

Executive Summary

August 2018



Diagnostic Analysis for the Salisbury Police Department, Salisbury, North Carolina

Opportunities for Evidence-Based Technical Assistance

Deliberative and Predecisional

Preface: About this Document

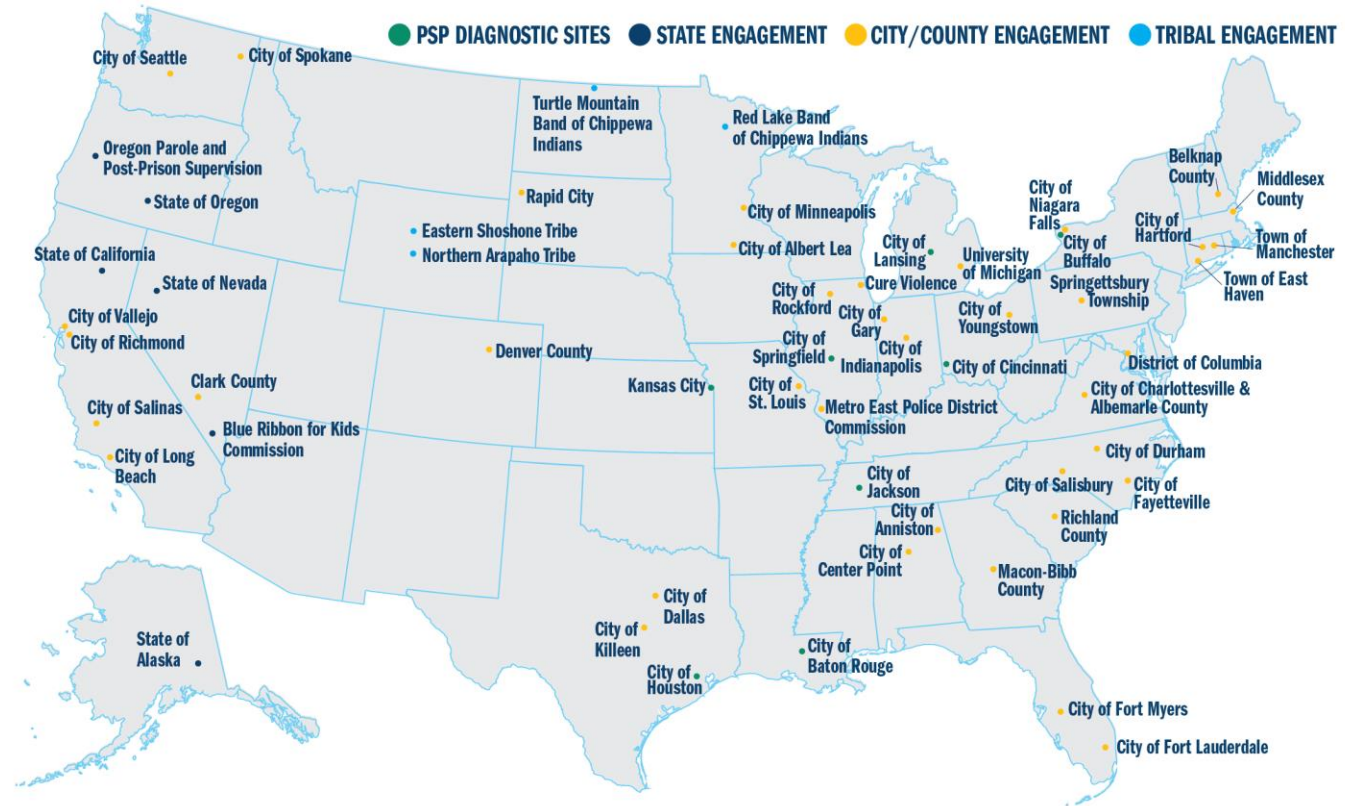
- ▶ This document is part of the technical assistance package provided by the U.S. Department of Justice (DOJ) Office of Justice Programs (OJP) Diagnostic Center in response to a request for assistance from the Salisbury Police Department (SPD).
- ▶ Through services provided across OJP's many programs, the Diagnostic Center aims to fulfill a nationwide call from the criminal justice community to improve access to information on what works in preventing and controlling crime, as well as provide guidance on how to implement data-driven programming. Diagnostic Center services are customized for each community's crime problem.
- ▶ The purpose of this document is to:
 - *Identify and analyze the factors* that are contributing to the issues identified in the request from the SPD.
 - *Recommend data-driven solutions and promising practices* that address the contributing factors. The community has responsibility for evaluating and selecting the practices that they deem the best fit to implement in their community.
 - *Inform development of a response strategy*, in close coordination with the requesting community leaders, for implementing the recommended data-driven solutions.



About the Diagnostic Center

The Diagnostic Center works with urban, suburban, rural and tribal communities across the country. The Diagnostic Center has engaged with over 60 communities on a wide range of public safety topics.

- ▶ A community's engagement with the Diagnostic Center begins when a local, state or tribal leader submits a request for assistance.
- ▶ The Diagnostic Center works with the community for an extended period to understand the scope of their unique crime problems and provide analysis and recommendations.
- ▶ The Diagnostic Center also identifies training, expertise, and technical assistance to support the community in implementation of recommendations.

