

Translational Criminology

SUMMER 2011

The Magazine of the Center for Evidence-Based Crime Policy
George Mason University

Inside this issue:

About the Center

Eight Lessons about Evidence-Based
Crime Policy

The Challenges of Hot Spots Policing

Partnerships in Evidence-Based Policing

The Evidence for Place-Based Policing

Leading by Evidence and Ethics

With an Eye on the Future

CEBCP Mission Statement

The Center for Evidence-Based Crime Policy (CEBCP), housed within the Department of Criminology, Law and Society at George Mason University, seeks to make scientific research a key component in decisions about crime and justice policies by advancing rigorous studies in criminal justice and criminology through research–practice collaborations and proactively serving as an informational link to practitioners and the policy community.

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Director: Distinguished Professor David Weisburd

Deputy Director: Associate Professor Cynthia Lum

Senior Fellows: University Professor Stephen Mastrofski; Professor and Chair of CLS David Wilson; Associate Professor Christopher Koper

Senior Research Associate: Charlotte Gill

Research Associate: Julie Willis Hibdon

Graduate Research Assistants: Julianna Cameron, Breanne Cave, Jaspreet Chahal, Lisa Dario, Julie Grieco, Cody Telep, Zoe Vitter

Executive Assistant and Office Manager: Naida Kuruvilla

Affiliated Scholars: Elizabeth Groff (Temple University), Joshua Hinkle (Georgia State University), Brian Lawton (George Mason University), Linda Merola (George Mason University), Travis Taniguchi (Redlands, California, Police Department), James Willis (George Mason University), Sue-Ming Yang (Georgia State University)

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From the Director	1
About the Center	2
Eight Lessons about Evidence-Based Crime Policy	4
The Challenges of Hot Spots Policing	6
Partnerships in Evidence-Based Policing	8
The Evidence for Place-Based Policing	10
Leading by Evidence and Ethics	12
With an Eye on the Future	14
CEBCP Publications/Bragging Rights	inside back cover



WHERE INNOVATION IS TRADITION

CONTACT US

Center for Evidence-Based Crime Policy
George Mason University
4400 University Drive, MS 6D12
Fairfax, VA 22030

Website: gemini.gmu.edu/cebcp

E-mail: cebcp@gmu.edu

FROM THE DIRECTOR

We are very pleased to bring to the criminological and crime and justice policy community our new magazine of the Center for Evidence-Based Crime Policy (CEBCP), *Translational Criminology*.¹ Through this magazine, we hope to add to the literature on evidence-based crime policy by providing a unique and readable set of articles, pairing scholars and policymakers on evidence-based policy related to crime, criminal justice, and crime prevention. Our goal is not only to provide information here or there, but also to begin a process of linking practitioners and scientists in a forum about science in the advancement of crime policy.

The CEBCP at George Mason University was created to advance the integration of science in crime policy, and many of the articles in this first issue reflect the center's work. But the definition of science is important at the outset. By science we not only mean social science, but also the integration of all sciences in the pursuit of advancing crime control and practices of crime prevention. Moreover, our concept of science is linked to high-quality science, in the sense that it represents the most up-to-date and rigorous methods available. We are not interested in using the cloak of science to advance an agenda, but rather using science to help us define an agenda for evidence-based policy.

We call our new magazine *Translational Criminology* because we believe that good science must be an everyday part of evidence-based policy, which will not happen if the theories and findings of science cannot be communicated to those who make policy and enact practices in the field. Unfortunately, science has often been absent from the halls of government or the worlds of street-level practitioners, which has led to a situation where many practices we know do not work or are harmful are adopted widely. The recent resurgence of support for scared straight programs as evidenced by an A&E reality television show (aetv.com/beyond-scared-straight) is an example. The Campbell Collaboration Crime and Justice Group has published a review that clearly shows such programs are harmful.² The show is one of many examples that tells us that science is often not translated well to policy and practice. We hope *Translational Criminology* will help bring together scientists and practitioners to make science more practical and practice more scientific.

We want our new magazine to be a forum where scientists, policymakers, and practitioners all feel ownership. Good science is only one part of the evidence-based policy equation. Innovative practitioners and policymakers are equally important to this enterprise. We want their voices to be heard. Even more important, we want to start a dialogue and develop shared vocabularies that allow the science of evidence-based policy to be integrated into the realities of politics and practice. These are lofty goals, we know, but they represent the broader mission of the CEBCP to advance evidence-based crime policy.



This first issue provides a solid start to our effort and represents the broad parameters we are trying to achieve. We begin with a discussion of the meaning of evidence-based policy by some of the most distinguished scholars in this field. Professor Robert Boruch (University of Pennsylvania), one of the nation's leading methodologists of evidence-based policy, and Professor Cynthia Lum, deputy director of the CEBCP and a leader in developing evidence-based science in policing, seek beyond the rhetoric to provide important lessons we have learned thus far and where we need to go.

We then have two reports on important examples of evidence-based practice. Deputy Chief Hassan Aden (Alexandria, Virginia, Police Department) and Professor Christopher Koper (George Mason University) talk about the collaboration between the CEBCP and the Alexandria Police Department in developing Hot Spots Patrol practices. Professor Koper is the newest addition to the faculty in the center and the Department of Criminology, Law and Society. He is a distinguished scholar in evidence-based crime policy, and we look forward to his involvement in CEBCP's developing research program. Claudia Gross-Shader (City of Seattle Office of City Auditor) next tells us about the innovative government-police collaborations aiming to bring science to policing in Seattle, led by city council member Tim Burgess. These efforts are a model for the role that municipal governments can play in advancing the use of science in public policy.

We also have an essay by Peter Neyroud (Cambridge University), previously chief constable and executive of the National Police Improvement Agency in the United Kingdom. Neyroud has not only theorized about evidence-based policy, he has sought to implement it on a national scale in police forces in the United Kingdom. In his essay, he examines the relationship between police leadership and evidence-based policy. This contribution speaks to the core idea of translation for our magazine. This essay, written by a distinguished police policymaker and practitioner, is about the integration of science in crime policy and practice.

We hope our readers will enjoy and distribute more widely *Translational Criminology*. We also hope that the evidence-based policy community will join with us by contributing essays, writing short notes, and more generally updating those of us who seek to advance evidence-based crime policy to what is happening in the field.

Professor David Weisburd
Director, Center for Evidence-Based Crime Policy

¹ This term arises from a lecture given by the director of the National Institute of Justice, John Laub, at the University of Pennsylvania in April 2009, to describe using research to shape policy and practice. See also Laub, J. (2011). *Translational Criminology. Speeches and Remarks of the Director, National Institute of Justice* at www.nij.gov/nij/about/speeches/translational-criminology-3-1-2011.htm.

² Petrosino, A., Turpin-Petrosino, C., and Buehler, J. (2003). Scared Straight and Other Juvenile Awareness Programs for Preventing Juvenile Delinquency. *Campbell Systematic Reviews*. campbellcollaboration.org/lib/download/13

About the Center

The Center for Evidence-Based Crime Policy (CEBCP) is proud of its ongoing research projects and outreach. Since 2008, we have sought to connect science to decision making and policy formation through conducting primary research, providing free information, tools, and knowledge to the criminal justice community, and linking researchers to practitioners. We also play a strong role in the Department of Criminology, Law and Society at Mason, supporting faculty and graduate student professional and scholarly development.



