



**Division of Criminal
Justice Services**

Gun Involved Violence Elimination Initiative (GIVE) 2014 Annual Report

New York State Division of Criminal Justice Services
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www.criminaljustice.ny.gov

**New York State Gun Involved Violence Elimination Initiative
2014 Annual Report**

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“Perhaps never before has there been such a need nor such a compelling prospect to advance the noble cause of policing through innovation and research into what works to control crime and disorder, increase officer safety, and enhance the legitimacy of the police in the eyes of the people they serve.”

“I have an opportunity to travel all over the country, and there’s no other place that is doing what you’re doing here, to bring all of you together focused on what you are focused on is really unique.”

Jim Bueermann
President, The Police Foundation

I. Introduction

New York State launched the Gun Involved Violence Elimination (GIVE) initiative in July 2014 to address the persistent problem of gun violence, which remains a stark reality for residents who live in the state’s urban centers.

Despite historic reductions in crime that occurred across the state over the past quarter century – crime reached an all-time low in 2014 – shootings and firearm-related homicides continue to claim too many lives, particularly those of young men of color.

In creating GIVE, New York stands alone in its commitment to supporting only proven practices to reduce these deadly crimes, requiring that agencies integrate the principles of procedural justice into their enforcement strategies and providing technical assistance to help agencies effectively implement programs.

This unique approach also was designed to meet another critical goal identified by the state: building confidence in the criminal justice system by supporting programs that are not only successful in reducing violence, but also improving police legitimacy and fostering community engagement.

GIVE provides more than \$13.2 million in grants to 20 police departments and district attorneys’ offices, probation departments and sheriffs’ offices in 17 counties Upstate and on Long Island. It evolved from a long-standing program that directed funding to the same law enforcement agencies in those counties, which report 87 percent of the violent crime outside of New York City.

The state Division of Criminal Justice Services (DCJS) administers the GIVE initiative, which focuses on four core elements:

- **People:** individuals and groups that police find are most responsible for gun violence in a particular area;
- **Places:** locations or “hot spots” where the most violence is occurring;
- **Alignment:** coordinating crime-fighting efforts and some strategies among law enforcement and local violence prevention groups; and
- **Engagement:** involving key stakeholders and the community at large to build support for efforts to reduce gun violence.

GIVE evolved from Operation IMPACT, which began in 2004, and targets the same counties: Albany, Broome, Chautauqua, Dutchess, Erie, Monroe, Niagara, Nassau, Oneida, Onondaga, Orange, Rensselaer, Rockland, Schenectady, Suffolk, Ulster and Westchester. IMPACT provided financial resources to the primary police department in each county and their law enforcement partners – district attorneys, probation and sheriffs – so they could build partnerships and implement crime analysis and intelligence-driven policing to reduce crime in their community.

Two key factors made the transition to GIVE possible: a body of research identifying evidence-based practices that are effective in reducing gun violence, such as hot-spot policing, focused deterrence, problem-oriented policing and crime prevention through environmental design, and the significant role that analysis, integrated with intelligence, now plays in fighting crime across the state, neither of which was available a decade ago.

DCJS has fostered the growth of crime analysis since it established the state's first Crime Analysis Centers in Erie and Monroe counties in 2007.

Three more followed in Albany, Broome and Onondaga counties and in 2015, two centers designed to serve law enforcement along the state's border with Canada – Niagara County in Western New York and a multi-county center based in Franklin County in the North Country – became operational.

DCJS partners with local law enforcement to oversee and support the centers, which combine human intelligence with sophisticated technology and access to a wide variety of data, allowing agencies to fight crime more effectively and efficiently.

The Monroe Crime Analysis Center became the first center to offer real-time crime analysis, providing up-to-the-minute information to police so they can solve crime more efficiently and effectively and enhance officer safety.

Key to real-time analysis was the installation of a video wall – 17½ feet wide by 5 feet high – that displays multiple sources of information, including “shot spotter” technology, computer aided dispatch log and video from public surveillance cameras.