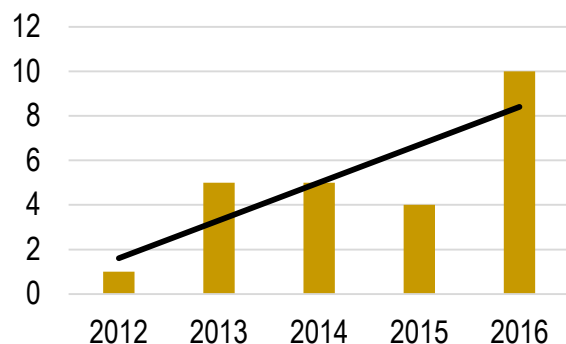


The SPD requested assistance to enhance data-driven decision-making

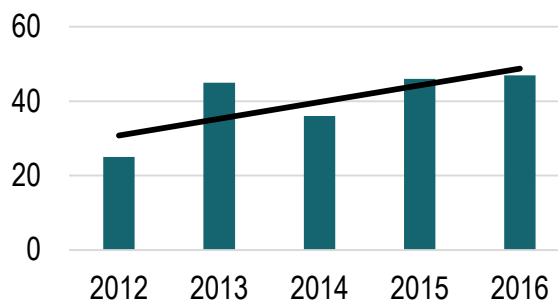
Overview of the Training and Technical Assistance (TTA) Request:

- ▶ The SPD seeks TTA to improve overall public safety and reduce violent crime by identifying and implementing data-driven strategies that target factors contributing to violence.
- ▶ SPD provided violent crime data that depicted:
 - A consistent and significant increase in homicides, from one in 2012 to ten in 2016.
 - Increases in assaults with a dangerous weapon (gun) and shooting into occupied dwellings.

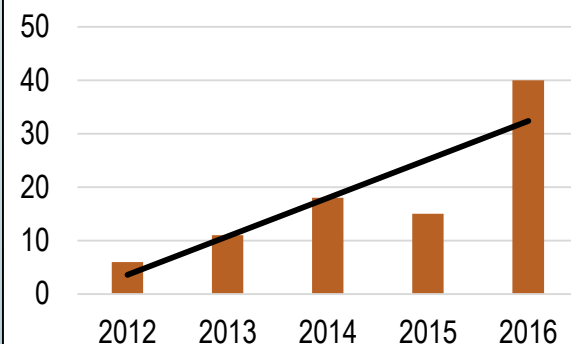
Homicide



Assaults with a Dangerous Weapon - Gun



Shoot into Occupied Dwelling



During the Diagnose Phase, the Diagnostic Center focused on three priority areas to improve public safety

Intended TTA Outcome

Improve overall public safety and reduce violent crime by identifying and implementing data-driven strategies that target factors contributing to violence.