Top row: Thomas Feucht (National Institute of Justice), Robert Boruch (University of Pennsylvania), Peter Neyroud (Cambridge University), Hubert Williams (The Police Foundation). Bottom row: Daniel Nagin (Carnegie Mellon University), David Weisburd (George Mason University), Phelan Wyrick (Office of Justice Programs)

AGENCY PARTNERSHIPS

CEBCP is dedicated to **collaborating with a variety of criminal justice agencies**, such as Fairfax County and Alexandria Police Departments, as well as research partners such as the Campbell Collaboration, the National Institute of Justice, and the Bureau of Justice Assistance to produce practical and relevant research. Check out our latest work with Seattle, on page 8.

RIGOROUS EVALUATION

On our website, you can read about some of CEBCP's exciting research projects across our **four research programs: crime and place, evidence-based policing, systematic reviews, and evidence-based legal policy**. Our evaluation of TSA's comprehensive airport security strategy, our randomized controlled experiments on license

plate readers, our assistance provided to the Sacramento Police Department on its randomized controlled experiment of hot-spot policing and the Koper curve, our place-based research on juvenile crime concentrations, and our efforts in systematic reviews of police activity are but a few examples.

FACILITATING COLLABORATION

Our new **e-Consortium for University Centers and Researchers for Partnership with Justice Practitioners**, created with the help of the Bureau of Justice Assistance and nine researchers from other universities, provides a free "virtual" network to connect university centers and researchers with interested and nearby practitioners. The **Crime and Place Working Group** is also a unique consortium of top place-based researchers assembled to advance environmental criminology through fellowship and research. The CEBCP has a strong reputation of working with colleges across Mason, as well as researchers across the United States and the world.

REACHING OUT TO GOVERNMENT AND THE PUBLIC

Our unique location in Washington, D.C., affords us the opportunity to bring criminological research into the federal government congressional arena. Although we do not take ideological positions



Professor Steve Mastrofski (left) in the Senate Russell Building after presenting at CEBCP's Congressional Briefing on Violent Crime



Cynthia Lum and Charlotte Gill present on Evidence-Based Policing to the Seattle City Council and members of the community.

(except to promote more science in practice), our **annual congressional briefings** allow us to inform the public and congressional staff members at the U.S. Capitol on cutting-edge research on a wide variety of topics, from counterterrorism, juvenile justice, violent crime, and crime prevention. **Our next briefing this fall will focus on guns and gun crime and will be led by Dr. Christopher Koper.**

Our **annual symposium** is another way we connect research with practice and policy. This year, we combine forces with the **Campbell Collaboration** to provide an array of workshops and panels on crime and justice, education, social welfare, evaluation methods, and international development.

RESEARCH-TO-PRACTICE TRANSLATION TOOLS

The CEBCP has developed free tools to help translate research into practice. The updated **Evidence-Based Policing Matrix** organizes the best available research on policing strategies into a three-dimensional diagram, allowing police decision makers to visualize and interact with the entire field of rigorous police evaluations on various subjects. **The License Plate Recognition (LPR) Portal** provides law enforcement agencies with information about effective and legitimate deployment of LPRs. Our new **CEBCP Video Library** provides free technical training and assistance, as well as showcases presentations at previous symposia and briefings for those unable to attend. Finally, we present **“one pagers,”** which are short summaries of major research projects in the areas of policing, crime and place, terrorism, systematic reviews, and evaluation methods.

EVALUATION RESEARCH TOOLS

In addition to our translation tools, CEBCP also develops free resources for researchers. Our **Crime and Place Working Group Bibliography** is the definitive source of all crime and place studies from the field. David Wilson, codirector of the Systematic Reviews program and a leading meta-analyst, has produced a **systematic**

reviews toolkit and effect size calculator to help researchers conduct rigorous systematic reviews and meta-analyses. For the many practitioner tools we develop, there are also attached tools for researchers and analysts.

ENCOURAGING INNOVATION

Part of encouraging innovation is rewarding and recognizing pioneers who have dedicated their lives to incorporating research into practice. Our **Evidence-Based Policing Hall of Fame** honors a select group of law enforcement practitioners who have championed this cause in policing by conducting rigorous evaluations and have a track record of consistent use of research in practice. Our **Achievement Award in Evidence-Based Crime Policy** honors researchers and policymakers who have committed themselves to advancing evidence-based crime policy.

ADVANCING GEORGE MASON UNIVERSITY

As part of the **Department of Criminology, Law and Society (CLS) in the College of Humanities and Social Sciences at George Mason University**, our priority is to advance criminal justice education through our research and teaching efforts. Our center currently supports the research of numerous CLS professors, postdocs, PhD and MA students, undergraduate interns, and with other scholars around campus. By bringing top-notch scholars, advisory board members, researchers, and leaders to Mason, we hope to advance the university’s goal of becoming one of the nation’s highly visible and top-ranked research universities. The CEBCP without a doubt reflects Mason’s brand: **Where Innovation Is Tradition.**



David Weisburd presenting at the Department of Justice

Eight Lessons about Evidence-Based Crime Policy

BY ROBERT BORUCH AND CYNTHIA LUM

Robert Boruch is a CEBCP Advisory Board Member and University Trustee Chair Professor of Education and Professor of Statistics at the University of Pennsylvania.

Cynthia Lum is the deputy director of the Center for Evidence-Based Crime Policy and Associate Professor of Criminology, Law and Society at George Mason University.

In the January 2010 Center for Evidence-Based Crime Policy newsletter, we asked leaders in the field how they would define *evidence-based policy*. In what follows, we exploit those definitions to educe lessons here. We capitalize on mistakes and missteps, as well as successes, to provide the following counsel.

1 Not everyone will want to go to the party.

Developing better policy **and** generating the evidence that undergirds it, or does not, is not for everyone. Evidence-based policy is contagious in some respects, but lots of people and institutions are immune. Sturdy indifference to new and dependable evidence is a fact of life even at the personal level. To be sure, institutional stability—freedom from upsets—can be comforting, and evidence may engender upsets for different kinds of people in the system. Contemporary professional systems embody a tension among what we want to invest in exploitation, the continuance of what we believe to be good experience, and exploration for what is better. The tension inevitably engenders compromises among standard operating procedures, due diligence, and what can be learned from serious efforts to generate evidence about changes in them.

2 The method used to generate the evidence ought to match the policy question posed.

If, for example, we cannot address the question, what's the problem?, we are unlikely to invent possible solutions and test them. If we cannot address the question, what's the theory/logic underlying the proposed intervention and how well is it deployed?, we are unlikely to be able to evaluate the effects of those interventions well. If we cannot address the question, what are the effects of the proposed intervention?, we are unlikely to be helpful in scientific and political forums. Finally, if we do not understand the cost of the alternatives along with their effects, we will not be able to develop a balanced view of the decision options. Addressing each question requires a different approach to generating dependable evidence.

3 Generating dependable evidence on any of the questions, including estimating an intervention's effect from randomized trials, is hard science and hard work, and takes time.

Randomized controlled trials are a lot more difficult and expensive to execute well than analyzing passive observational data (administrative records or surveys). The former approach yields far less equivocal information than the latter. How much one should invest in achieving greater certainty depends on how important the resultant data will be for the right decision and how tolerant the decision maker is toward equivocal results or heroic assumptions about the counterfactual.

