gun violence.

Introduction to Problem-Oriented Policing

Room: Severn

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.

Stratified Policing: A Business Model for Problem Solving to Reduce Crime and Disorder

Room: Loch Raven I

Presenters:

Rachel Santos, Professor, Radford University (VA) Roberto Santos, Associate Professor, Radford University (VA), Chief Shon Barnes, Madison (WI) Police Department, Lee Hunt, Police Director Data, Innovation, and Reform, Madison (WI) Police Department

Are you looking to implement problem solving in your agency? Stratified Policing is an effective, evidence-based business model that systematizes problem solving for proactive crime reduction so that it becomes part of your daily operations. This session begins with why a business model is necessary for sustainability of problem solving. Attendees will hear directly from the co-creators of Stratified Policing. The second half of the session is a discussion of how the Madison, Wisconsin Police Department set the stage for implementation of Stratified Policing, lessons learned in the implementation process, as well as their successes in reducing crime to 10-year lows.

POP in Progress Flash Presentations (SMART Policing)

Room: Loch Raven II

Presenters:

Deputy Chief Dustin Thompson, City of Charleston (SC) Police Department, Major Tony Orue, Hamilton County (OH) Sheriff's Office, Sergeant Sarkis Jopalian, Las Vegas (NV) Department of Public Safety, Officer Ross Maynard, Boulder (CO) Police Department, Julie Wartell, Problem Analysis Group, Dr. Aili Malm, California State University Long Beach, Dr. Cory Haberman, University of Cincinnati (OH)

Moderator:

Christopher Sun, CNA

The Bureau of Justice Assistance's Smart Policing Initiative (SPI) panel will highlight the efforts of four SPI sites that are integrating problem-oriented policing approaches and principles into their efforts to address issues and challenges in their communities. Hear from officers on implementation and lessons learned of their POP efforts as well as their research partner

on the impacts of these efforts. SPI sites presenting include Boulder, Colorado; Charleston, South Carolina; Hamilton County, Ohio; and Las Vegas, Nevada.

Goldstein Finalist
South Yorkshire Police (UK)
Operation Parksafe
Room: Chesapeake I

Presenters: Chief Inspector Kevin Smith, South Yorkshire Police (UK), Sujata Kaladagi, Police Community Support Officer, South Yorkshire Police (UK)

A community survey identified “parking issues” as the second-highest priority of the public. Increasing signage was not proving effective. The streets were becoming overcrowded with parked vehicles, leading to an increase in people parking in dangerous or anti-social manners. The areas most affected had Victorian or terraced housing which were not designed to accommodate large numbers of parked cars. Because these streets were not subject to parking restrictions, there was insufficient traffic enforcement, compounded by confusion as to which agency was responsible. The city of Sheffield had a disproportionate number of children killed or seriously injured in road accidents. A web platform was created to facilitate public reporting of traffic offenses to the police. These reports are triaged by officers, and then used to prosecute those who park vehicles in a dangerous or antisocial manner. Behavioral nudges are used to reduce further offending, including via web and social media communication. The higher volume and quality of complaints has led to 80% of reports resulting in police enforcement action, with charges being successfully processed through the court system. Cost-benefit analysis revealed that this new online system is more cost effective than reactive approaches. Drivers who experience legal consequences for illegal parking stop doing it, thereby reducing road danger.

Friday, September 13th
Concurrent Workshops
1:00 p.m.–2:15 p.m.

Tucson (AZ) Police Department
Taking Back the Two-Nine: Neighborhood Crime Reduction
Room: Potomac

Presenters: Sergeant Sean Travers, Tucson (AZ) Police Department, Officer Vincent Sullivan, Tucson (AZ) Police Department

Taking back the 29 was a project to clean up a part of Tucson that had a long-standing reputation for violence and crime, and a low trust in the police. A small unit (a sergeant, two officers, and two community service officers known as the Zebra Squad) within the Tucson Police Department aimed at taking back the community and hit this full force. They got into the community to find the root of the problem, made community connections, and began the process of empowering the community through resources and connections. By utilizing this holistic approach the community again had pride, enjoyed community events, had a re-instilled trust in the police, and crime was reduced making the community safer.

Interviewing Offenders for Problem-Solving
Room: Severn

Presenters: Michael Zidar, Assistant Professor, University of Cincinnati, Lieutenant David Brinker, Cincinnati Police Department

This presentation explores the strategic value of interviewing offenders within Problem-Oriented Policing to enhance crime prevention and resolution. By examining a case study on burglary offenders, the presentation highlights how offender interviews can improve community safety, generate actionable intelligence, and inform new projects. Key insights reveal versatile criminal behaviors, motivations influenced by lifestyle and social factors, and a high rate



of victimization among offenders, challenging traditional deterrence methods. The methodology covers selecting subjects, conducting interviews, and analyzing data to inform policing strategies. This approach bridges the gap between law enforcement and research, offering a valuable tool for strategic problem-solving.

Leadership to Sustain Problem-Oriented Policing

Room: Loch Raven I
Panelists:

Chief Maris Herold (ret.), Senior Policy Advisor, U.S. Department of Justice, Bureau of Justice Assistance, Chief Shon Barnes, Madison (WI) Police Department, Chief Superintendent Lauren Poultny, South Yorkshire Police (UK), Hugh Clements, Director, U.S. Department of Justice, Office of Community Oriented Policing Services (COPS)

Moderator:

Gary Corder, Academic Director, Education and Training, Baltimore (MD) Police Department

Implementing and sustaining problem-oriented policing is challenging. This session features four panelists who have had extensive experience with that challenge while serving as chief officers of police agencies. In Q&A format, they will share what they have learned as leaders trying to implement and sustain problem-oriented policing in their respective agencies. In addition, two of the panelists are now in national-level positions with responsibilities for enhancing and promoting problem-oriented policing, crime prevention, and community policing across the breadth of their countries—possibly an even bigger challenge.