New York State currently invests approximately \$5 million to support the operations of the centers, funding staff, training, technology and infrastructure through that expenditure. Local law enforcement agencies also assign staff to the centers and support the centers' technology and infrastructure.

“New York State’s commitment to funding proven crime reduction programs based on key principles of police legitimacy, community empowerment and engagement and strategic enforcement is groundbreaking.

While the National Network for Safe Communities has long-standing partnerships with individual communities across the country, this is one of the rare instances where we see a state taking the lead in this work. I commend the state for its stewardship of GIVE and participating agencies for their willingness to re-think the way they protect and serve their communities.”

David Kennedy
Director

National Network for Safe Communities

The network of DCJS-supported centers also shares data with crime analysis centers operated by other county, state and federal agencies, resulting in nearly 70 percent of all crime data in the state outside of New York City accessible for analysis and dissemination.

The Crime Analysis Centers and the analysts who work at them have been recognized by international and national organizations for their innovative use of technology and quality of their work, including the International Association of Law Enforcement Intelligence Analysts (IALEIA), the Center for Digital Government and Digital Communities, the International Association of Crime Analysts, and Government Security News.

II. Technical Assistance Training and Program Alignment

As DCJS developed GIVE, the agency's leadership recognized the importance of providing partner agencies with guidance so they could successfully implement the required evidence-based components of the initiative.

To that end, in addition to awarding grants to fund personnel and technology, the state provides technical assistance, paid for by DCJS, to the 20 police departments and their respective county district attorneys' and sheriffs' offices and probation departments.

DCJS augmented its technical assistance offerings, taught by nationally recognized experts in evidence-based practices, with the creation of an information sharing network so participating agencies could benefit from the others' experiences.

New York State stands alone in providing this level of comprehensive, hands-on training to agencies to which it provides funding, so that they have the information and resources to successfully implement programs that have a proven track record of success.

In addition to embracing enhanced crime analysis and intelligence development and implementing evidence-based practices, GIVE agencies must coordinate those efforts with programs that engage the community in anti-violence efforts, including those that use street outreach workers to proactively diffuse gun-fueled disputes and offer help and services to those seeking an end to violence in their lives.

All GIVE agencies have received technical assistance training in evidence-based strategies detailed here.

Problem Oriented Policing

Problem oriented policing uses crime analysis and operational intelligence to examine a cluster of similar incidents with the goal of discovering a new or enhanced way to address the problem. Once a framework has been identified, evidence-based strategies focusing on preventive solutions that do not depend on the criminal justice system and engage other public agencies, the community and the private sector, are used to solve the problems identified.

Once developed and deployed, those strategies are subject to rigorous evaluation to determine their effectiveness. The approach also encourages information sharing among agencies so that effective practices can be shared to further enhance police work.

Crime Prevention Through Environmental Design (CPTED)

Offered through the National Crime Prevention Council, Crime Prevention Through Environmental Design (CPTED) focuses on how design and effective use of lighting, landscaping and traffic patterns, among other items, and code enforcement and maintenance of buildings and public spaces, can contribute to crime reduction. It operates around four principles: natural access control, natural surveillance, territorial reinforcement and maintenance.

The primary goal of the training is to provide law enforcement, code enforcement and individuals and organizations that are involved in community crime prevention programs with information needed to create their own initiatives to prevent crime through environmental design. The training also allows law enforcement to practice what they had learned by performing a safety assessment of a neighborhood and evaluating how CPTED principles could be used.

DCJS has hosted three, three-day Crime Prevention Through Environmental Design workshops, attended by nearly 80 police officers and code enforcement officials from 37 agencies; a fourth and final workshop is scheduled for late Spring.

Hot Spots Policing

Hot spots policing strategies are data-driven, using incident reports, calls for service and other information to identify concentrated areas of concern. Using that information, agencies focus their resources in areas where crime is more likely to occur in order to target, reduce and prevent it.