Organizations that place high value on quality of evidence, such as the Defense Advanced Research Projects Agency, the National Science Foundation, or the Office of Naval Research take a protracted view of the long haul. Not all local or regional entities can afford this luxury. Nonetheless, it seems sensible to assume that crime is a long-term problem. It will not go away. The implication is that people in the evidence-based crime policy arena must be committed to working seriously and consistently with people in the strategy and tactics arena of operational agencies. While all must have a long-term perspective, they must also recognize the needs of the short term. Accumulating dependable evidence in two- to five-year spurts is better than one-off tests of interventions and better than relying solely on due diligence and standard operating procedures.

4 Once the contract is signed or the grant is awarded the size of the eligible target population drops and the prospects of big effects grow dimmer. Put differently, do the statistical power analysis, then get as many cases as you can so as to detect modest effects.

The reality of life is that effects of innovation are likely to be modest if they are produced at all. Effects will be difficult or impossible to detect and understand on scientific grounds unless the sample size is large enough. Getting large samples depends more on field realities than on our expectations about the purportedly large number of those in need of the innovative intervention. Pipeline studies prior to studies of effectiveness are a prerequisite for such studies. Moreover, they are an empirical basis for understanding the processes that underlie any intervention.

Big bang effects, knock-your-socks-off effects, and between the eyes (optic) effects are rare, regardless of journalistic hyperbole and political rhetoric.



Robert Boruch



Cynthia Lum

At worst, on empirical grounds, we can expect no appreciable difference between what is ordinarily done and what the new and innovative intervention is purported to do. The null hypothesis is not called that for nothing. Empirical tests on drugs for instance put the failure rate at above 90 percent. Empirical tests on innovative surgical techniques, tested in controlled trials, suggest that about 60 percent of the time we do no more good and no more harm than usual for instance. And, of course, we must expect inevitable variability in the intervention across sites in which it is deployed.

It's a marathon (or maybe a marriage?). Pace yourself.

5 Cost effectiveness analysis is too important to be left only to economists.

A de facto definition of *policy* includes budget. Measuring the costs of the intervention tested and the control group intervention are essential in building evidence-based policy. Dependable estimates of effectiveness in crime prevention are essential but so too are costs. Able criminologists have been producing the former. Production of the latter invites collaboration with economists or serious learning about costs and how they vary.

6 Assuring the use of dependable evidence in evidence-based crime policy is not easy.

Learning how to enhance the use of good evidence can be informed by addressing four questions: Does the potential user **know** about the evidence? Does the potential user **understand** the evidence? Does the potential user have the **capacity** (wherewithal, opportunity) to use the evidence? Does the potential user have the **incentive** (willingness) to use the evidence?

A definite *yes* to each question is excellent, but the probability of a *yes* response to each question is not 100 percent. Suppose that that probability is high at each stage, and each is construed as an independent event. For instance, even if the probability is .90 at each level, the product of the probabilities, the overall probability of everything going one's way, is still less than .70. Cautious optimism is good. An advisory board and the real engagement of potential users in the design of the field test and its conduct are better than naive optimism. Actively seeking out translators of the evidence can help with the first two questions above, and developing organization-grown or organization-centric translation tools can help with the other inquiries.

7 Trust and distrust are trustworthy.

Evidence-based criminologists generate good evidence because we do not trust the pundit, the sloganeer, the booster, or the opinion leader. Criminologists do controlled trials on their own inventions, developed with evidence-based cops, judges, and so on because they must on scientific grounds suspend the trust in their own opinion about whether our innovation works any better than the competition's. The independent inventor of a crime prevention intervention must perforce distrust the evidence-based criminologist—or at least disagree with their skepticism. The inventor has quite a bit of hope, based on emotion, feelings, hunches, and what happened yesterday (anecdote). The criminologist's hope lies in expectations from theory and willingness to generate good evidence (gosh, we are party poopers, aren't we!). Maybe the evidence-based criminologist will be better off if he or she creates the illusion of hope, arising from theoretical foundations but with the same fuzzy covering as the hope that comes from emotions and feelings. The challenge is to manage the hopes.

Nonetheless, tentative trust or some suspension of mistrust is essential if anyone is to generate dependable evidence. Mounting controlled trials in this sector, for instance, require the relationships be built, that cooperation among stakeholders be sustained, at least for the period of the trial. Nothing of the sort is possible without some trust. Memorandums of understanding can help in this but perhaps more important are good interpersonal skills and solid working relationships among kindred spirits.

8 Science and society advance by accumulating knowledge and sharing it in different ways with different kinds of people.

Evidence-based policy, like science, is a collaborative effort. Sharing knowledge is a virtue, if not always actualized, in the scientific community as it can be in the evidence-based crime policy community. International organizations such as the Campbell Collaboration and the Center for Evidence-Based Crime Policy have been sturdy vehicles for screening knowledge for its dependability and accumulating it and sharing it in the scientific sector. Understanding how to do better in accumulation and sharing with other stakeholders—cops, judges, social workers, business leaders—remains an interesting challenge.

In this context, we like the term *generosity*. Knowledge (scientific and practical) becomes ugly when it is not coupled with this one aspect of our emotional, evolutionary, and biological selves. The more important question is whether research or policing agendas that incorporate evidence-based policy help to create more generosity within knowledge creation and dissemination or make it worse. We think it makes it better and a good reason to teach our students to take up this cause and, ultimately, to keep the discipline chugging along.

The Challenges of Hot Spots Policing

BY HASSAN ADEN WITH CHRISTOPHER KOPER

Hassan Aden is the deputy chief of police in the Alexandria, Virginia, Police Department.

Christopher Koper, codirector of CEBCP's Evidence-Based Policing Research Program, is an associate professor at George Mason University.

Hot spots policing has become one of the most widely diffused evidence-based policing approaches today. Hot spots policing involves focusing patrol, enforcement, and/or problem-solving efforts on very precise places—specific addresses, intersections, blocks, and clusters of blocks—that account for a disproportionate amount of crime. Hot spots policing is also one of the most rigorously evaluated policing strategies. Indeed, the National Research Council of the National Academy of Sciences has stated that the research on hot spots policing constitutes the “...strongest collective evidence of police effectiveness that is now available” (NRC, 2004: 250).

Yet, while the general effectiveness of hot spots policing has been well established, practitioners and researchers continue to grapple with the best ways to implement and refine hot spots policing. For example, what are the most effective strategies to use at hot spots? What are the most effective and efficient ways to deploy patrol and

other resources to hot spots? How do we sustain a crime prevention effect in a hot spot? These questions, which are being addressed on an ongoing basis by researchers and practitioners, reflect an interest in digging deeper into the nuances of the hot spots approach and how it can be adapted in various deployment situations. Using this evolving and new research to inform hot spots policing in the field is at the heart of translational criminology.

The evolution of the Alexandria, Virginia, Police Department's use of hot spots policing is an excellent case in point and serves as one of many examples of the challenges in implementing even the clearest of evidence-based approaches. In 2007, the Alexandria Police Department (APD) researched and developed a COMPSTAT model, called the Strategic Response System, or SRS, to help leverage resources and optimize its problem-solving and crime-fighting capacity. Crime had taken a slight upward turn, and APD command knew that swift action was needed to ensure we were structured to address this trend. The APD used the SRS approach to assign geographic responsibility to district commanders. With this responsibility came the autonomy to make decisions and guide resources as needed with a common goal of reducing crime.