Durham and Cumbria Constabularies (UK)
Operation Soteria

Room: Loch Raven II

Presenter: Detective Chief Superintendent David Ashton, Cumbria Constabulary (UK)

This project addressed inadequate outcomes for the victims of rape and sexual offences. An external review highlighted needed improvements in the investigation of rape and sexual offences, such as in the training and support provided to responders and investigators to improve their focus on the suspect and their recognition of victim trauma. Analysis revealed that police were wrongly assessing the credibility of a victim's account and paying little attention to the offender's behavior, thereby missing significant evidence and undermining victims. Getting police investigators and prosecutors to better understand the “whole story” of sexual crime, rather than looking at the offense in isolation, was a key goal of the new training. Victim-survivors shared their lived experience which provided powerful testimony in changing officials' attitudes. As a result, Durham Constabulary has maintained a constantly improving resolved rate for rape and sexual offences and remains one of the top performing forces in the country. The number of sexual crimes charged increased by 67%, with a significant improvement in charges for domestic-related sexual crime. The training received very positive feedback from the independent Inspectorate. Trained investigators improved their resolved rates more than did those who had not received the training.

Goldstein Finalist
Indonesia Ministry of Environment and Forestry
Reforming Hunters to Reduce Animal Snaring in Indonesia

Room: Chesapeake I
Presenters:

Dian Rislianto, Head of the Sub-Directorate for Conservation Area Management, Indonesia Ministry of Environment and Forestry, Zaidi, Head of Way Kambas National Park, Sumatra, William (Willy) Marthy, Deputy Country Director, Wildlife Conservation Society-Indonesia Program

Illegal snaring in Way Kambas National Park (WKNP) threatens wildlife, including the critically endangered Sumatran tiger. From 2016-2020, 86% of snaring was concentrated in three resorts: Margahayu, Susukan Baru, and Rawa Bunder. Margahayu, with chronic snaring issues, was chosen for targeted intervention. Analysis identified 17 hunters, with five expressing openness to alternative livelihoods. In December 2020, these hunters transitioned to duck farming, while focused patrols and awareness campaigns targeted snaring hotspots and communities. By 2023, snare counts in Margahayu decreased by 74%, with varying results in the control resorts. The livelihood projects facilitated community reintegration and sustainable income for former hunters.

Friday, September 13th
Concurrent Workshops
2:45 p.m.–4:00 p.m.

Teaching Problem-Solving Skills
Room: Potomac

Presenters: Ron Glensor, Assistant Chief (ret.), Reno (NV) Police Department, Greg Saville, Urban Planner, AlterNation LLC, Andrew M. Lemieux, Program Manager, LEAD Conservation

This session explores how individuals and organizations can improve training programs to ensure that problem-oriented thinking is embedded across all levels of an agency. Years of instruction and operations show us problem solvers are made, not born, which means good training is a crucial component for success. This interactive session will introduce participants to several instructional methods that can be used to teach problem-solving skills. We will emphasize the importance of the learn-by-doing approach, which helps officers apply concepts and tools to real-world problems as part of the learning process. The session will include an overview of core competencies that form the foundation of a good problem-solving team. Participants will be provided with a number of resources they can use for future training engagements.

Problem-Solving Thinking Tools
Room: Severn

Presenters: Tamara Herold, Senior Advisor, U.S. Department of Justice, National Institute of Justice
John Eck, Professor, University of Cincinnati (OH)

Police use thinking tools to understand and solve problems. These tools have several advantages: They

identify critical problem characteristics that may be overlooked; they speed the identification of useful solutions; they help keep problem-solving teams working to the same plan; and they help train novice problem-solvers. This session introduces the most important thinking tools, including the problem triangle, the 25-solutions grid, and the general problem-solving model. By the end of the session, participants will know how to use these thinking tools to investigate and solve their local problems.

**Avon and Somerset Constabulary (UK)
Preventing People with Dementia from Going Missing**

Room: Loch Raven I

Presenter: Inspector Stuart King, Avon and Somerset Constabulary (UK)

The Avon and Somerset Dementia Safeguarding Scheme addresses the problem of missing persons with dementia. Initial scanning in 2015 identified a significant increase in such cases and revealed the cost-intensive nature of search operations. Official national statistics are thought to be conservative and not a true reflection of the actual problem. An external review of this scheme showed it to be largely successful in preventing people living with dementia from going missing, with substantial cost savings. Further improvements to the scheme include enhancing the use of GPS tracking pendants for high-risk individuals, enabling real-time monitoring of their location, and use of other devices, such as wristbands, hangtags and lanyards that better enable individuals and organizations to keep track of and locate individuals with dementia in their care. A national system facilitated the recording of vital information online, ensuring its accessibility during missing person searches.

**Baltimore (MD) Police Department
Controlling the Nuisance of Squeegee-Men in Baltimore**

Room: Loch Raven II

Presenters:

Tracey Estep, Operations Officer, Mayor's Office of African American Male Engagement, Kevin Jones, Deputy Police Commissioner, Baltimore City Police Department, Cassie Clemente, Vice President, Just Economy

In July 2022, Mayor Brandon Scott convened the Squeegee Collaborative, a cross-section of youth, business, community and government leaders to develop a city-wide, public, private and community-based response to the challenges and opportunities squeegeeing presents to the City of Baltimore. After months of planning, discussing and learning from past attempts to address the issue of squeegeeing, the group put forward and began implementing the Squeegee Collaborative Working Action Plan in January 2023. Since that time the Squeegee Collaborative, led by the Mayor's Office of African American Male Engagement and the Baltimore City Police Department, in partnership with dozens of community-based partners and city-wide leaders, has seen a dramatic and evident drop in squeegeeing activity in Baltimore City. The goal of the Squeegee Collaborative has been to eliminate the need for all of our residents, and most especially young people, to take to the streets for employment. Squeegeeing activity sits at the intersection of race and poverty and thus addressing the activity requires long-term, sustained, and deep engagement, supporting young people over years to help them access the services they need in order to accomplish their goals.

**Goldstein Finalist
Great Manchester Police (UK)
Operation Vulcan**

Room: Chesapeake I

Presenters:

Detective Superintendent Neil Blackwood, Greater Manchester Police (UK), Detective Chief Inspector Jen Kelly, Greater Manchester Police (UK)

This initiative addressed counterfeit goods being sold on an industrial scale in Cheetham Hill. Many premises were determined to be selling counterfeit goods, such

as handbags, clothing, perfume, footwear, and jewelry. The trade brought criminals to the streets to ply their trade and in doing so harmed local communities as crime and deprivation increased. The Cheetham Hill area had been declared the counterfeit capital of the UK and involved organized-crime groups. Rogue landlords contributed to the problem by leasing their properties to criminals and profiting by turning a blind eye. The response improved the flow of intelligence and resource sharing among a consortium of partners. Tactics such as serving search warrants, innovative entry methods, stop and search, joint visits, and closing premises were employed. The initiative yielded a 97% reduction in premises selling counterfeit goods within the area, with 201 out of 206 illegal premises closed. There was a diffusion of benefit on other crime types, seeing significant and sustained reductions in public order and violent crime.