Priority Area 1

Understand violent crime trends and factors

Priority Area 2

Assess SPD's response strategies to violent crime

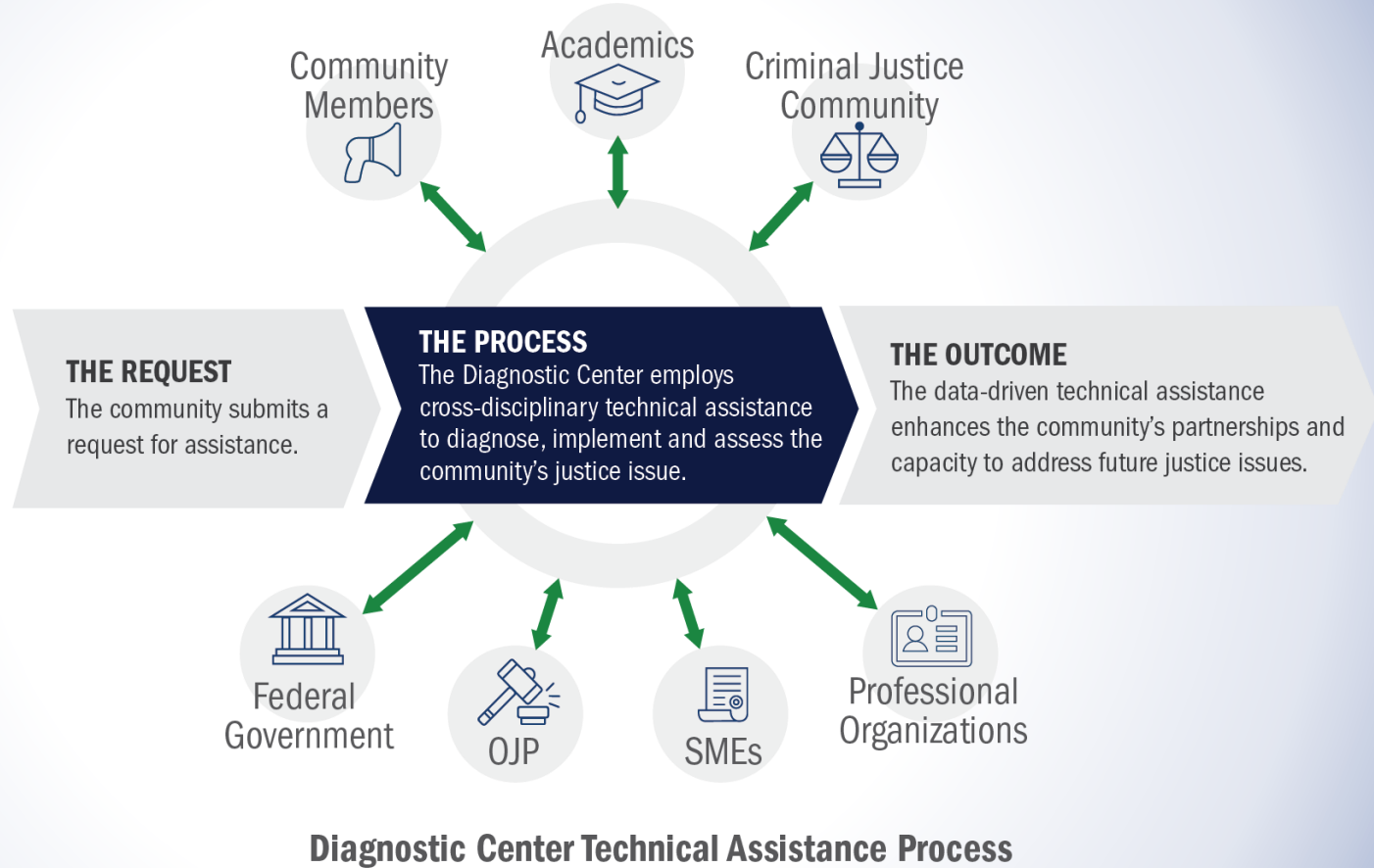
Priority Area 3

Enhance citizen engagement efforts to reduce violent crime

The Diagnostic Center will work with the SPD to identify indicators that can be tracked over time to show progress toward intended outcomes.

At the request of the SPD, the Diagnostic Center team collected qualitative and quantitative data to better understand the factors contributing to department reported issues

- ▶ Diagnostic Center engagements address a particular public safety concern of the client community. The community's interaction with the Diagnostic Center is intended to build community capacity to use data to make evidence-based decisions (current and future) about criminal justice and public safety.
- ▶ Founded on a practice-based research model, the Diagnostic Center uses criminal justice research, local data and collaborative partnerships to assist communities.



Agenda

Today we will cover the following findings from the Diagnostic Center's engagement with the Salisbury Police Department:

1

Major Crime Investigations Assessment

2

Patterns of Crime in the City

3

The Path Forward: *and how you can help*



Major Crime Investigations Assessment: Summary of findings based on the qualitative analysis of site visit interviews

Findings from the Major Crime Investigations Assessment:

Based on the responses from interviews and review of case file samples and police policies, the Diagnostic Center identified four areas of focus and aligned the findings to four phases within an incident response life cycle.



Patterns of Crime in the City: The Diagnostic Center analyzed calls for service and reported crimes to understand place-based patterns and crime problems

Crime Generators

- ✦ Places where offenders and targets come together and there is ample opportunity for crime or disorder
- ✦ Locations: shopping areas, festivals, gas stations, sporting events

Crime Attractors

- ✦ Places that afford persons the opportunity to commit crime or engage in deviant activity
- ✦ Locations: drug, prostitution transaction points

Crime Enablers

- ✦ Places that attract offenders due to absent or lower social controls, guardianship and/or management of space enabling crime and disorder
- ✦ Locations: parking lots, open parks

Source: *Crime Analysis for Problem Solvers in 60 Small Steps*. (2018). Found online at: <http://www.popcenter.org/learning/60steps/index.cfm?stepNum=17>. See also Brantingham, Patricia and Paul (1995). "Criminality of Place: Crime Generators and Crime Attractors". *European Journal on Criminal Policy and Research* 3(3):1-26.



Building on CFS analysis, the Diagnostic Center examined SPD's reported crimes, historically driven by property crimes, drugs and interpersonal violent crime

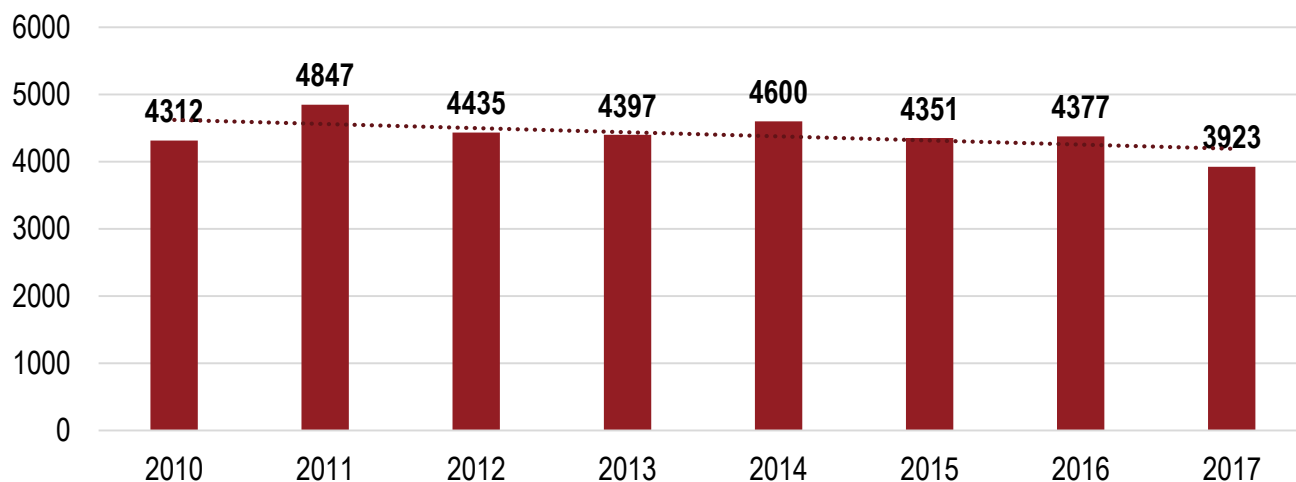
Top 15 SPD Reported Crimes 2010-2017

Crime Category	Count
Larceny	11,095
Drug/Alcohol-related (non-DUI)	3,693
Burglary	3,205
Assault	2,892
Vandalism	2,455
Fraud	2,436
Other**	2,039
Lost/Found Property	1,630
Traffic	1,101
Property Damage	750
Robbery	641
Runaway	560
Firearms	470
Calls for Service**	445
Missing Person	319