In late 2007, I was given command of the West End District, which had 90,000 residents and more than 50 percent of the city's Part 1 Crime. The West End District was indeed the most challenging geographic area, leading the city in calls for service, use of force incidents, vehicle accidents, and Part 1 Crime. The district, however, was staffed with the same number of officers assigned to the other two districts, which collectively had 58,000 residents. Our officers were burning out quickly and asking for transfers. Something had to change.

I initially learned about hot spots approaches from Anthony Braga at the Police Executive Research Forum's Senior Management Institute for Police. The concept intrigued me. I began implementing a basic hot spots approach, putting extra officers on foot patrols in high crime locations. Much to my amazement, Part 1 and Part 2 crimes began dropping noticeably in these areas. I knew we were on to something.

As with many policing strategies, refinement was needed. Our initial areas were larger than those envisioned by Lawrence Sherman and David Weisburd (1995), who, in the landmark Minneapolis hot spots experiment, focused on clusters of high crime addresses that could be viewed from one central point. With the expertise of APD crime analysts and criminologists at Mason, we began to narrow in on more well-defined hot spots. Realizing that we were a tremendous test case for the hot spots approach and that even in its most basic



Hassan Aden, right, with Cody Telep



Christopher Koper

What are the most effective strategies to use at hot spots? What are the most effective and efficient ways to deploy patrol and other resources to hot spots?

form it was reducing crime, we began to explore refining our tactics to best fit our circumstances, keeping in mind our acute personnel shortages and the economic downfall hitting APD and the rest of the nation's law enforcement agencies.

I came across research by Christopher Koper on optimizing patrol time in hot spots (Koper, 1995). Koper found that the optimal length of time for officers to spend at a hot spot during any given stop was about 15 minutes. Spending 15 minutes at a hot spot had more of a deterrent effect on crime and disorder than simply driving through the location; however, staying longer than 15 minutes brought diminishing returns. This finding—often referred to as the “Koper curve” based on a graph showing the relationship between the length of a police presence and its effect on crime and disorder—suggested that the effectiveness of patrol could be improved by having officers make short stops at hot spots when not answering calls. The Koper curve thus provides a way for police to spread their patrol resources across many hot spots simultaneously while retaining the element of surprise. Deploying patrols around hot spots based on the Koper curve principle also reduces the potential monotony of officers staying in hot spots for long periods.

This hot spots approach has produced measurable results in the West End District; we reached record lows in Part 1 Crimes in 2009 and 2010. Obviously, a lot more work goes into emerging hot spots, but a solid dose of the Koper curve coupled with the attention of a few well-seasoned hot spots officers allows us to quickly gain control of an area. Once we gain control and stabilize the hot spot, we conduct problem-solving activities to figure out why those locations are conducive to crime.

Adding the Koper curve principle to our hot spots policing efforts, in addition to reducing the size of our hot spots, helped us evolve from our initial rudimentary approach in the West End. Implementing this initiative across the city introduced new challenges, given the diversity of areas, cultures, and policing across the three sectors of our city. Our Patrol Operations Bureau district commanders are selected for their outstanding abilities to command and lead, their keen sense of political awareness, and their demonstrated knowledge of problem-solving techniques and modern policing methods. The challenge here centered on the balance between giving them the necessary autonomy to run a district (as encouraged by the SRS process) and giving them explicit direction to police in a certain fashion. Often, what resulted was wide discretion in the use of hot spots policing and different standards for conceptualizing hot spots, which often led to crime prevention areas too large to make a significant impact.

Given this new challenge, I felt that the best way to capitalize on the strength of our commanders, use research in policing, and at the same time allow for flexibility and decentralized responsibility demanded by SRS, was through our new Crime Reduction Initiative Areas (CRIAs). CRIAs were developed using the example of the Jacksonville, Florida, Sheriff's Office Operation Safe Streets (OSS), a problem-solving and directed patrol hot spots initiative developed and tested by Jacksonville in collaboration with Bruce Taylor and Christopher Koper. Jacksonville's approach uses the same criteria for identifying hot spots, no matter the district. Similarly, our CRIAs were developed by our Crime Analysis Unit for the entire city using the same criteria: Part 1 Crime concentrations (with crimes weighted for seriousness) mapped in density grids of 750 square feet, approximately one and a half city blocks. Areas are then provided to commanders, but the tactics within the areas are left to the discretion and responsibility of each commander, who then reports back on progress through the SRS. Through this approach, we hope to build some structure into the hot spots strategy, but at the same time, we anticipate that a variety of tactics and innovative problem-solving and enforcement actions will further reduce crime in our city.

The experience in Alexandria is likely not uncommon among jurisdictions trying to implement evidence-based approaches. No doubt there will be setbacks, challenges, and implementation concerns and questions along the way. This does not mean we will throw the baby out with the bathwater. Law enforcement officials often become frustrated with every new fad thrown at them and the oftentimes disappointing results. To overcome this, it is important to first start with what we know works from rigorous and repeated scientific evaluations. Commanders then have to stay on top of this constantly evolving research and become part of the research themselves so as to contribute to that knowledge growth. This is the essence of translational criminology, and from this trial and error, both the scientist and the police practitioner can learn from each other.

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Partnerships in Evidence-Based Policing:

The City of Seattle and CEBCP Join Forces to Reduce Crime and Disorder at Juvenile Crime Hot Spots

BY CLAUDIA GROSS-SHADER

Claudia Gross-Shader is the assistant city auditor for the City of Seattle.

A new partnership between the City of Seattle and George Mason University's Center for Evidence-Based Crime Policy (CEBCP) is changing the way Seattle residents think about crime and policing, and strengthening ties between researchers and practitioners. The alliance also has caught the interest of local policy-makers looking for ways to improve public safety in a climate of tough budget decisions. Recently, the two organizations have developed a proposal to implement and evaluate a new strategy for addressing juvenile crime in Seattle.

Avenue and East Union Street in Seattle's Central District. This intersection had a 30-year history of open-air drug dealing, and the surrounding area had recently been the focus of a Drug Market Initiative funded by the U.S. Department of Justice. That effort led SPD officials to believe that this particular intersection was at a tipping point and would benefit from further, more focused intervention. They partnered with other city departments, property owners, neighbors, local nonprofits, the Washington State Department of Corrections, and the city's Community Court program in efforts to reduce physical disorder at the intersection. A federally funded Drug-Free Communities Coalition in the area engaged area youth in art projects at the intersection.

The city's Department of Economic Development also helped five property owners at the intersection collaborate to receive a \$50,000 planning grant. So far, two new businesses are slated to open in 2011. Derryl Durden, a property owner at the intersection since 1992, described at a community forum how the city's efforts have changed relationships among his peers and the police: "What I see today is, we know each other. Before, we knew of each other, and there's a big difference. We know that we all care about the community. We know that we all are willing to put the work in, but we also know that in order to get that done we have to talk with each other, we have to work with each other, and we have to know what each other's efforts are so we can plug into them. We all invest in the solution. Our partnership with police—we've had that before. It's been ongoing, but it's just more successful now."

Community-police relations have improved as well. Police officer Sina Ebinger has patrolled the area for nearly 11 years. The pilot allowed her to develop really close ties with the community. "They are like family," Ebinger stated recently during a neighborhood tour.