**Saturday, September 14th
Concurrent Workshops
8:30 a.m.—9:45 a.m.**

POP in the Wilderness

Room: Potomac

Presenters:

Andrew M. Lemieux, Program Manager, LEAD Conservation, James Slade, Wildlife Crime Prevention Specialist, Re:wild, Elle J. Xu, PhD student, University of Maryland-College Park

Problem-oriented policing is a proven strategy for addressing "wicked" problems in urban settings around the world. In this session, we explore how the approach can be applied to wilderness settings, such as national parks, to combat crimes against nature. Much like urban problems, these crimes are often linked to other driving forces such as poverty and addiction, making it difficult, if not impossible, to "arrest your way out of the problem". The session begins with an overview of the challenges conservation agencies face and how the POP Center supports problem-solving via its Wilderness Problems Resource Portal. This is followed by two case studies of problem solving in action. The first shows how place-network investigations (PNI) have been used to address hunting in and around Pù Mát National Park, Vietnam. The second shows how crime scripts—and harm scripts—can be used to better understand both illegal hunting and controlled hunting by Indigenous groups, of a rare and endemic species, the Tamaraw, on a remote island in the Philippines.

**Durham and Cumbria Constabularies (UK)
Operation Soteria**

Room: Severn

Presenter: Detective Chief Superintendent David Ashton, Cumbria Constabulary (UK)

This project addressed inadequate outcomes for the victims of rape and sexual offences. An external review highlighted needed improvements in the investigation of rape and sexual offences, such as in the training and support provided to responders and investigators to improve their focus on the suspect and their recognition of victim trauma. Analysis revealed that police were wrongly assessing the credibility of a victim's account and paying little attention to the offender's behavior, thereby missing significant evidence and undermining victims. Getting police investigators and prosecutors to better understand the "whole story" of sexual crime, rather than looking at the offense in isolation was a key goal of the new training. Victim-survivors shared their lived experience which provided powerful testimony in changing officials' attitudes. As a result, Durham Constabulary has maintained a constantly improving resolved rate for rape and sexual offences and remains one of the top performing forces in the country. The number of sexual crimes charged increased by 67%, with a significant improvement in charges for domestic-related sexual crime. The training received very positive feedback from the independent Inspectorate. Trained investigators improved their resolved rates more than did those who had not received the training.

POP in Progress Flash Presentations (SMART Policing)

Room: Loch Raven I

Presenters:

Deputy Chief Dustin Thompson, City of Charleston (SC) Police Department, Major Tony Orue, Hamilton County (OH) Sheriff's Office, Sergeant Sarkis Jopalian, Las Vegas (NV) Department of Public Safety Officer Ross Maynard, Boulder (CO) Police Department, Julie Wartell, Problem Analysis Group Dr. Aili Malm, California State University Long Beach Dr. Cory Haberman, University of Cincinnati, Ohio

Moderator:

Christopher Sun, CNA

The Bureau of Justice Assistance's Smart Policing Initiative (SPI) panel will highlight the efforts of four SPI sites that are integrating problem-oriented policing approaches and principles into their efforts to address issues and challenges in their communities. Hear from officers on implementation and lessons learned of their POP efforts as well as their research partner on the impacts of these efforts. SPI sites presenting include Boulder, Colorado; Charleston, South Carolina; Hamilton County, Ohio; and Las Vegas, Nevada.

Goldstein Finalist

**Baltimore (MD) Police Department
Reducing Gun Violence in Baltimore**

Room: Loch Raven II

Presenters:

Kevin Jones, Deputy Commissioner of Operations, Baltimore Police Department, Stefanie Mavronis, Executive Director, Mayor's Office of Neighborhood Safety and Engagement, Tyrone (Ty) Kent, Director, Roca Baltimore, Rev. Dr. LaVern Murray, Pastor, Doxa Ministries Church without Walls, Jeremy Biddle, Director, Violence Reduction Policy and Programs, Crime and Justice Policy Lab, University of Pennsylvania

In January 2022, Baltimore City began implementing the Group Violence Reduction Strategy (GVRs) in the Baltimore Police Department's (BPD) Western District—the city's historically most violent. A focused deterrence strategy, GVRs seeks to change the behavior of groups actively engaged in violence, who make up a small percentage of the district population but are connected to as much as 75% of its shootings and homicides. It is an intensive collaboration between law enforcement, community leaders and service providers, including BPD, the Mayor's Office of Neighborhood Safety and Engagement, Roca, Inc. and community "moral voices." An independent evaluation found that, in the 18 months after its introduction, GVRs was responsible for dramatic reductions in homicides, shootings and carjackings with no evidence of displacement or increase in arrests. GVRs has since scaled to four of the city's nine police districts, where it is driving Baltimore's historic reductions in gun violence.



Saturday, September 14th
Concurrent Workshops
10:00 a.m.–11:15 a.m.

Interviewing Offenders for Problem-Solving
Room: Potomac

Presenters: Michael Zidar, Assistant Professor, University of Cincinnati, Lieutenant David Brinker, Cincinnati Police (OH) Department

This presentation explores the strategic value of interviewing offenders within Problem-Oriented Policing to enhance crime prevention and resolution. By examining a case study on burglary offenders, the presentation highlights how offender interviews can improve community safety, generate actionable intelligence, and inform new projects. Key insights reveal versatile criminal behaviors, motivations influenced by lifestyle and social factors, and a high rate of victimization among offenders, challenging traditional deterrence methods. The methodology covers selecting subjects, conducting interviews, and analyzing data to inform policing strategies. This approach bridges the gap between law enforcement and research, offering a valuable tool for strategic problem-solving.

Reducing Racial Disparities through Problem-Oriented Policing
Room: Severn

Presenters: Bob Scales, Chief Executive Officer, Police Strategies LLC, Tamara Herold, Senior Advisor, U.S. Department of Justice, National Institute of Justice

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.

Introduction to Problem Analysis
Room: Loch Raven I

Presenters: Julie Wartell, Crime Analysis & Problem-Solving Consultant, Problem Analysis Group, Sergeant Ray Kianes, Austin (TX) Police Department

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.

Saturday, September 14th
11:45 a.m.–12:15 p.m.