SPD Reported Crimes Overview

- ▶ Reported crimes have decreased by nine percent in the last eight years for SPD. However, the city remains one of the highest, for crime incidents, among other similar-sized NC cities with a rate of 18.3 violent crimes and 47.5 property crimes per 1,000 persons.
- ▶ Similar to nationwide trend and likely a result of increasing businesses in the area, SPD crimes are primarily driven by thefts from stores and homes.
- ▶ Interpersonal violence incidents contribute to these crime patterns with general assaults, robbery and firearm-related offenses.

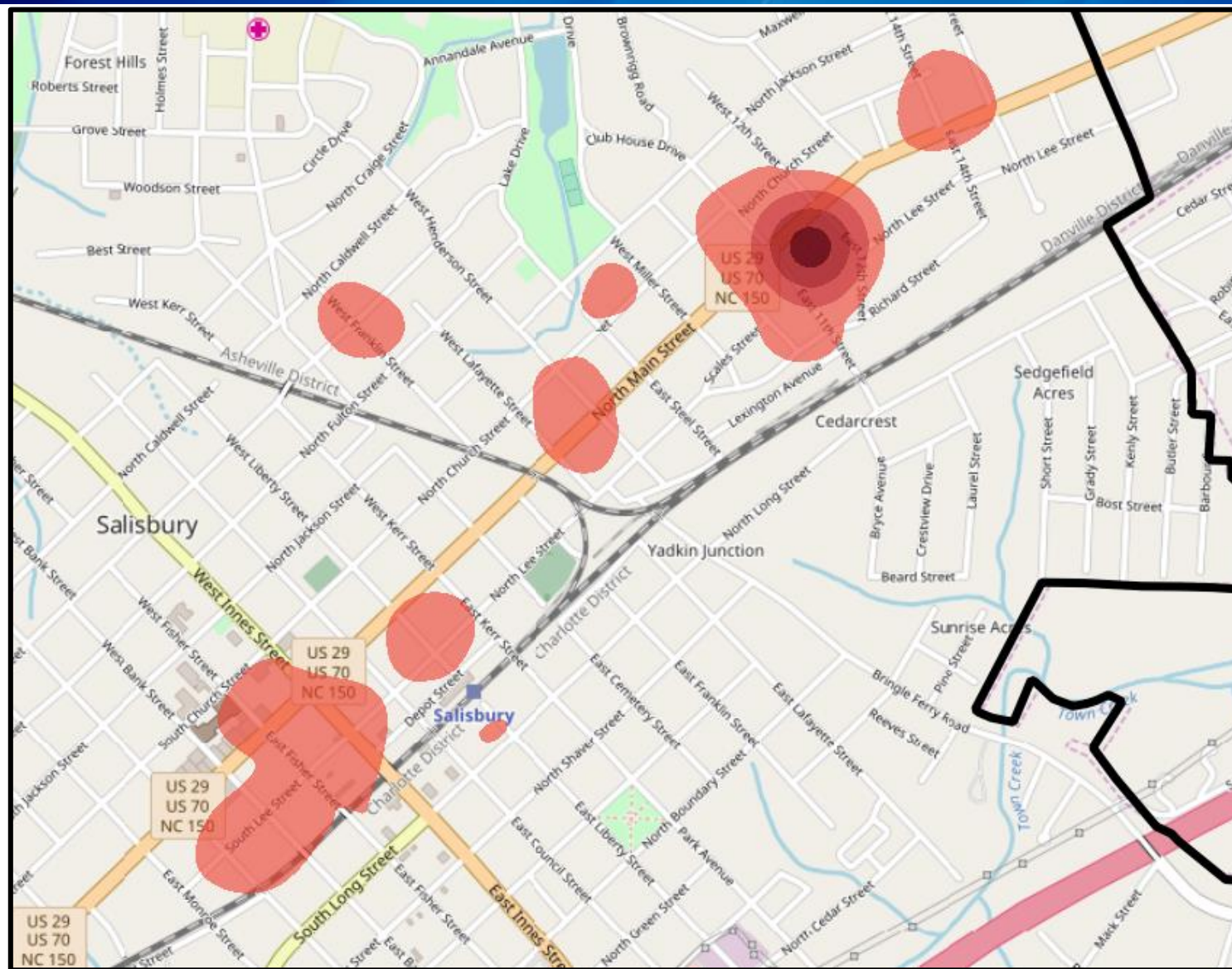
SPD Annual Reported Crime



**NOTE: The "Other" category is comprised of offenses such as any miscellaneous offense (miscellaneous all other, miscellaneous found body, miscellaneous animal bite, etc.), all other communicating threats, resisting arrest and arrest. The "Calls for Service" category is comprised of offenses with the description 'miscellaneous calls for service.' These offenses have a variety of descriptions with which they are reported, including: miscellaneous, follow-up, disturbance, deliver message and assault.