Local restaurant owner Gail Thompson agreed that current efforts have changed her customers' views of the police. "It's really nice because the officers that come in here, they know the customers by name," Thompson said, "and people can see them as people doing their jobs and not 'it's the police and they're here to arrest us.'"

The project also gave the city an opportunity to organize problem-solving resources across agencies. Daniel Sims coordinates community outreach for graffiti issues within the Seattle Public Utilities Department. He noted that the project required greater integration of city services: "With this approach, we're bringing all of these services into a community, so it's not a singular issue, like graffiti, that we're addressing."



Seattle Council member Tim Burgess (center) with members of the Mason team, the media, and members of the 23rd and Union community at Cortona Cafe

Last fall, Seattle City Council member Tim Burgess, who served in the Seattle Police Department (SPD) in the 1970s, read studies by CEBCP's director, David Weisburd; deputy director, Cynthia Lum; and their colleagues that looked at 14 years of Seattle crime data. The studies concluded that crime hot spots were highly concentrated and stable over that period, especially for juveniles. As the chair of the City Council's public safety committee, Burgess was quick to see the potential benefits of what he characterized as a "treasure trove" of information about Seattle.

SPD also saw an opportunity to bring some of that research into practice in a pilot effort at one hot spot, the intersection of 23rd

Council member Burgess thinks the integrated approach will have traction with his colleagues. “We can conclude that crime is often geographically concentrated, and our response to that is a continuum—from the police response to a social services response, to making sure that litter and graffiti are cleaned up, to making sure that businesses thrive and that there are ways to engage young people positively in the community. An integrated response is much more effective. As we on the City Council aim toward our budget decisions in the fall, this is the direction that we will be advocating in the community.”

While the pilot was not evaluated scientifically, SPD reports a reduction in calls for service at the intersection. On a recent visit to Seattle, Lum and CEBCP postdoctoral fellow Charlotte Gill met with city policymakers, police command staff, residents, business owners, and members of the media. Lum applauded the efforts of those involved: “The project touches upon a number of criminological theories that are sound, as well as evaluation work that has been done.”

Lum commented that the trick for Seattle will be to sustain the approach used in the pilot over time and “have the officers embrace it in their mentality.” Seattle officials hope to build such sustainable change incrementally, supported by rigorous evaluation. To that end, SPD and CEBCP have partnered on two innovative grant applications to the Department of Justice to address hot spots of juvenile crime. Following the work of David Weisburd and colleagues, the proposals focus on small geographic locations, or micro places, where juvenile crime has been shown to concentrate. Similar to the approach piloted at 23rd Avenue and East Union Street, the proposed intervention comprises an integrated, nonarrest approach to the specific crime problems of each hot spot, involving community stakeholders, property owners, the police, and other government agencies.

City leaders are hopeful that these new initiatives will set Seattle on a path to sustainable change in policing practice and city operations. “We have to make sure that we institutionalize this practice,” Burgess remarked in a recent panel discussion with CEBCP staff, city officials, and community stakeholders, “so that when individual commanders leave, or when City Council members leave, or whatever happens, there is a body of work that people understand and can embrace.”

“We hope to continue to refine it so that it is more effective because we all want our neighborhoods to be safe,” Burgess concluded.

To learn more about this initiative between the City of Seattle and George Mason University, visit the City of Seattle Office of City Auditor webpage of this event at www.seattle.gov/audit/conference.htm.



Top: Seattle business and property owners Gail Thompson and Derryl Durden, with Officer Sina Ebinger

Bottom: Mason researchers at a community meeting about the 23rd and Union collaborative effort

The Evidence for Place-Based Policing

BY DAVID WEISBURD

David Weisburd, Distinguished Professor in the Department of Criminology, Law and Society at George Mason University and director of the Center for Evidence-Based Crime Policy, was awarded the 2010 Stockholm Prize in Criminology, the highest honor a criminologist can receive. The international jury chose Professor Weisburd for his groundbreaking work on crime hot spots and displacement.

Police practices are focused primarily on people. The practices often begin with people who call the police and are focused on identifying offenders who commit crimes. They end with the arrest of those offenders and their processing through the criminal justice system. Catching criminals on a case-by-case basis and processing them through the criminal justice system remains the predominant police crime prevention strategy.

My research, however, suggests that police should put places, rather than people, at the center of their practices. My point is not simply that places should be considered in policing, but that they should be a key component of the databases that police use, of the geographic organization of police activities, and of the strategic approaches that police use to combat crime and disorder.

What Is a “Place”?

Place-based policing is not simply the application of police strategies to a unit of geography. Traditional policing in this sense is place-based, since police routinely define their units of operation

in terms of large areas such as precincts and beats. Place, in place-based policing, refers to a different level of geographic aggregation. Places in this context are small micro units of analysis such as buildings or addresses, block faces or street segments, or clusters of addresses. Such places where crime is concentrated are commonly called “hot spots.”

Policing Places: What Is It?

Place-based policing emphasizes the specific places where crimes are concentrated. It begins with an assumption that something about a place leads to crimes occurring there. In this sense, place-based policing is theoretically based on routine activities theory (Cohen and Felson, 1979), which identifies crime as a matter of the convergence of suitable targets (e.g., victims), an absence of capable guardians (e.g., police), and the presence of motivated or potential offenders. Of course, all these elements must occur within the context of a place or situation. Accordingly, place-based policing recognizes that something about specific places leads to the convergence of these elements.

The strategies of place-based policing can be as simple as bringing extra patrols to high crime places, as Lawrence Sherman and I did in the Minneapolis Hot Spots Policing Experiment (1995). But place-based policing can also take a much more complex approach to the amelioration of crime problems at places. In the Jersey City Drug Market Analysis Project (Weisburd and Green, 1995), for example, we used a three-step program (comprising identifying and analyzing problems, developing tailored responses, and maintaining crime control gains) to reduce problems at drug hot spots.



The Advantages of Policing Places

In the Seattle Crime Trends at Places Study (Weisburd et al., 2004), my colleagues and I showed that crime is highly concentrated in a small number of places in a city. Over a 14-year period, about 4 percent of the street segments each year were found to contain half of the crimes recorded. This concentration seems to be even greater for specific types of crime. For example, we found that 86 street segments out of 29,849 accounted for one-third of the total number of juvenile crime incidents in Seattle (Weisburd et al., 2009). Comparing the concentration of crime across people as opposed to places, we found that about one-quarter as many places as people accounted for 50 percent of crime in Seattle. These data suggest that there are important opportunities for the police to identify and do something about crime by focusing on crime hot spots.

The Stability of Place-Based Targets

There is perhaps a no better-established fact in criminology than the variability and instability of offending across the life course. It is well-established that a primary factor in this variability is the fact that most offenders age out of crime often at a relatively young age. But there is also evidence of strong instability in criminal behavior for most offenders, even when short periods are observed. This may be contrasted with developmental patterns of crime at place, which suggest much stability in crime incidents over time.

In our Seattle study (Weisburd et al., 2004), we found not only that about the same number of street segments were responsible for 50 percent of the crime each year, but that the street segments that tended to evidence very low or very high activity at the beginning of the study period in 1989 were similarly ranked at the end of the period in 2002. While there are developmental trends in the data, what is most striking is the relative stability of crime, at place, over time. This also means that if the police are able to do something about crime hot spots, they are likely preventing long-term chronic crime problems.