Presentation of the 2024 Herman Goldstein Award for Excellence in Problem-Oriented Policing
Room: Chesapeake II

And the winner is... How did the judges vote? Learn which project earns the title of winner of the 2024 Herman Goldstein Award for Excellence in Problem-Oriented Policing.



Presenter Biographies

David Ashton is a Detective Chief Superintendent in Cumbria Constabulary in the UK, where he has responsibility as the Head of Crime for Major Crime, Criminal Investigations, Covert teams, Safeguarding, Intelligence and Forensics. He has extensive experience of working in multi-agency safeguarding partnerships and is also an experienced Senior Investigating Officer leading homicide and other serious crime investigations. In his previous role, David was the Senior Responsible Officer for one of five forces committed to an academic collaboration with Operation Soteria, an initiative to improve the policing response to rape and sexual assault investigations, which is now a national programme of work across England and Wales. David has achieved a master's degree in Applied Criminology and Police Management at Cambridge University and has previously featured twice as a finalist in the Goldstein Awards in 2017 for a burglary reduction POP, and in 2022 for a domestic abuse reduction POP.

Shon F. Barnes, PhD was appointed as the Madison Police Department's Chief of Police by the Police and Fire Commission (PFC) in December of 2020. Chief Barnes is a nationally recognized leader in crime reduction and community-police relations. He was honored as a National Institute of Justice, LEADS (Law Enforcement Advancing through Data and Science) Scholar, for using innovative technology to reduce crime. Most recently, Chief Barnes is a 2024 inductee into the Evidence Based Policing Hall of Fame for conducting and implementing empirical based practice to reduce crime and improve community-police relations. Chief Barnes' philosophy as it relates to policing simply states, *"Policing should be neighborhood oriented, community focused (business and residential), problem oriented, and based on the most current empirical research available to quickly reduce crime and improve citizens' satisfaction with police services."*

Jordan Belchamber, an Officer currently assigned to the Palm Springs Police Department's IMPACT Team, brings valuable experience from his prior service with the San Diego Police Department and holds an Associate of Arts degree. In his role with the IMPACT Team, Jordan significantly contributed to Operation Relentless Sun, a key initiative aimed at addressing homelessness and associated criminal activities. During this operation, he was involved in 125 arrests, provided resources to over 700 individuals, and assisted in relocating more than 50 people with family members. His dedication and hard work have been recognized with several commendations, including the Special Enforcement Team of the Year award and the Mayor's Accommodation, underscoring his commitment to community safety and effective policing.

Jeremy Biddle is the Director of Violence Reduction Policy and Programs at the University of Pennsylvania's Crime and Justice Policy Lab, where he leads technical assistance and analytical support to cities in the U.S. and Latin America and the Caribbean around partnership-based, data-driven strategies to reduce homicides and non-fatal shootings. He most recently served as GVRS Special Advisor to the Mayor and Police Commissioner of Baltimore, supporting city leadership in designing, implementing and evaluating its flagship gun violence reduction strategy. Over the years, Jeremy has worked with a variety of non-profits and public sector organizations across the hemisphere, focusing on violence prevention and intervention, criminal justice reform, community engagement, public transparency and rule of law.

Neil Blackwood has been a police officer for 22 years and spent much of that time in undercover and proactive roles at various ranks. Working

across serious crime and counter terrorism he has travelled extensively and worked with international policing partners. In 2022 Neil led a force initiative tackling entrenched criminality in an urban area of Manchester. This saw him using problem solving and partnerships to drive out crime and rejuvenate the area for communities. His wife is a serving police officer, and they have a son in the military and another finishing his schooling.

David Brinker is a Lieutenant currently serving as the Supervisor of the Community Engagement Unit for the University of Cincinnati Police Division. He has held several positions inside the UCPD, including as a Patrol Supervisor and as the leader of the Investigations Unit. He has many years of experience, beginning his career with the Los Angeles Police Department.

Hugh Clements joined the Justice Department after nearly 40 years with the Providence Police Department in Providence, Rhode Island. Hugh 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. He 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.

Cassie Clemente serves as Vice President at Just Economy. At Just Economy, Cassie leads a variety of change management and stakeholder engagement initiatives, with a special focus on operationalization and implementation. Cassie leads many Baltimore City area projects including: Baltimore Together, the region's strategic plan for equitable economic growth, Downtown RISE: Strategic Action Plan, and the Baltimore City Squeegee Collaborative. In all of this work she supports public and private partners, ensuring a collaborative approach to implementation with a strong focus on results and accountability. Prior to joining Just Economy, Cassie served as the Chief of Staff at the Jesuit Volunteer Corps and worked as one of the first employees at the Cal Ripken, Sr. Foundation, helping build the organization's programming and organizational impact model. Additionally Cassie has worked as the Managing Director of a small personal development program and served as Coach in human-centered design thinking. She is Maryland educated with a BA from St. Mary's College of Maryland and an Executive MBA from the Sellinger School at Loyola University of Maryland.

Gary Corder 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.

Jorge Diaz is a Palm Springs police officer assigned to the IMPACT Team. With a strong dedication to community safety, he has conducted numerous enforcement operations leading to over 150 arrests in his 19 months on the team. Jorge has significantly improved the quality of life in several neighborhoods through his implementation of CPTED (Crime Prevention Through Environmental Design) strategies and Problem-Oriented Policing initiatives. Recognized for his exceptional service, he has been honored with the Special Enforcement Team of the Year award, a Mayor's Commendation, and a Chief's Commendation Ribbon. Holding a bachelor's degree in Criminal Justice, Jorge is also a certified Homeless Liaison Officer and has undergone SafeGrowth CPTED training.



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.

Tracey Estep is an accomplished and results-driven professional recognized for professionalism, commitment to excellence and demonstrated ability to communicate and work with senior management, associates and customers. As a Chief and Operations Officer, she oversees all daily program operations, staff management, program development and strategy at the Mayor's Office of African American Male Engagement. She facilitates personal and professional development workshops, provides individual career coaching, and evaluates participants' development. She has a background in public policy, and brings expertise in direct service perspective to projects. She has extensive experience providing and supporting the implementation of evidence-based practices. She has excellent interpersonal skills and has the ability to collaborate effectively with staff of all levels. Tracey brings her skills, experience, expertise and heart to all that she does, investing deeply in each person she engages with.

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.