In addition to detailing those strategies, hot-spot policing training focuses on how to develop and implement intervention strategies and integrate the work of prosecutors and probation.

DCJS hosted three hot-spot policing workshops, attended by more than 150 police officers and prosecutors from 57 agencies. The workshops were led by Dr. Craig Uchida, president of Justice & Security Strategies, Inc., which works with cities, counties, criminal justice agencies, foundations and foreign nations on public safety issues.

During the early morning hours of Saturday, Oct. 11, 2014, the New York State Police joined Utica Police to patrol a neighborhood that had been identified through analysis and intelligence as a hot spot for criminal activity. While near Elizabeth and Burnett streets, officers heard shots, coming from the Level Bar, only a few yards away on Bleecker Street.

Officers rushed to the scene, where they saw about 100 people fleeing the bar and a man firing a handgun. A Utica police officer fired his weapon, injuring the shooter and neutralizing the threat he posed to others. Four people inside the bar sustained gunshot wounds but all survived as a result of the quick response and timely medical care. As Oneida County District Attorney Scott D. McNamara explained, "This is a textbook example of the effectiveness of GIVE and the work of our partnership in Oneida County."

"Educating our officers on basic crime prevention principles brings us closer to the community."

"When our officers respond to a call for service and are able to relay solid crime prevention techniques to a victim, or to someone before they become a victim, it goes a long way toward preventing future problems and is a win for us as a department and for the community as a whole."

Jack Falvo

Assistant Schenectady Police Chief

"GIVE has proven to be a sound strategic program that is helping Oneida County bring to justice some of the most violent offenders in our community, while providing resources to deter and prevent gun violence in the first instance."

Scott D. McNamara

Oneida County District Attorney

Focused Deterrence

Focused deterrence is based on the premise that a small group of individuals is typically responsible for most of the shootings, gun violence and firearm-related deaths in “hot spot” neighborhoods. The strategy identifies those chronic offenders and targets them for enhanced attention, investigation, enforcement and prosecution.

Also key to the approach is a partnership among law enforcement agencies, community groups and social services organizations, which join together to communicate directly with offenders, outlining clear consequences for continued criminal behavior, stressing that the affected community wants the gun violence to stop and providing offenders with alternatives and assistance to change their behavior.

It also helps to foster legitimacy and build trust between the police and the community. The pivotal piece of the strategy is a “call-in” or “notification,” which is repeated as often as necessary.

“(Focused deterrence) zeroes in on the limited amount of people who are committing the crimes. It will really pinpoint offenders and some of the things we’ve done before will be enhanced. We would rather be preventing crime than reacting to it. This will be a tool to help our officers prevent crime.”

Bryan DalPorto
Niagara Falls Police Superintendent

At these face-to-face meetings with offenders, the following messages are communicated:

- The shootings, firearm-related homicides and gun violence are wrong and need to stop.
- The community needs them alive and out of prison and with their loved ones.
- Help is available to all who would accept it; and
- Any future gun violence will be met with clear, predictable and certain consequences.

This strategy is taught during a two-day “Cease Fire University,” presented by David M. Kennedy, director of the Center for Crime Prevention and Control at John Jay College of Criminal Justice in New York City. DCJS offered three regional Cease Fire University trainings attended by more than 140 police officers, prosecutors and probation officials from 14 GIVE counties, as well as parole officers from the state Department of Corrections and Community Supervision. In addition, at the request of officials in Albany and Orange counties, the National Network for Safe Communities is providing more intensive focused deterrence assistance.

Street Outreach Workers

Street outreach workers respond to shootings to prevent retaliation and detect and resolve conflicts that are likely to lead to shootings. They also develop relationships with high risk individuals who are likely to engage in gun violence, and work in partnership with case managers, whose role is to connect those individuals with resources, including education and job training. Individuals who perform street outreach also collaborate with neighborhood organizations and other community groups to organize neighborhood events and public education activities that promote anti-gun violence messages.