The Effectiveness of Place-Based Policing

Lawrence Sherman, Lorraine Green, and I were among the first researchers to show that hot spots policing could be effective in doing something about crime. At a time of skepticism regarding the effectiveness of police practices, we found that concentrating patrols on crime hot spots could benefit crime prevention. One long-standing objection to focusing crime prevention geographically is that it will simply shift or displace crime to other places not receiving the same level of police attention, that crime will simply “move around the corner.”

Given the common assumption of spatial displacement, my colleagues and I at the Police Foundation conducted a study in 2006 to directly test whether hot spots policing strategies did simply “move crime around the corner.” The study was singularly focused on examining to what extent immediate spatial displacement occurred as a



Members of the Crime and Place Working Group. Back row: David Weisburd, Jim Bueermann, Sue-Ming Yang, Anthony Braga, Cynthia Lum, Jerry Ratcliffe, and Joshua Hinkle. Front row: Elizabeth Groff, Gerben Bruinsma, George Rengert, and John Eck

result of hot spots policing strategies. The findings in this study reinforced a growing challenge to the displacement hypothesis. No evidence of immediate spatial displacement was found; however, strong evidence of spatial diffusion of crime control benefits was found. Places near targeted areas that did not receive special police intervention actually improved.

That study provided us with the advantage of qualitative data collection to understand why place-based policing does not simply push crime around the corner. We found that offenders did not perceive all places as having the same opportunities for crime. For example, easy access for clients was a critical criterion for drug dealers, as was relatively few residents who might call the police about prostitutes. The need for special characteristics of places to carry out criminal activity meant that crime could not simply displace to every place in a city. Indeed, the number of places evidencing such characteristics might be relatively small. In turn, spatial movement of offenders from crime sites often involved substantial effort and risk by offenders. As one drug dealer told us, “[Y]ou really can’t deal in areas you aren’t living in, it ain’t your turf. That’s how people get themselves killed.” Moreover, offenders, like nonoffenders, come to feel comfortable with their home turf and the people they encounter.

Increasing Prevention while Decreasing Incarceration

Over the past two decades, we have begun to imprison Americans at higher and higher rates. Spending on prisons has increased to more than double the rate of spending on education and health care. About 2.3 million Americans are in prisons or jails, institutions that are often dehumanizing and degrading. Policing places puts emphasis on reducing opportunities for crime at places, not on waiting for crimes to occur and then arresting offenders. Successful crime prevention programs at places need not lead to high numbers of arrests,

Continued on page 16



POLICE LINE

Leading by Evidence and Ethics:

Police Leadership in the 21st Century

BY PETER NEYROUD, CBE QPM

Peter Neyroud is a former chief constable and chief executive of the National Policing Improvement Agency, United Kingdom. Currently pursuing a doctorate at Cambridge University, he can be reached at pwn22@cam.ac.uk.

Leadership in policing matters and good police leadership can transform the police organization. Good police leaders set standards that reduce misconduct and enhance police legitimacy. Focused, evidence-based policing can reduce crime and deliver better safety in our communities (Durlauf and Nagin, 2011). Yet leadership in policing is a neglected area of study (Neyroud, 2011). This article will briefly review the way leadership has developed in policing and suggest how police leadership needs to continue to develop to meet a context of sharp financial restriction, continuing public demand and expectation, and the changing knowledge base for policing.

Modern policing has, right from its origins in the 1820s, been constructed as a hierarchical organization with a quasi-military rank structure. Leadership was embedded in the formal structure of the organization. As technology—cars, radio, and telephone—supported

the development of the professional model in the post–Second World War era, military styles gave way to Taylorist scientific management. Yet, even at the height of scientific administration, there were reform chiefs showing a style of leadership that emphasized values and a ruthless adherence to professional standards (Sherman, 1978).

In fact, as James Q. Wilson described in *Varieties of Police Behaviour: The Management of Law and Order in Eight Communities* (1968), there were and still are discernibly contrasting styles of police leadership and policing philosophy. In his study of eight departments in the United States, Wilson felt he could identify three distinct conceptions of the role and mission of policing with associated differences in leadership approach: the watchman, who favored order maintenance and high levels of discretion for the frontline; the legalist, who focused on enforcement and bureaucratic rectitude; and the service chief, who paid more attention to community involvement. Wilson suggested that the styles reflected context and history, so that, for instance, a legalist often seemed to follow corruption problems in a watchman department. In this sense, the leadership style and mission of departments were an adaptive response to circumstances as much as a leadership choice for the chiefs, who were often selected



Peter Neyroud

Leadership in policing, in the more scientific model, would be constantly concerned with the balance between effectiveness through evidence-based approaches, legitimacy through transparency and fairness, and innovation through experimentation and systematic learning.

because of the style that they espoused or the style that was exhibited by the department from which they came. Wilson's study emphasized how far leadership in policing has tended to be identified with the person of the chief and exposed a lack of attention to the collective leadership of the service.

In the past 20 years, a significant debate both within and outside the profession has taken place regarding the applicability of different theories of leadership to the police service and the differences between leadership and management (Mitchell and Casey, 2007). The dominant debate has tended to be one between the relative merits of transactional approaches as opposed to transformational. Burns's (1978) contrast of leadership based on exchange versus leadership through motivation and morality seemed highly relevant to an organization in which administrators can be compared with more inspirational reform chiefs tackling corruption or service chiefs leading change in their communities.

The shift to transformational styles was supported in the United Kingdom by research into the preferred leadership behaviors of police officers, which were "found to match closely with a style of leadership known as 'transformational'" (Dobby et al., 2004: v). Yet, the government also created a fundamentally transactional framework of accountability, incorporating contingent reward—financial bonuses based on target achievement—and management by exception through intervention in poorly performing forces. There are parallels with the way that COMPSTAT in the United States has pulled senior managers to tight transactional approaches at a time when leadership teaching has encouraged transformational approaches, exposing ethical dilemmas for leaders divided between delivering results but talking the language of social outcomes through community policing.

The perceived ethical problems that have surfaced with transformational styles have led in other sectors to a new focus on ethical and authentic leadership. However, another leadership style added to the armory does not add up to a coherent leadership model for policing, which needs to find an approach that coherently links the challenges of command, community policing, COMPSTAT, and, increasingly, cost effectiveness (Neyroud, 2011).

Recently, there has been a growing realization among police leaders, politicians, and academics that policing is at a crossroads (Bayley and Nixon, 2011). The impact of the 2008 recession and its consequences for police and criminal justice budgets in the United Kingdom (and the United States) has forced questions

of cost effectiveness to the front of the agenda and choices about which aspects of policing were the core requirements worthy of preservation at all costs.

The challenges have reignited the debate about professionalism in policing to the extent that Stone and Travis, writing for the second Harvard Session on Policing and Public Safety, proposed a new professionalism for policing based around democratic accountability, legitimacy, innovation, and national coherence (Stone and Travis, 2011). These principles and the challenge of budget reduction seem to provide a strong argument for the development of police leadership beyond the transformational and into more authentic leadership, which, according to Walumba et al. (2008) places a higher value on moral reasoning and relational transparency. The latter would seem to have a potential link with the growing body of research in policing that has drawn attention to the importance of legitimacy as a key component of effective policing. Legitimacy depends, its proponents argue (Tyler, 2007), on perceptions of fairness and due process.

