

Mission Creep Versus Strategic Adaptations - CBCR

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Overview of this Presentation

- About my experience
- Introduction to the importance of laser-like focus
- Data at project onset
- Data during implementation
- Data for implementation and outcome analysis
- Need to be flexible for emergent problems

Prior Experience

- Served as an external evaluator for a number of place-based and police-driven crime prevention initiatives such as
- National Project Safe Neighborhoods evaluation
- Open Air Drug Market research (at targeted locations)
- Prior and current CBCR research partner (different roles in each project)

CBCR Grant

- Federally-sponsored program to support crime reduction strategies that are integrated with neighborhood collaborative efforts
- CBCR prides itself on police, community resident, and community stakeholder involvement
- Community mobilization efforts are critical to success

Concerns Regarding Vagueness

- Criminal justice research has a history of vagueness with “community policing”
- Vagueness creates problems with expectations and deliverables
- Research in this arena showed lack of impact (MacDonald, 2002)
- CBCR has had success but the themes are constant – a consistent focus and use of data among multiple stakeholders
- Important to have ‘ridged flexibility’

Concerns Regarding Vagueness

So if you want to change the world,
start off by making your bed.

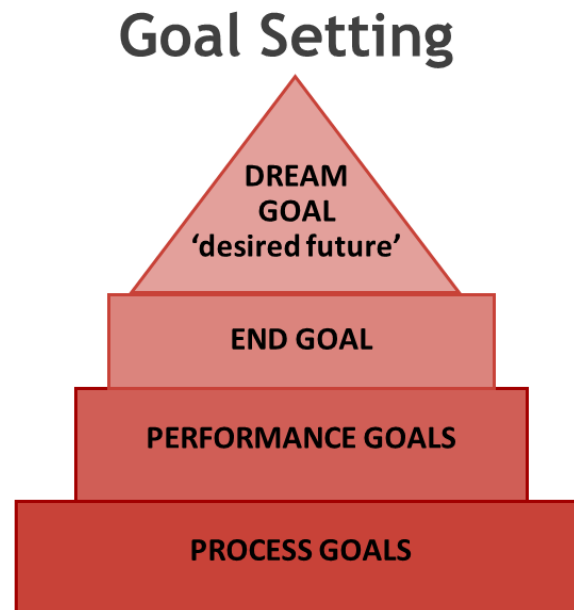
Avoid Mission Creep - Goal Expectations

- Strategic goal-setting (what it is, and what it is not)
- Teaching, coaching, collaborative partnerships – set short- and long-term goals



Goal Expectations

- The development of partnerships with clear expectations in this role is central



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Cross-Sector Partnerships

- Develop a crime reduction plan:
 - Guided by input from community members
 - Sustainable (do not ask partners to do something they don't do on a routine basis for long-term opportunity)
 - Data-driven, evidence-based
 - Place-based, emphasis on crime hot spots

Data-Driven (Project Onset)

- Given the make-up of CBCR, most sites will have a place (or a neighborhood or general area) in mind for its primary focus
- Data should drive decision-making
- But remember, data is just ‘information’ collected – most likely for another purpose
- Triangulation minimizes limitations of data

Data-Driven (Project Onset)

- Do you want to address **frequency** or **severity** (sometimes they're the same, sometimes they're not)
 - Frequency may be more minor offenses, but the cumulative effect of their harms are indisputable (see Ratcliffe 2015)
 - Severity can focus on more rare but more harmful events, such as non-fatal shootings, firearm violence, and homicide
 - The two do not always occur at the same places and for the same reasons

Ridged Flexibility

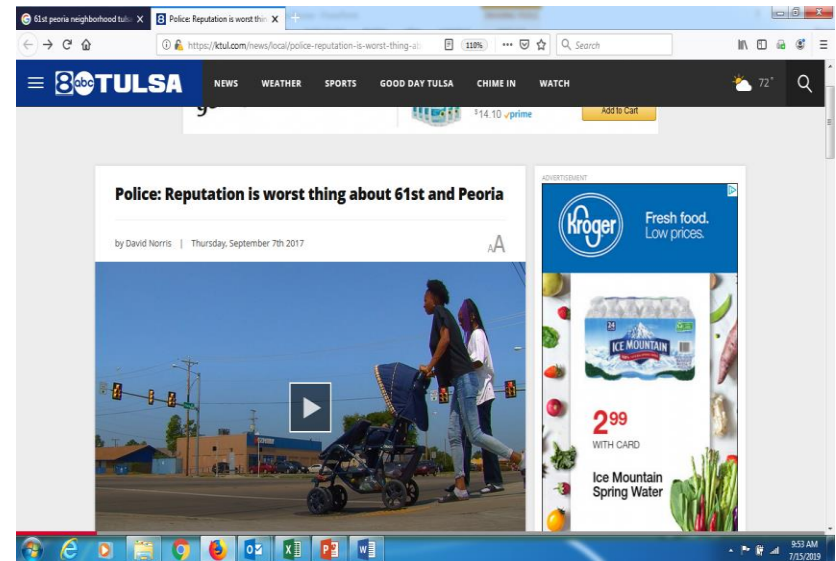
- Be ridged in that data must drive decision making, but keep in mind data limitations
- Be ridged in focusing on addressing crime problems, but keep in mind indirect pathways to enhance community involvement (education research and homework example)