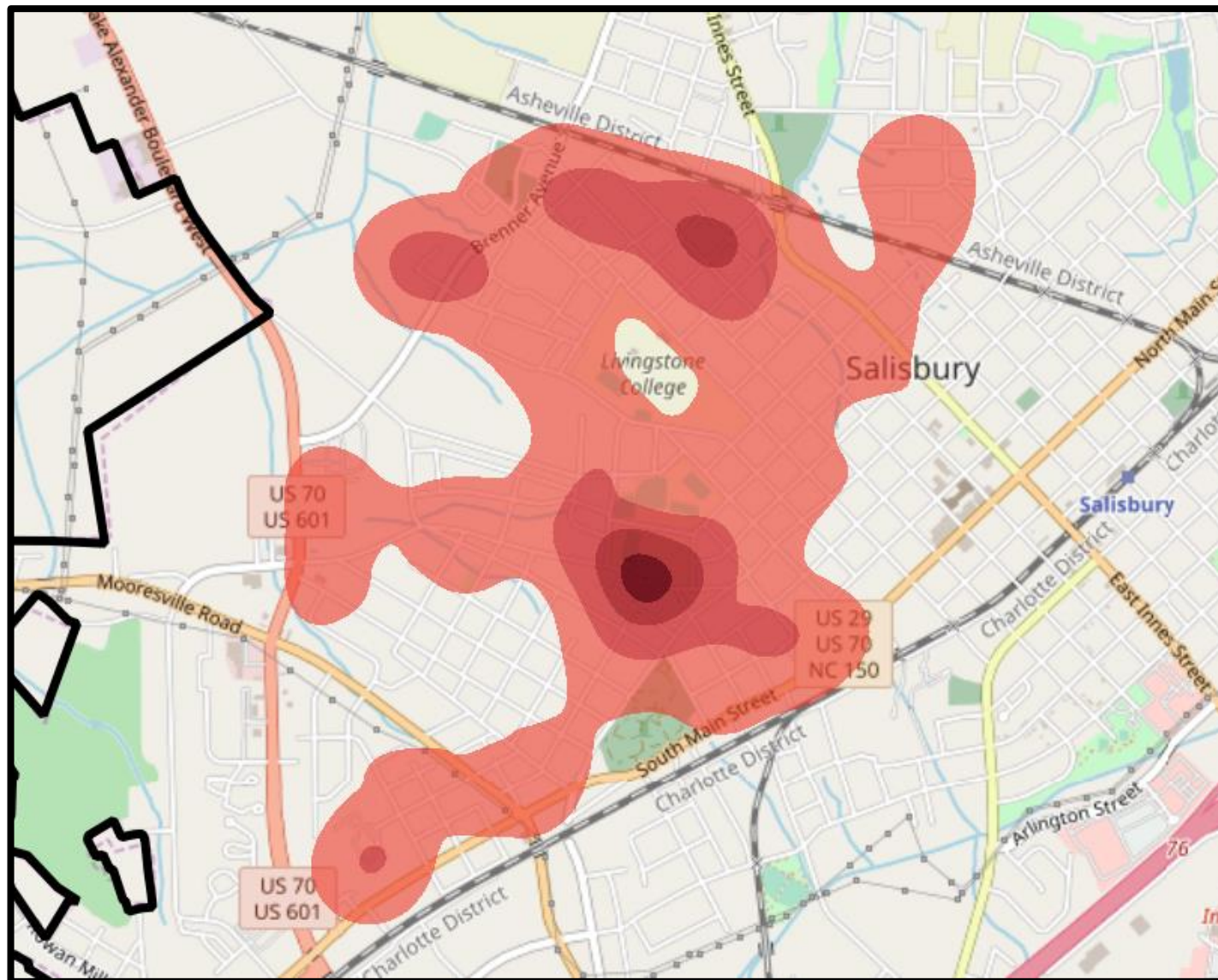
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Interpersonal violent incidents in the North End cluster near the highway



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Interpersonal violent incidents in the West End are concentrated throughout residential and commercial areas



Similar to national trends, these Calls for Service (CFS) for gun violence are concentrated during weekends and late night hours

Salisbury Gun Violence CFS by Day of Week and Time of Day, 2010-2017

	12 AM	1 AM	2 AM	3 AM	4 AM	5 AM	6 AM	7 AM	8 AM	9 AM	10 AM	11 AM	12 PM	1 PM	2 PM	3 PM	4 PM	5 PM	6 PM	7 PM	8 PM	9 PM	10 PM	11 PM	Total
Sunday	90	71	86	61	33	13	8	6	7	8	6	7	5	12	16	14	22	17	35	40	46	61	41	41	746
Monday	55	25	15	17	10	4	7	2	3	7	2	5	5	18	17	16	12	26	15	41	48	55	80	53	538
Tuesday	40	40	22	17	7	5	2	3	2	3	7	6	23	11	11	14	14	19	38	29	55	69	61	42	540
Wednesday	44	34	12	9	6	3	5	0	3	1	2	5	11	15	24	10	13	10	19	27	25	61	43	47	429
Thursday	55	34	17	14	10	4	4	6	7	2	7	19	3	16	11	8	12	17	39	27	47	65	54	44	522
Friday	53	29	33	22	19	3	3	2	4	7	11	7	14	6	2	16	9	8	15	37	61	55	80	98	594
Saturday	88	70	59	36	26	18	13	6	1	4	6	7	13	14	16	24	24	20	26	56	75	86	115	117	920
Total	425	303	244	176	111	50	42	25	27	32	41	56	74	92	97	102	106	117	187	257	357	452	474	442	4289