The new professionalism is at an early stage of debate and development. That debate is running parallel with and is linked to an equally important discussion about the nature of the knowledge and practice in policing. Weisburd and Neyroud (2011) have argued that policing should adopt a more scientific approach to its practice, leadership, and decision making. The counter argument from Sparrow (2011) is that too narrow a definition of science would constrain the type of problem solving and innovation that Goldstein advocated (1990). However, both sets of authors agree on the need for more systematic application of knowledge in policing and greater attention to the development of police officers and their leaders at all levels, even though their frame of reference is distinct. Indeed, both are essentially advocating a more informed and self-directed frontline practitioner and frontline leader, more capable and professionally vested with the power to lead local delivery to the public. Leadership in policing in this model would involve a higher degree of professional self discipline and self regulation, two qualities that also stand out from Walumba et al.'s (2008) work on authentic leadership.

Weisburd and Neyroud (2011) have argued that to deliver the change of approach, the models of training and development that have prevailed for the past 180 years need to be fundamentally changed. Policing has relied primarily on an in-house training system focused on knowledge of the law since the 1820s. Weisburd and Neyroud (2011) propose, instead, a training and educational

Continued on page 16

With an Eye on the Future

An important component of the CEBCP team is its graduate research assistants, who provide research support for various projects and help organize many of the CEBCP's outreach activities. This issue, we highlight three of our PhD research assistants who work in the center: Julie Hibdon, a College of Humanities and Social Sciences Dean's Challenge Award winner who recently defended her dissertation and will graduate this August, and Cody Telep and Breanne Cave, two of Mason's Presidential Scholars.

Julie Willis Hibdon

MAJOR: PhD in criminology, law and society

HOMETOWN: Effingham, Illinois

PREVIOUS EDUCATION: BA and MA in administration of justice at Southern Illinois University Carbondale (SIUC)

AREAS OF INTEREST: Crime and place; environmental criminology

HOW SHE CAME TO CRIMINOLOGY: Policing is in Hibdon's family. Her father and uncle are police officers, so it isn't surprising that she would see herself in the justice field. As a child, she wanted to be a judge so she set her sights on law school. A stint working in a law office after graduation made her rethink her choices, and she decided to return to SIUC to pursue a master's degree. "I realized that law wasn't going to be an area where I could make a real impact," she says. "I wanted to be able to do something that *helps*."

HOW SHE CAME TO MASON: After completing her master's, Hibdon took a job as a probation officer, working specifically with sex offenders and on drug cases. "While I was working there, I saw that a lot of times policy was too punitive or not punitive enough," she says. "I realized that if I wanted to make a big difference, I needed to focus on how to change policies or inform decision makers who create these policies on what really is effective in terms of deterrence and prevention strategies." So she began looking for a doctoral program and found Mason. She just completed her sixth year of the program and is defending her dissertation this summer.

WHAT SHE IS WORKING ON NOW: In one of Hibdon's many projects, Hibdon and colleagues are evaluating the different technologies the police use and whether these technologies help in crime



reduction and prevention. "Sometimes the officers are really happy about a technology even though it might not reduce crime; they still see it as an effective tool," she says. "On the other hand, we are also looking at the technologies to see if they are worthwhile to departments." The project has received funding from a police technology grant from the National Institute of Justice.

UPCOMING PROJECTS: One of the things about her research that intrigues Hibdon the most is people's behavior and, in particular, how that ties into crime in place. "Environment influences our behavior," she says. "When people enter an area that shows signs of physical disorder like graffiti or trash in the streets, they react a certain way. Even though I know the science behind this stuff, I react, too. Your first impulse is to reach over and lock the door. But in actuality we are reacting to the place not necessarily the people there."

Cody W. Telep

MAJOR: PhD in criminology, law and society

HOMETOWN: Charlottesville, Virginia

PREVIOUS EDUCATION: BA in political science/sociology, Emory University; MA in criminology, University of Maryland

AREAS OF INTEREST: police education, innovations in policing

HOW HE CAME TO CRIMINOLOGY: As a freshman at Emory, Telep took Sociology 101. In the course, they talked a bit about crime, and Telep was hooked. He started taking a lot of sociology classes, including several with noted criminologist Robert Agnew who is on the faculty there.



HOW HE CAME TO MASON: Telep was studying at the University of Maryland with David Weisburd. When Weisburd decided to move to Mason, Telep came with him. “It has been a great decision for me. I think Mason has the greatest group of policing scholars in the country,” he says.

WHAT HE IS WORKING ON NOW: One of Telep’s areas of interest is police education. “I’m interested in whether having a college education impacts a police officer’s attitudes and performance.” Distilling some of his early work on the topic, Telep has an article forthcoming in the *Journal of Criminal Justice Education*.

Telep was specifically looking at how education affects officers’ beliefs about the abuse of authority. “My findings suggest that officers with a college degree tend to have better attitudes about abuse of authority issues,” he says. “They tend to be less supportive of certain things like the code of silence in policing.”

ON THE IMPORTANCE OF TRANSLATIONAL RESEARCH:

“It is important to publish in scholarly journals, but it is also important to think about ways we can help translate that research into arenas that are more easily accessible to practitioners,” says Telep. “Criminal justice is an area where we can have some impact on people actually doing work on the streets.”

WORKING IN THE FIELD: Through his work at CEBCP, Telep has the opportunity to work with a number of agencies such as the Alexandria, Virginia, City Police. He considers this work invaluable and a win-win situation. “It is hard to really understand what is going on in policing if you aren’t interacting with the agencies doing the work,” he says. “You can do a lot of reading and research, but you need to get a sense of what’s really happening at the street level to have a good grounding. We provide [these agencies] with useful information; they provide us with a site to do research and learn. Everyone is benefiting.”

Breanne Cave

MAJOR: PhD in criminology, law and society

HOMETOWN: Spotsylvania, Virginia

PREVIOUS UNIVERSITIES: BA in criminal justice, master of justice administration, Norwich University



AREAS OF INTEREST: Crime and place, policing, insurgency, and terrorism

HOW SHE CAME TO CRIMINOLOGY: After finishing her bachelor’s degree, Cave joined the U.S. Marine Corps, where she was deployed to Iraq twice during her four years of active duty service. “I was an engineer but ended up doing intelligence work during my first tour. I was exposed to many different research methodologies [as a criminal justice major], but I realized I didn’t really have the tools to develop my understanding of insurgency and crime.” This realization led Cave to graduate study.

HOW SHE CAME TO MASON: When Cave returned from her second deployment, she began to do some research on the topics in which she was interested. “I googled ‘crime and place’ and Dr. [David] Weisburd’s name came up.” Cave recently finished the second year of her doctoral program.

MASON CAREER HIGH POINT (SO FAR): The trip to Stockholm. Cave was among a group of students and faculty members from the Center for Evidence-Based Crime Policy (CEBCP) that traveled to Sweden when Weisburd received the Stockholm Prize in Criminology.

WHAT SHE IS WORKING ON NOW: Cave has a chapter titled “Counterinsurgency and Criminology: Applying Routine Activities Theory to Military Counterinsurgency Interventions” in CEBCP deputy director Cynthia Lum and Leslie Kennedy’s forthcoming book *Evidence-Based Counterterrorism Policy* (Springer Verlag).