The goal of the outreach strategy is to change behaviors, attitudes and social norms related to gun violence by using culturally appropriate staff to deliver those key messages. DCJS has provided information and training about two street outreach models: the Institute for the Study and Practice of Nonviolence in Providence, R.I., and Chicago Cure Violence.

Non-profit organizations in nine GIVE jurisdictions – Albany, Buffalo, Hempstead, Mt. Vernon, Rochester, Syracuse, Troy, Yonkers and Wyandanch – have received approximately \$2.7 million in state funding to implement street outreach worker programs.

Wyandanch is implementing the Providence model while the other communities have engaged with Chicago Cure Violence, which has provided a 40-hour Violence Interruption Reduction Training for all employees and a 32-hour management/supervisory course for program managers and staff of the non-profit organizations that support the programs.

DCJS also has coordinated two conferences – one day-long and the other a two-day event – that bring all programs together for training, evaluation and to share best practices. The agency also has a staff member dedicated solely to overseeing these programs, which includes fostering productive relationships with law enforcement in those communities.

Procedural Justice

Procedural justice is rooted in two principles designed to foster the legitimacy of the criminal

“Crime and violence is down... but in some communities we are still losing our young to gun violence and that is unacceptable. Police and those communities must come together to eliminate the gun violence; the GIVE grant gives SCPD and those communities proven strategies and the resources to do just that.”

Risco Mention-Lewis
Deputy Commissioner
Suffolk County Police Department

justice system: first, that law enforcement efforts are fair and second, that those who interact with the criminal justice system perceive the process – and how they were treated during the interaction – as fair.

Evidence demonstrates that procedural justice fosters trust and respect among individuals and communities and the law enforcement professionals that

serve them. DCJS highlighted the concept of procedural justice, in addition to other evidence-based strategies already detailed – at a bidder’s conference it hosted to introduce GIVE to law enforcement professionals and outline new requirements under the initiative. Yale Professor Tracey Meares provided an overview of procedural justice to nearly 200 representatives from all 17 GIVE counties who attended the conference.

During the second year of GIVE, all agencies will be required to integrate procedural justice into their overall plans. Building bridges between the community and law enforcement is essential, as enforcement alone cannot turn the tide against gun violence.

GIVE Evidence-Based Policing Symposium

In addition to convening the bidder's conference for all GIVE jurisdictions, DCJS hosted its first-ever evidence-based policing symposium. More than 270 law enforcement professionals from GIVE jurisdictions attended the two-day event, which featured nationally recognized speakers on topics including leadership, accountability and law enforcement legitimacy, effective strategies for targeting serious violence, engaging the private and public sector and identifying top offenders and hot spots where violence occurs in the community.

The symposium featured six presentations and panel discussions designed for all attendees and another four break-out sessions specific to prosecutors, probation and parole, and police. Representatives from all GIVE counties also shared their progress and best practices with each other.

III. Additional Information Sharing and DCJS Oversight

The Office of Public Safety also coordinates conference calls and facilitates information sharing among jurisdictions, allowing professionals to network with each other and share their successes and challenges while at the same time keeping DCJS staff up-to-date on their progress and helps identify the need for additional technical assistance.

The agency also has taken advantage of live meetings/webinars to connect with GIVE agencies. For example, the DCJS' Office of Probation and Correctional Alternatives hosted a webinar specifically for GIVE probation professionals, designed to further educate them about ways in which they can enhance the enforcement and intelligence development efforts in their communities.

Office of Public Safety staff also conduct site visits and work with jurisdictions to identify additional training and support as necessary, and staff from the Office of Program Development and Funding monitor and review grant spending.

All GIVE partners must submit work plans that detail how – and on what evidence-based strategies – grant money will be spent. Those agencies also must submit vouchers for reimbursement that verify their spending. This is standard practice for all grants DCJS administers, and those vouchers are reviewed by DCJS grants and finance before they are approved for payment to ensure money is being spent in accordance with work plans.