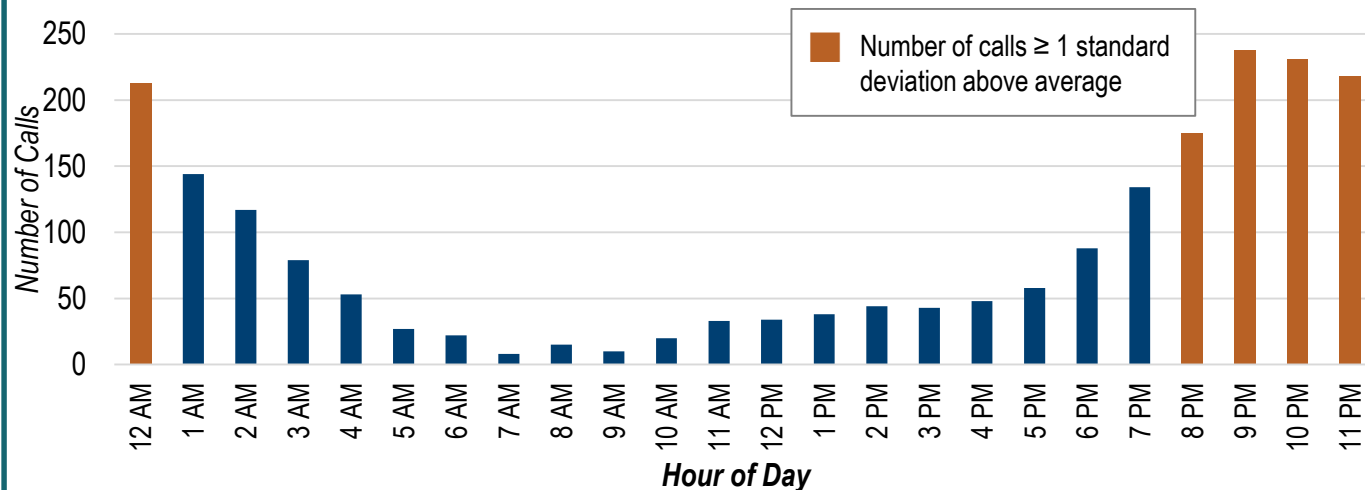
Legend*:

- Below Average
- Average
- Above Average
- Well Above Average

Gun Violence CFS Highlights

- Over the last 10 years, fifty-two percent of Gun Violence CFS (GV-CFS) occur between Friday and Sunday, between the hours 10 PM and 1 AM.
- For the most recent years, GV-CFS events occurring between 8 PM and 1 AM hours are significantly higher than average incidents for the City.
- Locations for incidents occurring during these times are most commonly multi-family housing locations (see next slide).

Salisbury Gun Violence CFS by Time of Day, 2014-2017



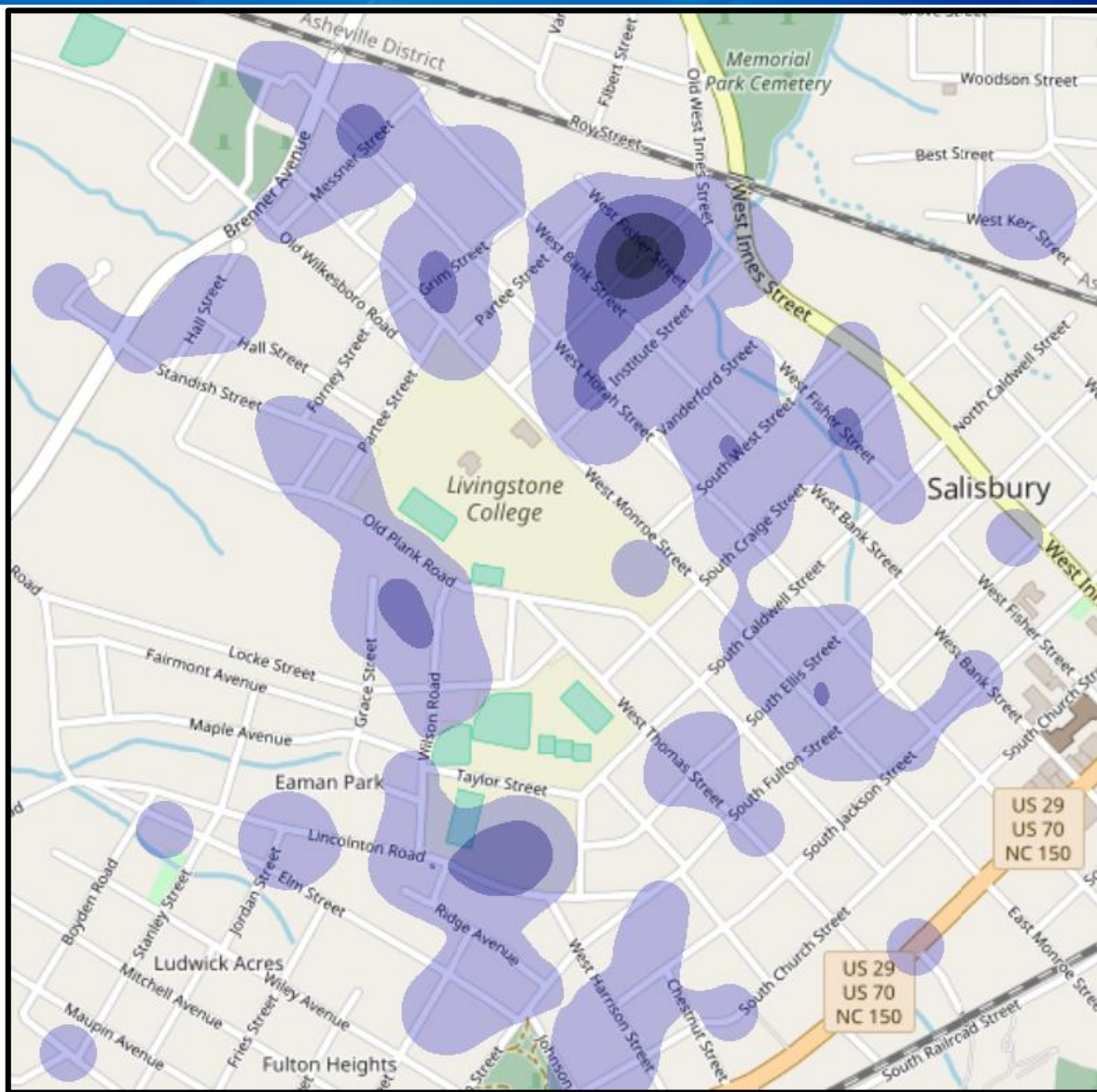
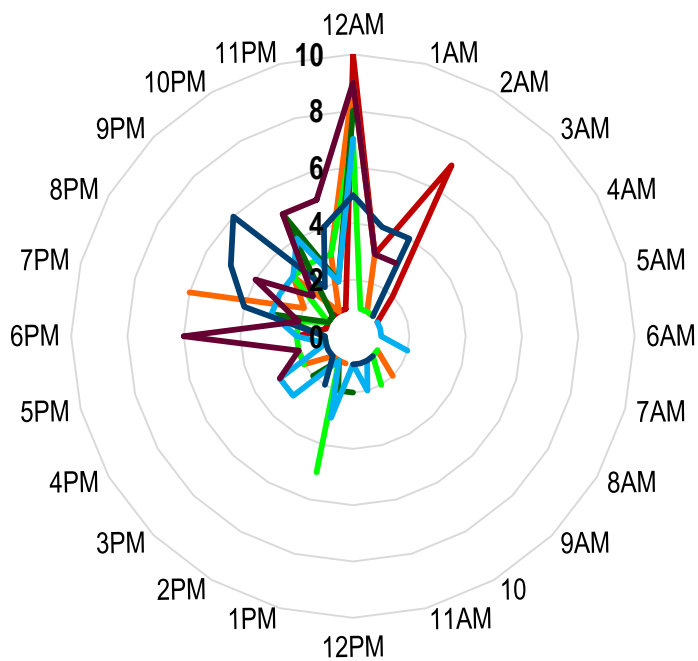
*Note: "Below Average" is one standard deviation or more below the average. "Above Average" is one standard deviation above the average. "Well Above Average" is two standard deviations or more above the average.