Frank Guarino is a Sergeant and 27-year veteran of the Palm Springs Police Department, formerly leading the IMPACT Team. His extensive law enforcement experience includes SWAT, narcotics, and child protection. Guarino's team successfully addressed homelessness, retail theft, and quality-of-life issues by combining law enforcement with social services. Under his leadership, the IMPACT Team has transformed into a unified force focused on community safety and support, achieving significant results in reducing crime and improving the lives of both residents and the unhoused population.

Kevin Jones is the Deputy Commissioner for Operations and has served with the Baltimore Police Department for 27 years and previously served as the Deputy Chief of Patrol for the past two years. His prior assignments include the Northwest District, Northern District, Western District, Southwest District, Southeast District, Violent Crime Impact Division, Operational Intelligence Section and Human Resources. He has earned an Associate's Degree in Criminal Justice from the Community College of Baltimore County. He has earned a certificate from the University of Maryland University College in criminal justice leadership. He is also a graduate of the 2019 cohort of the Greater Baltimore Committee's leadership program.

Maris Herold is a Senior Policy Advisor for the Bureau of Justice Assistance. She began her professional career as a social worker, serving as a sexual assault investigator and a juvenile psychiatric intake worker. During her career with the Cincinnati Police Department, she served in diverse leadership positions, including assignments within the Professional Standards Section, Training Section, Community Relations Section, Crime Analysis and Problem-Solving Unit, and as District 4 Commander. She developed and implemented several notable initiatives, including mental health response teams and ethical and constitutional responses to address community needs associated with homelessness and substance abuse. Chief Herold has received several awards for her community collaboration and problem-solving projects, including the 2016 Cincinnati Collaborative Agreement and Problem-Solving Award, sponsored by the Black United Front, ACLU, and FOP. She received Ohio's 2019 FOP award, recognizing her work while leading the University of Cincinnati Police Division through 276 reform recommendations. Her crime reduction initiatives were awarded the international 2017 and 2021-2022 Herman Goldstein Award for Excellence in Problem-Oriented Policing. She was inducted into George Mason University's Policing Hall of Fame in 2022 and received Radford University's 2023 Excellence in Policing award. She served as Police Chief in Boulder, Colorado, from 2020-2024, developing a nationally recognized "Reimagine Policing Plan" that emphasizes crime prevention and collaborative problem-solving. Chief Herold holds a master's degree in Criminal Justice from Xavier University, and is a graduate of the FBI National Academy and the Police Executive Research Forum's Senior Management Institute for Police.

Tamara D. Herold is an American crime scientist. She serves as a Senior Advisor for the U.S. National Institute of Justice (NIJ) and is leading NIJ's Evidence to Action (E2A) initiative. Her E2A efforts and research are focused on bridging the gap between science and practice. She applies the crime science perspective to study how the design and management of places impact crime. She also uncovers crowd and neighborhood dynamics associated with violence. She co-developed the violence reduction initiative, Place Network Investigations (formerly P.I.V.O.T.), and the University of Cincinnati's Strategic Burglary Initiative, which received the 2017 and 2022 Herman Goldstein Excellence in Problem-Oriented Policing Awards, respectively. Tamara received her PhD with an emphasis in crime prevention from the University of Cincinnati and is an Associate Professor of Criminal Justice at the University of Nevada, Las Vegas.

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.

Eleazer "Lee" Hunt, PhD is the Police Director Data, Innovation, and Reform with the Madison Police Department. He has more than 25 years of law enforcement experience, 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 is a graduate of several leadership programs including the Police Executive Research Forum's

Senior Management Institute for Policing (PERF Class 66).

William Hutchinson, a Lieutenant and 26-year veteran of the Palm Springs Police Department, is assigned to the Operations Division, overseeing the IMPACT Team, Drone program, Airport Bureau, and School Resource Officer initiatives. Holding a master's degree in Communication from USC, he, along with Sergeant Guarino, founded the IMPACT Team to address quality-of-life issues using a Community-Oriented Policing and Problem-Oriented Policing approach. Identifying homelessness as a top community concern, their efforts have significantly improved conditions for both residents and the homeless population.

Sujata Kaladagi is a Police Community Support Officer who has worked for South Yorkshire Police in community roles throughout the Sheffield district for almost as long as PCSOs have existed. Since 2020 she has worked on the North West team where she has been involved in a number of projects to address the community's key priorities, including burglary reduction schemes targeted at young people and providing crime reduction advice. Sujata uses skills from her previous careers as a post mistress and teacher to effectively engage with communities. She enjoys riding her bicycle and can often be found patrolling on two wheels or on foot, and the vegetarian curries she brings in for special occasions are legendary throughout the police station.

Jen Kelly is a Detective Chief Inspector with Greater Manchester Police, England. She has enjoyed a varied 21-year police career including roles within Anti-Corruption, Covert Intelligence, Criminal Investigation, and Hostage Negotiation. Jenny is currently the deputy lead for Operation Vulcan, a hard-hitting, problem-solving initiative set up to tackle the embedded criminality in Manchester's toughest hotspots. The Operation Vulcan team have seen unprecedented success in ridding the area of Cheetham Hill of counterfeit crime and associated criminality such as drug dealing, serious violence, organised immigration crime and exploitation. Jenny and the team have now expanded this problem-solving methodology into other crime-ridden areas of the city where these successes are being replicated. It is a huge career highlight to be shortlisted for the 2024 Goldstein Award and Jenny is looking forward to sharing the learning from Operation Vulcan with delegates of the conference. On a personal note, Jenny is the proud Mum of two wonderful daughters aged 13 and 10 and the not so proud owner of a disobedient dog named Pablo!

Tyrone (Ty) Kent joined Roca in January 2023, bringing skills honed over many years working with young adults at Job Corp. Over his career, Ty has held various positions, ranging from Life Coach and Safety and Security Manager to Social Development Director and Program Director. In addition to his extensive work experience, he has professional certifications in Behavioral Management Techniques, Crisis Intervention, and Managing Aggressive Behavior (MAB). A native Baltimorean, Ty brings a wealth of lived experiences, commitment and dedication to making a difference in the city he loves. He has an unwavering belief that all people given the opportunity, attention and support can overcome anything.

Rafael "Ray" Kianes is a seasoned law enforcement professional with 16 years of experience as a Sergeant in the Austin Police Department. Before joining the police force, Ray served 10 years in the U.S. Army, where he achieved the rank of Captain. His diverse law enforcement career includes roles as a Patrol Officer, Hostage Negotiator, District Representative (Community Liaison Officer), Violent Crimes Detective, Sex Crimes Cold Case Detective, and Patrol Sergeant. Currently, Ray is the Supervisor of the Digital Forensics Unit. He holds a master's degree in Criminal Justice Executive Program from Texas State University.