“The public expectation is that you are using the best available science, the best available research and evidence, to drive your practices because this is not your money you're spending; it's somebody else's.”

Jim Bueermann
President, The Police Foundation

IV. Evaluation and Assessment

Evaluation and assessment play a key role in GIVE, as the state aims to ensure that agencies are using resources wisely and implementing evidence-based practices as designed. DCJS has partnered with John Klofas, Ph.D., a professor at the Rochester Institute of Technology who

also serves as Director of the Center for Public Safety Initiatives, and The Center for Governmental Research to perform this evaluation and assessment.

Researchers have focused their initial efforts on evaluating the program's implementation by the state and partner agencies. The goal of the evaluation is to provide constructive feedback about the process and offer recommendations to improve implementation as the initiative continues. Agencies will begin their second year under the new program on July 1, 2015.

V. Partner Agencies: Strategy and Funding Overview

As noted earlier, GIVE jurisdictions were required to develop comprehensive plans for their respective communities, integrating the use of evidence-based strategies and community programs to focus on the core principles of people, places, alignment and engagement.

GIVE funds personnel, such as prosecutors, police and probation officers, field intelligence officers and crime analysts; jurisdiction-specific details for the number of grant-funded positions follow.

The agencies also use grant funding to pay for overtime in connection with special initiatives or enforcement, equipment, technology, training and community outreach.

Albany County

- **Participating agencies:** the Albany Police Department and the county's District Attorney's Office, Sheriff's Office, and Probation Department. GIVE funds seven full-time and two part-time employees.
- **Grant Award:** \$857,988

Broome County

- **Participating agencies:** The Binghamton Police Department and the county's District Attorney's Office, and Sheriff's Office. GIVE funds four full-time employees.
- **Grant Award:** \$384,872

Chautauqua County

- **Participating agencies:** The Jamestown Police Department and the county's District Attorney's Office, Sheriff's Office, and Probation Department. GIVE funding supports two full-time employees, and partially funds a third.
- **Grant Award:** \$195,200

Dutchess County

- **Participating agencies:** The Poughkeepsie (city) Police Department and the county's District Attorney's Office, Sheriff's Office, and Probation Department. GIVE funding supports one full-time employee.
- **Grant Award:** \$342,512

Erie County

- **Participating agencies:** The Buffalo Police Department and county's District Attorney's Office, Sheriff's Office, Probation Department, and Central Police Services. GIVE funding supports 13 full-time positions.
- **Grant Award:** \$1,671,217

Monroe County

- **Participating agencies:** The Rochester Police Department and the county's District Attorney's Office, Sheriff's Office, and Probation Department. GIVE funding partially supports 16 part-time positions and two full-time positions.
- **Grant Award:** \$1,646,920

Nassau County

- **Participating agencies:** Nassau County and Hempstead police departments and county's District Attorney's Office, Sheriff's Office, and Probation Department. The Freeport Police Department also receives funding because of its participation in the county's Lead Development Center. GIVE funding supports four part-time positions.
- **Grant Award:** \$1,013,644

Niagara County

- **Participating agencies:** The Niagara Falls Police Department and the county District Attorney's Office, Sheriff's Office, and Probation Department. GIVE funding supports seven full-time and two part-time positions.
- **Grant Award:** \$651,797

Oneida County

- **Participating agencies:** The Utica Police Department and county's District Attorney's Office, Sheriff's Office, and Probation Department. GIVE funding supports three full-time positions.
- **Grant Award:** \$433,936

Onondaga County

- **Participating agencies:** The Syracuse Police Department and county's District Attorney's Office, Sheriff's Office and Probation Department. GIVE supports eight full-time positions.
- **Grant Award:** \$1,216,934