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Firearm-related interpersonal violent incidents in the West End are also clustered primarily in residential areas

Firearm-Related Offenses 2014 - 2017

— Sunday — Monday — Tuesday
— Wednesday — Thursday — Friday
— Saturday



The Diagnostic Center identified a number of promising practices and evidence-based strategies for reducing gun violence

Violence Prevention Strategies Targeted at Urban Youth

Common Features of Effective Programs

- ▶ Use of street outreach workers.
- ▶ Connections with community services and support for high-risk youth.

Recommendations for Implementing Effective Programs

- ▶ Focus on youth at highest risk for future violence.
- ▶ Pay attention to youth on the cusp of highest risk.
- ▶ Communicate to targeted offenders they will receive services to change their lifestyle.
- ▶ Train and supervise outreach workers.
- ▶ Implement programs with adequate resources.
- ▶ Collaborate with multiple city agencies and community members.
- ▶ Use data continuously and strategically.
- ▶ Conduct long-term studies to calculate returns on investment.

Source: *What Works to Prevent Urban Violence Among Proven Risk Young Men? The Safe and Successful Youth Initiative Evidence and Implementation Review, 2013.*

Gun Violence Reduction Strategies Law Enforcement

Hot Places

Gun violence is highly concentrated in a few places or hot spots such as a single building or address; street blocks or segments; or clusters of addresses.

Hot People in Hot Places

A small number of high-rate offenders commit shootings at specific places and times.

Pulling Levers

Focused deterrence strategies, which subject selected offenders to both concentrated law enforcement attention and offer social services, are associated with reductions in gun violence.

Multi-strategy, Community-based Approaches

These strategies outperform more limited interventions and combine multi-faceted law enforcement strategies, programs targeting community risk factors and community mobilization.

Focus on Non-fatal Shootings

Involvement as a victim or perpetrator in non-fatal shootings is a high risk factor for future gun violence. Data and analysis, investigative resources and victim services focused on non-fatal shootings could be important strategies.

The Diagnostic Center identified a number of promising practices and evidence-based strategies for reducing gun violence (Continued)

Supply Side Enforcement

Research Findings

- ▶ Crime guns tend to be quite old—10+ years—and have typically gone through multiple transactions before reaching their current owner.
- ▶ Though there is a widespread belief that gun theft plays a significant role in arming dangerous people, data suggests that theft is not how offenders are getting their guns.
- ▶ Offenders tend to rely on their immediate networks of family, friends and gang associates to obtain guns.
- ▶ Criminals are typically not in possession of any one gun for very long and often have relatively brief criminal careers.
- ▶ These findings suggest there is an active underground market which presents promising opportunities for local intervention and enforcement.

Potential Actions

- ▶ Design enforcement strategies to interrupt the supply chain. Learn more about transactions arming dangerous people by analyzing trace data on recovered guns and conducting interviews with gun offenders.
- ▶ Social network analysis may help police understand who is likely to have ready access and where to concentrate efforts to shut down or interrupt supply chains.