“[Recent] wars have been pretty exceptional in the amount of social science and other research involvement in civil affairs and military operations,” Cave says of her manuscript. “Ideally, the paper could be applied to policing any unstable nation state. I’m looking at how formal organizations like the military or police can reestablish social order in a failing country and what it means when you apply a model for crime to an area that doesn’t really have a stable notion of law or what crime is.”

UPCOMING PROJECTS: Cave and some of her fellow criminology students are starting a graduate student research group. “We are interested in helping graduate students understand the bigger picture within the discipline and how their work contributes to the whole.”

especially if methods are developed that discourage offenders. In this sense, place-based policing offers an approach to crime prevention that can increase public safety while decreasing the human and financial costs of imprisonment for Americans. If place-based policing were to become the central focus of police crime prevention, rather than the arrest and apprehension of offenders, we would likely see at the same time a reduction of prison populations and an increase in the crime prevention effectiveness of the police.

What Must Be Done?

For place-based policing to succeed, police must change their unit of analysis for understanding and doing something about crime. My research suggests that it is time for police to shift from person-based policing to place-based policing. While such a shift is largely an evolution in trends that have begun over the past few decades, it will nonetheless demand radical changes in data collection in policing, the organization of police activities, and particularly the overall worldview of the police. It remains true today that police officers see the key work of policing as catching criminals. It is time to change that worldview, so that police understand that the key to crime prevention is in ameliorating crime at place.

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approach that looks much more like the clinical training and development of medical practitioners, delivered by higher education partnerships and focused much more on building evidence-based practice. The model argues for a more externalized development of leaders, with potential for more joint development with other professions, supported by a professional framework of principles and standards.

Leadership in policing, in the more scientific model, would be constantly concerned with the balance between effectiveness through evidence-based approaches, legitimacy through transparency and fairness, and innovation through experimentation and systematic learning. Moreover, this type of leadership can be exercised at all levels in the organization from frontline teams delivering patrol and investigation to chiefs developing the strategy for the organization and negotiating it and the supporting budgets with the community and politicians.

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CEBCP Publications

Look for these selected publications of CEBCP team members that will be out in 2011:

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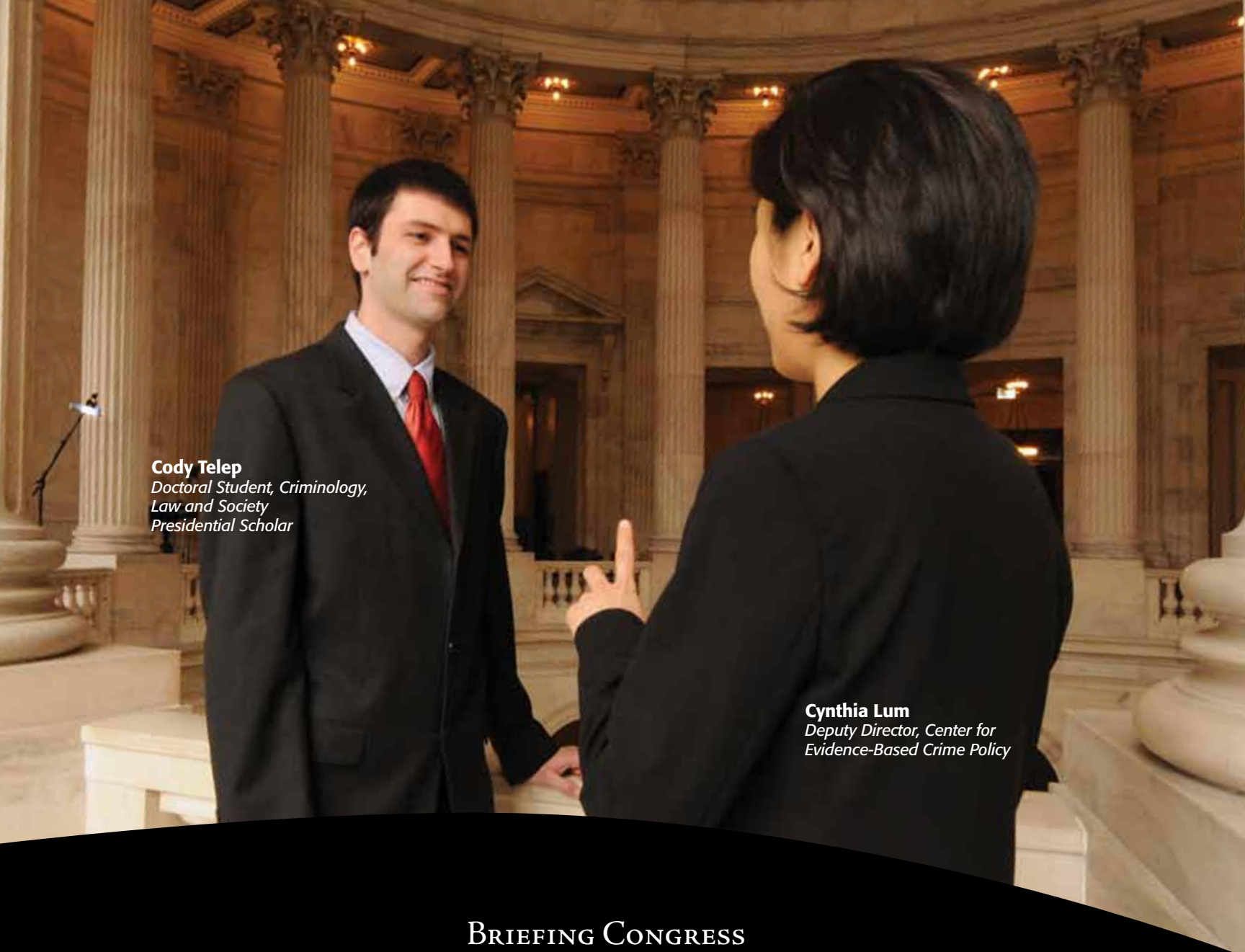
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Bragging Rights

CEBCP team members and affiliates hold a number of awards and honors for their contributions and efforts, including

- ★ The Stockholm Prize in Criminology
- ★ George Mason University Presidential Scholars (2)
- ★ The Klachky Prize for the Advancement of the Frontiers of Science
- ★ George Mason University College of Humanities and Social Sciences Dean's Challenge Award
- ★ The U.S. Attorney General's Citizen Volunteer Service Award
- ★ Iraq Campaign Medal
- ★ The Exceptional Support Award, George Mason University
- ★ American Society of Criminology Fellows (2)
- ★ George Mason University Teaching Excellence Award Finalist
- ★ National Institute of Justice W.E.B. DuBois Fellow
- ★ Joan McCord Award, Academy of Experimental Criminology
- ★ National Defense Service Medal, Navy and Marine Corps Achievement Medal
- ★ Department of Criminology, Law and Society Honors Distinction on Comprehensive Exams
- ★ Law and Society Article of the Year Award

Think. Learn. Succeed.



Cody Telep
*Doctoral Student, Criminology,
Law and Society
Presidential Scholar*

Cynthia Lum
*Deputy Director, Center for
Evidence-Based Crime Policy*

BRIEFING CONGRESS ON REDUCING CRIME

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As a graduate research assistant at Mason's Center for Evidence-Based Crime Policy, doctoral student Cody Telep has gathered national data on effective police strategies to reduce violence. This winter to a packed house at the Russell Senate Office Building, he briefed congressional staffers and government officials on policing trends he has identified through his research, as part of a policy forum on reducing violent crime.



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