Orange County

- **Participating agencies:** The Newburgh (city) and Middletown police departments and county District Attorney's Office, Sheriff's Office, and Probation Department. GIVE supports four full-time positions.
- **Grant Award:** \$716,777

Rensselaer County

- **Participating agencies:** The Troy Police Department and the county's District Attorney's Office, and Probation Department. GIVE funds four full-time positions.
- **Grant Award:** \$594,158

Rockland County

- **Participating agencies:** The Spring Valley Police Department and the county's District Attorney's Office, Sheriff's Office and Intelligence Center, and Probation Department. GIVE funds overtime for detectives and patrol.
- **Grant Award:** \$134,500

Schenectady County

- **Participating agencies:** The Schenectady Police Department and county's District Attorney's Office, Sheriff's Office, and Probation Department. GIVE supports 10 full-time positions.
- **Grant Award:** \$743,866

Suffolk County

- **Participating agencies:** The Suffolk County Police Department and county's District Attorney's Office, Probation Department, and Crime Laboratory. GIVE supports seven part-time positions.
- **Grant Award:** \$1,116,067

Ulster County

- **Participating agencies:** The Kingston Police Department and county's District Attorney's Office, Sheriff's Office, and Probation Department. GIVE funds two full-time positions.
- **Grant Award:** \$186,000

Westchester County

- **Participating agencies:** The Yonkers and Mount Vernon police departments and the county's District Attorney's Office, Department of Public Safety, and Probation Department. GIVE funds six full-time positions.
- **Grant Award:** \$1,320,335

VI. Conclusion

New York State will build upon the foundation established during GIVE's first year as it looks toward the second year of the program.

A commitment to supporting evidence based work, technical assistance, evaluation and assessment will continue to play key roles in the state's effort to further refine the initiative and to ensure agencies are implementing strategies as intended, with the ultimate goal of reducing shootings and saving lives.

Agencies received their second-year grant awards in May 2015. DCJS continues to provide technical assistance that has allowed agencies to further integrate evidence-based strategies into their daily operations.

Appendix A: Data

The Gun Involved Violence Elimination initiative began on July 1, 2014, with the first year of grant funding awarded through June 30, 2015. The GIVE funding cycle begins in early summer so law enforcement agencies have additional resources when crime traditionally spikes.

Each of the 20 police departments participating in GIVE submit statistics to DCJS on a monthly basis. Those statistics are posted to the [DCJS website](#) and updated monthly.

Direct link for bookmarking: <http://criminaljustice.ny.gov/crimnet/ojsa/greenbook.pdf>

Appendix B: Technical Assistance Trainers/Symposium Presenters

Jim Bueermann, President

Police Foundation: www.policefoundation.org

- The Foundation's mission is to improve American policing and enhance the capacity of the criminal justice system to function effectively.
- Member of Redlands, California Police Department from 1978 until his retirement in June 2011; served as Police Chief and Director of Housing, Recreation and Senior Services beginning in 1988.
- Longtime advocate of evidence-based practice and supporter of researcher and practitioner partnerships; introduced such approaches in his department, including transition the entire force from beat patrol to hot spots patrol, training officers in evidence-based approaches and making knowledge of research and evidence a part of officer rewards and promotions.
- A graduate of the FBI's National Academy in Quantico, Virginia.

Teny Gross, Executive Director

Institute for the Study and Practice of Nonviolence: www.nonviolenceinstitute.org

- The Institute works to target the reduction of gang or group-related violence through non-violence trainings in prisons and schools, street outreach, hospital response to violence crime and other activities. It also works with juveniles and adults as they prepare for release from placement/detention or prison.
- Founded in 2001 as a response to an alarming number of violent deaths of young people in the Providence area, the Institute also provides support to those who have been affected by traumatic or violent acts for issues that arise immediately to those that may come up long after the fact.
- Work is based on building on the teachings of Dr. Martin Luther King, Jr. and his ideal of a non-violent Beloved Community.