Stuart King has been a Police Officer for almost 21 years, having formerly joined Thames Valley Police as a Police Officer working between 2003 and 2006 just outside of London, in Slough. Stuart transferred to Avon and Somerset Police in 2006 and worked predominately in the large city of Bristol for 16 years in many uniform roles from PC, Sergeant and Inspector covering local Neighbourhood Policing as well as Response 999 emergency policing. Stuart has undertaken several specialist roles, including CBRN (Policing the 2012 Olympics), Policing of Glastonbury music festival, PSU (Riot) policing, Football (Soccer) Officer identifying risk supporters involved in disorder, Method of Entry (forced door entry), Youth Justice, Citizens in Policing and more recently Staff Officer to the Police and Crime Commissioner. Since 2015, Stuart has overseen the Dementia Safeguarding Scheme which he established and has worked on in addition to his main role, often in his own time. Stuart's highlight of his career to date was being invited to attend His Majesty King Charles III Royal Garden Party as a guest, in May 2024.

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, Dr. La Vigne's 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, La Vigne 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. Nancy 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 Office of Justice Program's Acting Assistant Attorney General. She holds a PhD in criminal justice from Rutgers University-Newark, a master's degree in Public Affairs from the Lyndon B. Johnson School at the University of Texas-Austin, and a bachelor's degree in Government and Economics from Smith College.

Andrew Lemieux, PhD manages the LEAD Analyst program for LEAD Conservation. LEAD Analyst helps conservation organizations

integrate problem analysis and crime prevention into operations. Based on more than a decade of research with field teams, Andrew and his collaborators find ways to support rangers, analysts, and managers, develop holistic solutions that are data-driven and community focused. This includes establishing problem-solving teams, solving problems, and writing up case studies to create a body of evidence about "what works". Andrew is the Editor-in-Chief of the Center for Problem-Oriented Policing's Wilderness Problems Resource Portal. He is a member of the scientific advisory committee for the United Nations Office on Drugs and Crime's World Wildlife Crime report, and a fellow at both the VU University and Netherlands Institute for the Study of Crime and Law Enforcement in Amsterdam. He holds a PhD in Criminal Justice from the Rutgers School of Criminal Justice.

Kristen Mahoney is the Director of Policy, Government and Partner Engagement with the University of Chicago's Crime Lab and Education Labs. In this role, Kristen focuses on the design, testing and scaling of data-driven innovations to address America's gun violence crisis. Kristen served as the Principal Deputy Director at the Department of Justice's Bureau of Justice Assistance managing over \$3 billion in public safety resources. Kristen has comprehensive and practical experience creating violence reduction programming and technical assistance that aids state, local, and tribal communities. Kristen also served as the Executive Director of the Maryland Governor's Office of Crime Control & Prevention. In that role, she led strategies to advance public policy, enhance public safety, reduce crime and juvenile delinquency, and serve victims. She came to the state government after serving as the Chief of Technical Services for the Baltimore Police Department and the Executive Director of the Mayor's Office of Criminal Justice for the City of Baltimore. Kristen's work launching and implementing the National Public Safety Partnership at the Department of Justice was recognized by President Obama with the Presidential Rank Award in 2016, an award honoring a high-performing senior career employees for "sustained extraordinary accomplishment." Kristen received her BA from Sweet Briar College and her JD from the University of Baltimore. She is a member of the Maryland Bar and has practiced law with the Legal Aid Bureau of Maryland, specializing in the representation of abused and neglected children. She is a member of the Howard County Commission for Women and serves as a member of the National Criminal Justice Association Advisory Council.

William (Willy) Marthy is the Deputy Country Director for WCS Indonesia. He holds degrees in Biology (University of Indonesia), Environmental Science (Australian National University), and a PhD in ecology (University of Goettingen). Since 1998, Willy has worked in biodiversity conservation, joining WCS in 2014. He oversees five thematic programs, including Forests, Marine, Wildlife Trade, and One Health. In 2020, he helped launch Problem-Oriented Wildlife Protection, enhancing WCS Indonesia's efforts to combat illegal activities, with ongoing integration into national and site-level protected area authorities.

Stefanie Mavronis serves as Executive Director of the Mayor's Office of Neighborhood Safety and Engagement (MONSE). In this role, Stefanie is working on the rollout of the city's community violence intervention ecosystem and implementation of the city's first-ever comprehensive violence prevention plan. She previously served as Director of Communication for Mayor Brandon M. Scott. Stefanie started her career in the legislative branch at City Hall, serving as Director of Civic Engagement for Councilmember Zeke Cohen, and previously worked in local public radio. Stefanie earned BA degrees in Political Science and Media and Communication Studies from the University of Maryland Baltimore County and completed a Master of Public Affairs degree at the Princeton School of Public and International Affairs in Domestic Policy with a certificate in Urban Policy and Planning.

Mateja Mihnjac is a Criminologist and Researcher from Slovenia currently completing doctoral research at Griffith University, Australia. Her thesis looks into the implementation of crime prevention through environmental design (CPTED). Mateja is certified in the SafeGrowth program and has co-taught SafeGrowth workshops in Australia, Canada, New Zealand and across the United States. She is a European partner of AlterNation, a consulting company that created SafeGrowth. She also provides research and consulting services in criminology and crime prevention with a focus on CPTED. She has studied criminal justice issues in Europe and Australia since 2009. She worked in the Constitutional Court in Slovenia and has extensive computer and analytical skills including database management and geographic information systems. She is an active member and Executive Director at the International CPTED Association (ICA).

Rev. LaVern Murray, PhD holds a two-year certificate in Theology from IHBTC and she





is also a graduate of the Family Bible Institute, College, and Seminary where she earned her Bachelor of Theology degree. In September of 1998, she received her ministerial license from FCF International and was ordained in 2002 under the spiritual covering of Doxa Ministries, Inc. where she assists and serves with her husband as the Associate Pastor of Doxa Ministries Church Without Walls. They both also serve on the faculty of The Philadelphia Bible Institute, College and Seminary located in Baltimore, Maryland and many other ministerial boards.