Public Health Prevention Strategies

CURE Violence

A public health approach, using trained street violence interrupters and outreach workers, public education campaigns and community mobilization to reduce shootings and killings.

Hospital-based Violence Intervention Program

A public health approach combining brief in-hospital intervention with intensive community-based case management and providing targeted services to high risk populations to reduce risk factors for re-injury and retaliation while cultivating protective factors.

Adverse Community Experiences/Community-Trauma*

Children and youth exposed to recurring violence often suffer psychological trauma and can exhibit symptoms of post-traumatic stress disorder. Boys and men of color are at even higher risk of trauma due to multiple factors including higher rates of incarceration and greater exposure to violence. *Trauma informed approaches* to care are now standard for individuals with trauma. Recent research has focused on *community-level trauma*, the product of the cumulative impact of regular incidents of interpersonal, historical and intergenerational violence. Just like individuals, communities need to heal from the trauma and develop *resilience*, or the ability to recover from and/or thrive despite the prevalence of adverse conditions. Community-level strategies should focus on improving the social, physical and economic environments.



The Path Forward: PD may consider seeking training to support a comprehensive, coordinated, department-wide response

Training and Technical Assistance Plan

Enhance Data Management and Utilization

Synopsis: Improvements to data management and utilization could help the department make better, evidence-based decisions to more effectively address violent and other major crimes.

- ▶ Foundational crime analysis training
- ▶ Training on basic data processes and their application to public safety objectives
- ▶ Data standards and data quality assurance training
- ▶ Training on the available suite of components in the department's RMS system and how to utilize them.

Develop Violent Crime Reduction Strategies

Synopsis: A strategic approach to violent crime in Salisbury is necessary to produce a measureable impact on current crime levels. Recommended approaches to violent crime reduction strategies include:

- ▶ Task Force (TF) Training – an overview of key strategies that are critical to TF operations.
- ▶ Development of a Problem Oriented or Place Based Policing Strategy that utilizes data to help determine allocation of resources.
- ▶ Development of strategy to reduce gun violence
- ▶ Development of a Social Media Strategy

Improve Investigation Processes

Synopsis: Larger than normal caseloads have prevented investigators from participating in critical training on investigations. The department would benefit from:

- ▶ Additional investigators to help reduce the case load per investigator
- ▶ Major Crime Scene Preliminary Investigation to include to include topics such as interviewing, interrogation, report writing and documentation
- ▶ Investigation Management Training to include case management systems.
- ▶ Supervisor Training

Improve Internal and External Communications

Synopsis: Communication gaps exist both internally and externally, between departmental units and law enforcement partners. The department could benefit from:

- ▶ Organizational Communications – education on the importance of effective communication and how to achieve it.
- ▶ Development of communications protocols for internal and external communications in addressing violent crime.
- ▶ Improving the 9-1-1 Call Center Communications

Salisbury Activities and Actions



The Salisbury Police Department Vision

*Creating an environment in which **citizens and visitors** will feel safe in all parts of the City.*

*Improving service to citizens and visitors through **community partnerships and implementation of new practices and technology.***

Grant Submissions

► **BJA Technology Innovation for Public Safety (April 2018)**

- Launch of crime reduction project to procure of virtual guardianship technology within public spaces identified as “hot spots” for the West End
- Funding for technical analyst to support implementation of technology and contribute analytical value to data collected for investigations
- Purchase of firearm analysis equipment to assist SPD with firearm evidence collection and submissions to forensic lab

► **BJA School Violence Threat Assessment & Technology Reporting (July 2018)**

- Partnership with Rowan-Salisbury School System to focus on crime and security incidents in and around the schools
- Security site assessments for schools
- Training for teachers on restorative justice and conflict resolution
- Certification training for SPD officers in crime prevention strategies and techniques



Salisbury Activities and Actions

- ▶ SPD has attended training and is currently considering other training and resources for the department based on Diagnostic Center recommendations
 - ***Department of Justice Crime Analysis Community of Practice Meeting***
 - Attended in April 2018 in Charlotte, NC
 - Forward thinking for building crime analysis practices and technology
 - ***VALOR Survive & Thrive***
 - Training focusing on officer wellness & preparedness
 - Being held August 2018 in Raleigh, NC
 - ***International Homicide Investigators Association (IHIA)***
 - National practices on dealing with homicide and non-fatal shootings
 - Currently being planned for a Fall 2018 training session
- ▶ Partnership with University of North Carolina – Greensboro
 - Violent incident review for Project Safe Neighborhood initiative with US Attorney's Office
- ▶ Ongoing collaboration and partnership with federal agencies to support investigations involving firearms and serious violent crimes

How can we help each other?

Community Leader Professionals

- ▶ Are there businesses in Salisbury whose bottom line is impacted by crime? Would reducing crime in their city increase profits?
- ▶ If so, could you help us build a relationship with the decision makers of these business in hopes of developing a partnership?

Law Enforcement Partners

- ▶ Would you be willing and able to participate in trainings with us, so that we all have a shared and agreed upon understanding of the way things need to be done, especially in the areas of major incident response?

Criminal Justice Partners

- ▶ Are you aware of any funding opportunities where we could partner together to increase the strength of our proposal and help advance our missions together?
- ▶ Are there other ways that you think could help improve the safety of our residents and the quality of life in our city? If so, please see us after the meeting so we can talk about your ideas.



Questions?