Ann Harkins, President and CEO

National Crime Prevention Council: www.ncpc.org

- A non-profit organization, the Council conducts public education training, technical assistance and manages public service advertising related to crime and public safety issues.
- President and CEO since 2009, after working as the Council's vice president and chief operating officer, overseeing the Council's day-to-day operations.

- Formerly deputy sergeant at arms of the U.S. Senate, serving as chief operating officer of the 800-person administrative staff and a senior Senate advisor after the terrorist and anthrax attacks, and chief of staff for Attorney General Janet Reno.

David Kennedy, Director

National Network for Safe Communities: www.nnscommunities.org

- The National Network for Safe Communities is an alliance of more than 50 jurisdictions dedicated to reducing crime and incarceration and addressing the racial conflict associated with traditional crime policy. It is based at John Jay College of Criminal Justice in New York City.
- Directed the Boston Gun Project and its “Operation Ceasefire” intervention, which was responsible for a more than 60 percent reduction in youth homicide victimization. The initiative has received several awards, including the Ford Foundation Innovations in Government Award and the International Association of Chiefs of Police Webber Seavey Award.
- Helped to design and field several federal programs: the Justice Department’s Strategic Approaches to Community Safety Initiative, Treasury Department’s Youth Crime Gun Interdiction Initiative and Bureau of Justice Assistance’s Drug Market Intervention Program.

John Klofas, Ph.D., Director

Center for Public Safety Initiatives at Rochester Institute of Technology: www.rit.edu/cpsi

- The Center for Public Safety Initiatives was created to contribute to criminal justice strategy through research, policy analysis and evaluation. Its educational goals include training graduate and undergraduate students in strategic planning and policy analysis. The center practices action research, in which relevant data and analyses are used by organizations in their day-to-day decision making, and serves the practice of policy development and implementation in real-time.
- Serves as professor of criminal justice at Rochester Institute of Technology; former chair of the college’s Department of Criminal Justice.
- Member of the national training team for Project Safe Neighborhoods and has worked with several major police departments, specializing in risk management and early warning systems.
- Author and/or editor of numerous publications, including six books on topics including criminal justice management, community issues in crime and justice, and violence.

Tracey Meares, Walton Hale Hamilton Professor of Law

Yale Law School: www.law.yale.edu/faculty/TMeares.htm

- Teaching and research interests focus on criminal procedure and criminal law policy, including “focused deterrence” and working with a small group of people who are most at-risk of causing violent crime in their communities. Targeted offenders are confronted about their criminal activities by a group typically made up of relevant law enforcement agencies and other organizations and warned about the consequences if that behavior continues, such as increased sentences for re-offending.

- Writings focus on issues including crime prevention and community capacity building and reflect a civil society approach to law enforcement that builds upon the interaction between law, culture, social norms, and social organization.

Michael Scott, Director

Center for Problem-Oriented Policing: www.popcenter.org

- The Center for Problem-Oriented Policing is a non-profit research organization that produces and disseminates information about how police can effectively address specific public safety problems.
- Has held a variety of positions with police departments across the country, including: chief of police in Lauderhill, Fla., special assistant to chief of police in St. Louis, Miss., director of administration for Fort Pierce, Fla. Police, legal assistant to the commissioner of the New York City Police Department; and a police officer in Madison, Wisc.
- Former clinical professor at the University of Wisconsin Law School.

Dr. Craig Uchida, President

Justice & Security Strategies Inc.: www.jssinc.org

- Justice & Security Strategies Inc. works with cities, counties, criminal justice agencies, foundations and foreign nations on public safety issues.
- Studies violent crime, policing and a variety of criminal justice system programs and is the author of numerous journal articles and government publications and co-editor of books on drug enforcement and police innovation.
- Previously served as a senior executive with the federal Justice Department and during his time with the agency, was among the senior staff of the Office of Community Oriented Policing Services (COPS) and was involved in developing and implementing the grant making process for that office, making grant awards and monitoring grants.