Lauren Poultney was appointed as Chief Constable of South Yorkshire Police in May 2021. Her policing career began in 1998 when she joined Humberside Police, where she worked in a variety of uniformed and detective roles prior to joining South Yorkshire as an Assistant Chief Constable in April 2017. Lauren first held the Business Change and Innovation portfolio and then the Crime portfolio before being appointed as Deputy Chief Constable. From 2017-2020, Lauren was the Senior Responsible Officer for the National Problem Solving and Reduction Programme. She is now the NPCC Portfolio Lead for Problem Solving and also for Counter-Corruption and Wellbeing. Lauren has a BA (hons) degree in Communication Studies with Community and Race Relations, and an MSC in Police Leadership and Management Studies. She sits on the Partnership Advisory Review Body of the Open University Centre for Police Research and Learning, on the Editorial Board for the Police Journal (Sage Publications).

Dian Risdianto serves as the Head of the Sub-Directorate for Conservation Area Management at the Ministry of Environmental and Forestry. This Sub-Directorate is responsible for protected area management, including improving the effectiveness of PA management and ensuring local community access for sustainable forest use and management. Dian obtained his bachelor's degree from Lampung University and his master's degree in Conservation Biology from the University of Indonesia.

Rachel Santos, PhD, Professor and Co-Director of the Center for Police Practice, Policy and Research at Radford University (VA), was a crime analyst in a large agency for five years in Arizona, and over the last 25 years has conducted practice-based and experimental research on proactive crime reduction strategies, problem solving, and crime analysis in police organizations. She is a Co-Creator of Stratified Policing and works with agencies to implement the approach. She has published research reports, practitioner guidebooks, books, and academic articles as well as 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. Robert 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 System 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, Bob 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 the 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 Seattle PD in 2011 and helped to negotiate the subsequent consent decree. Bob 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 mscott@popcenter.org.

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.

Kevin Smith is a Chief Inspector with the South Yorkshire Police. He was promoted to Chief Inspector in 2023. For 3 1/2 years he was the neighbourhood Inspector for North West Sheffield and Force Lead for cycling and active travel. Kevin joined the Police in 2007 after completing a PhD and has worked across the force in a number of roles and departments, both as a Detective and Uniformed Officer. His main achievements include publishing his PhD thesis, winning the "Sheffield Investigation of the Year" award an unprecedented two years in a row, and keeping up with Paralympic champion Dame Sarah Storey for an hour on the bicycle.

Kristi Smith is a Code Compliance Officer with the City of Palm Springs Department of Special Program Compliance, currently serving on the Palm Springs Police Department IMPACT Team. Over the course of 1 1/2 years with the IMPACT Team, Kristi has played a pivotal role in organizing and executing 480 camp clean-ups within a single year, demonstrating a strong commitment to environmental sustainability and community well-being. Her exceptional service has earned the team official recognition from the Mayor for their significant contributions. With five years of experience in Code Compliance, Kristi is a CACEO Certified Compliance Officer and has furthered her expertise through SafeGrowth CPTED training. She is actively involved in a SafeGrowth project in Palm Springs, specifically focusing on Tahquitz Creek.

Vince Sullivan is a 7-year Officer with the Tucson Police Department in Arizona. Prior to joining TPD, he spent just over 9 years in the U.S. Marine Corps as an infantryman. During that time, he participated in several Counter-Insurgency Operations in Afghanistan, learning several methods of problem solving in an environment not quite friendly to an authoritative presence. Bringing those skills to Tucson, he began in patrol in 2017 where later he was assigned to the "Zebra" Squad in 2020 and has been assigned there since. He has attended several POPP conferences, and other courses related to problem-oriented policing to add to his knowledgebase. He is adept at putting his skills in technology to use throughout the department by researching people and associates to identify and locate suspects. In his free time, he uses that knowledge and skill to assist in producing a podcast related to police and military tactics.

Christopher Sun is the Project Director for the Smart Policing Initiative Training and Technical Assistance team, and a Program Manager for CNA's Center for Justice Research and Innovation.

Chris has over 15 years of experience supporting and implementing research-practice partnerships. In his time at CNA, he has developed, implemented, evaluated, and supported numerous research-practice partnerships in the fields of criminal justice and education. Prior to joining CNA's Center for Justice, Chris was the Deputy Director of the Regional Educational Laboratory - Appalachia, a federal contract serving the education research and technical assistance needs for Kentucky, Tennessee, Virginia and West Virginia. Chris holds a master's degree in Public Policy and Administration from the University of Massachusetts, Amherst, and he received his in Public Policy and Psychology from the College of William and Mary.

Sean Travers began his law enforcement career in 2010 at the Arizona Department of Corrections. In 2012, he joined the Tucson Police Department. In 2018, he was promoted to the rank of Sergeant and now manages a specialized unit working on quality-of-life issues and problematic areas. He has a bachelor's and master's degree in Criminal Justice Studies from Grand Canyon University. He is currently working on his PhD in General Psychology with an emphasis on performance management. He is the President of a non-profit association specializing in gang education and prevention for law enforcement across the U.S.

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.

Richard Worley was nominated to lead the Baltimore Police Department on June 8, 2023, by the City of Baltimore. He was confirmed on Oct. 2, 2023, and sworn in on Oct. 5, 2023. He joined the Baltimore Police Department in 1998 as a Police Officer Trainee. He spent his first four years with the Department as a Patrol Officer in the Western District. He was promoted to Sergeant in 2003, where he worked the midnight shift and an administrative position. In 2008, he was promoted to Lieutenant and assigned to the Northern District, where he worked patrol and operations. In 2009, he was promoted to Captain and remained in the Northern District as the Executive Officer. He was promoted to Major in 2012 and assigned as the Northeast District Commander. In 2016, he was promoted to the rank of Lt. Colonel and worked as the Assistant Chief of Patrol, the Assistant Chief of Internal Affairs, and the Chief of Homeland Security. In 2018, he was promoted to Colonel and became Chief of Patrol. In 2021, Commissioner Worley became Chief of Criminal Investigation, which included overseeing

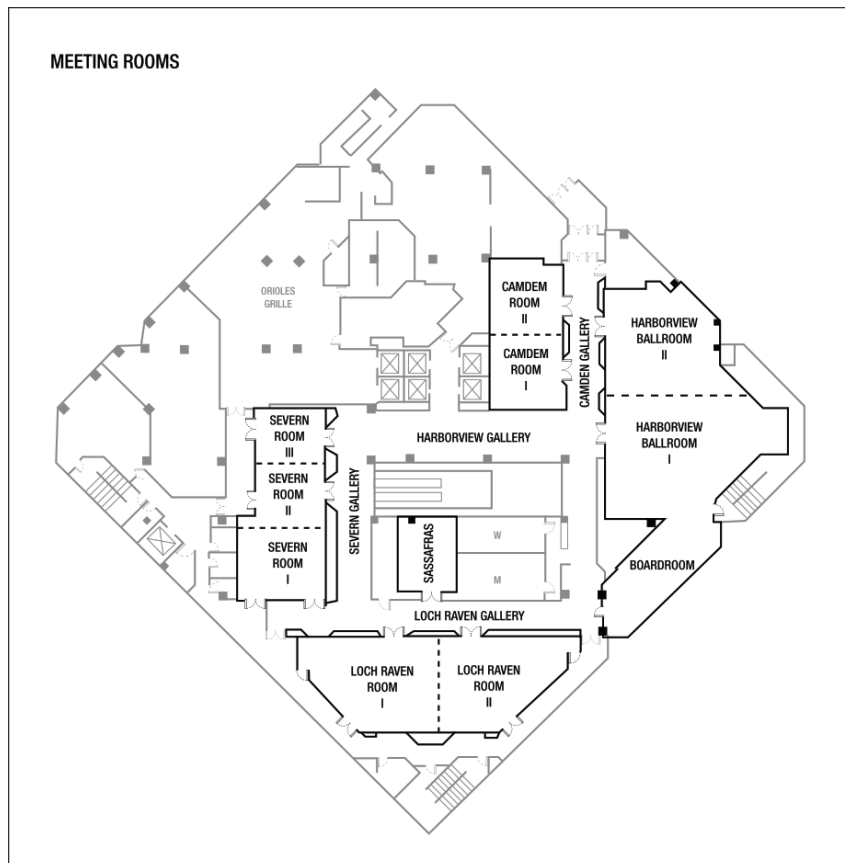
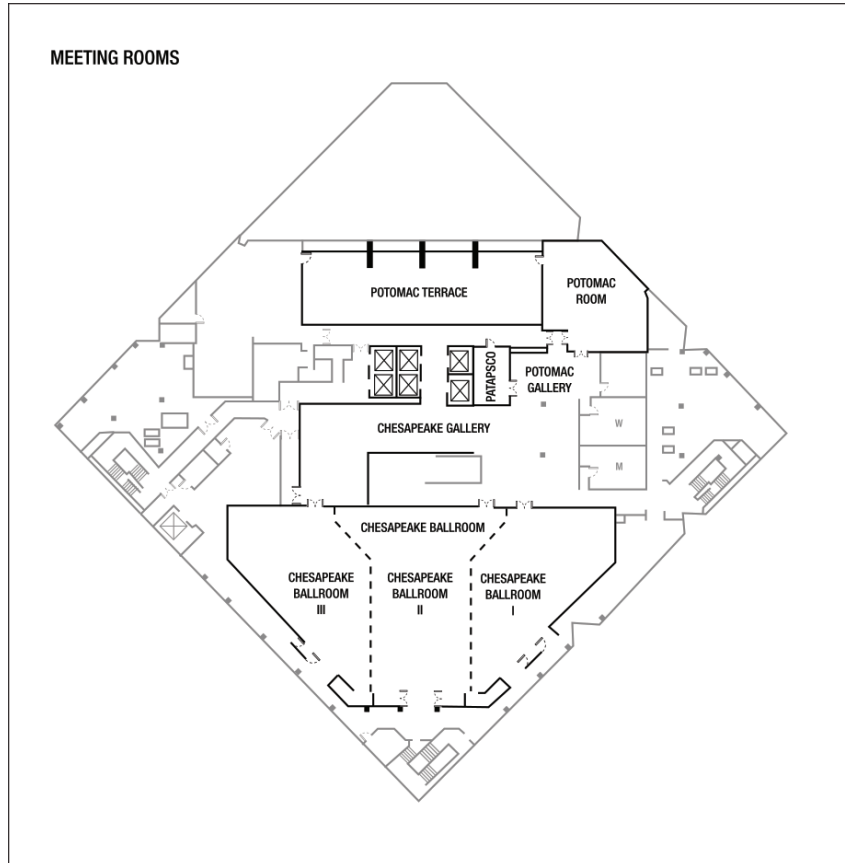
the Homicide Unit, the Citywide Robbery Unit, the Special Investigations Unit, the Anti-Crime Unit, and the Warrant Apprehension Task Force. In 2022, he was promoted to Deputy Commissioner of the Operations Bureau, where he oversaw Patrol, Criminal Investigation and several other units. Commissioner Worley received his Bachelor of Science in Criminal Justice from Oklahoma City University, where he graduated Magna Cum Laude. He is a graduate of the Maryland Police Training Commission and is a Police Executive Research Forum/Senior Management Institute for Police Graduate. Commissioner Worley is married, has two adult children and two grandchildren, and is a native of Pigtown in Southwest Baltimore.

Elle J. Xu is a third-year PhD student in Geographical Sciences at the University of Maryland, College Park, specializing in conservation criminology. Her research focuses on applying spatial analysis and crime science theories to develop actionable strategies for wildlife crime intervention. Before joining UMD, Elle served as an International Enforcement Cooperation Specialist with the Wildlife Conservation Society (WCS) China Countering Wildlife Trafficking Program. In this role, she collaborated with governmental agencies, NGOs, and stakeholders across China, Southeast Asia, Africa, and Latin America to strengthen international enforcement and judicial cooperation and address challenges in transboundary wildlife trafficking cases. Elle also has experience in policy advocacy and legislative amendment related to wildlife conservation and trade in China. Elle is a working member of the Collaborative to Combat the Illegal Trade in Turtles (CCITT) and a Chinese Environmental Mission Scholar at Vermont Law School.

Zaidi currently serves as the Head of Way Kambas National Park in Sumatra, where Problem-Oriented Wildlife Policing is currently being implemented through this case study. Zaidi obtained his master's degree in Public Administration from Open University.

Michael Zidar is an Assistant Professor at the University of Cincinnati's School of Information Technology. Throughout his career, he has worked as a Crime Analyst, Instructor, Technical Lead, and Public Safety Innovation Manager in law enforcement agencies, local governments, and universities.

Meeting room floor plans



A close-up, black and white photograph of a stack of coins. The top coin is in sharp focus, showing the word 'POLITICAL' embossed on its surface. Below it, another coin is partially visible, showing the number '16'. The background is a soft, out-of-focus yellow.

ASU Watts College
of Public Service and Community Solutions
Arizona State University