Before Expanding Focus, Ask

- Is the expansion directly in-line with the intent of the project
 - Place-based crime reduction
- Can the team expand and still respond back to the original focus if a rebound occurs
- If no to either, less can be more and more can be less
- If yes to both, what is the goal for the new focus (reasonable expectations)
 - Think about sequencing if multiple additions

Tulsa (OK) CBCR

- Research experience in Tulsa 2016-2020
- Developed cross-sector partnership for a single community (61st and Peoria)



Onset Data Collection Strategy

- Mixed methods
 - Community survey
 - Administered by TPD and City of Tulsa
 - Total of 115 responses (surveys and open-ended questions)
 - Statistical analysis of police crime reports
 - Part I violent and property crimes, Jan 2015 – September 2016
 - Field observations and interviews
 - Residents provide input and context to better frame crime challenges, gaps in services and thoughts on strategies that might be successful in this area



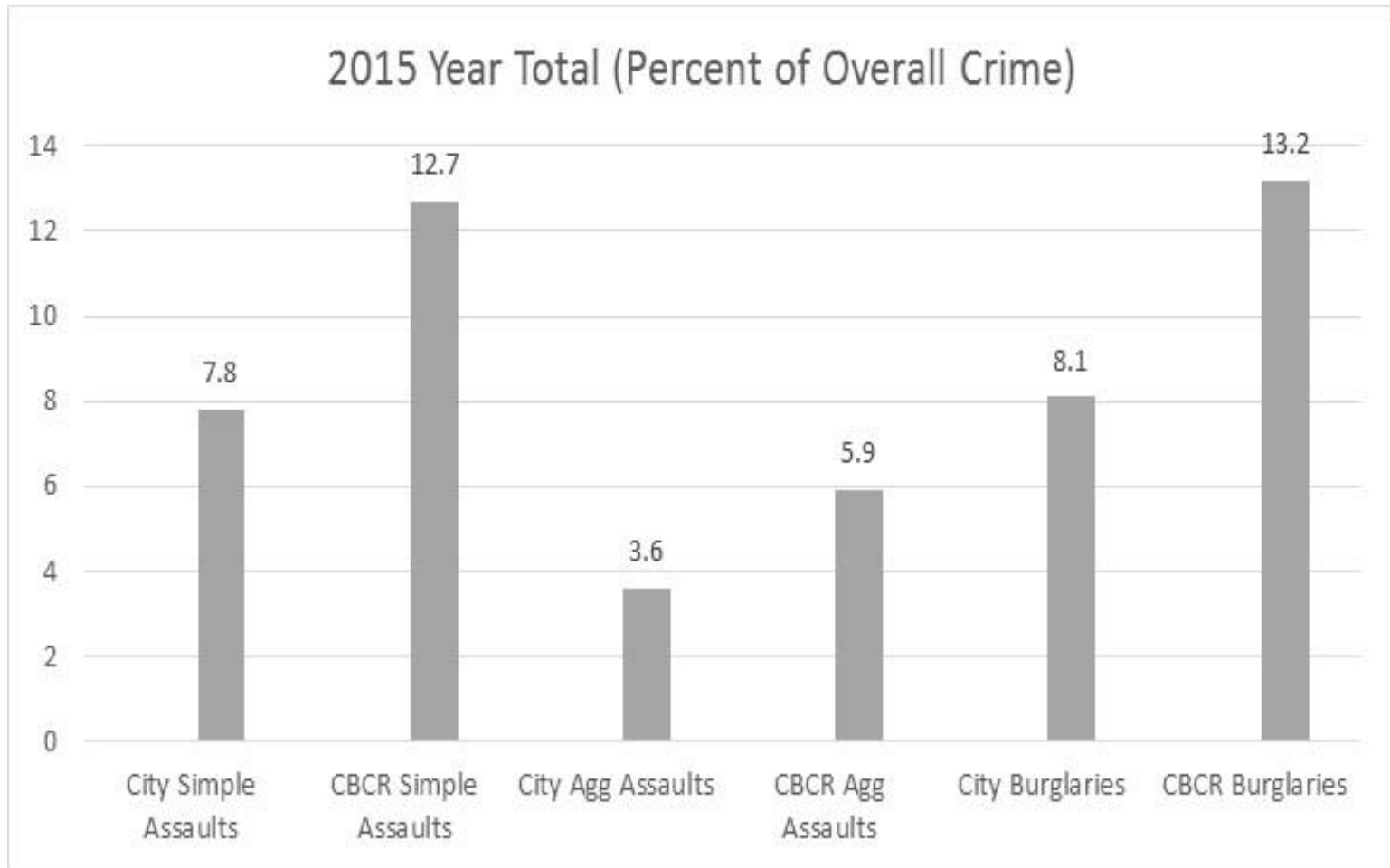
Preliminary Survey Findings

- I feel safe walking in my neighborhood
 - 60% agree, 40% disagree (23% strongly disagree)
- I feel safe walking during day
 - 53% agree, 47% disagree
- I feel safe walking at night
 - 19% agree, 81% disagree (40% strongly disagree)
- Police are regularly visible
 - 65% agree, 35% disagree
- Satisfied with local policing
 - 55% agree, 45% disagree

Crime Data: What Stands Out?

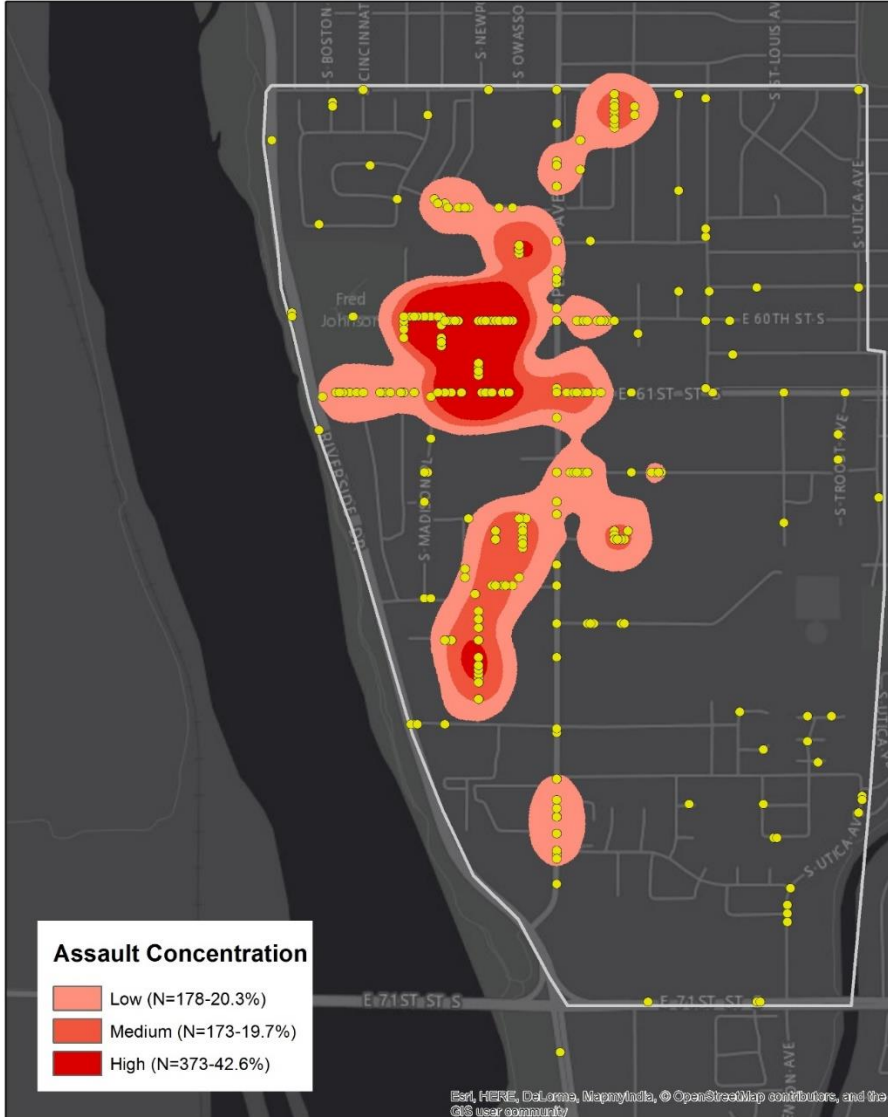
- Our method of determination of offense data that ‘stood out’ in this community was based on a two-step process
 1. The proportion of offenses that take place in 61st and Peoria relative to the proportion of offenses seen across the entire City of Tulsa
 2. The rate of crime here relative to the rate of crime in the City of Tulsa

2015 Proportional Distribution

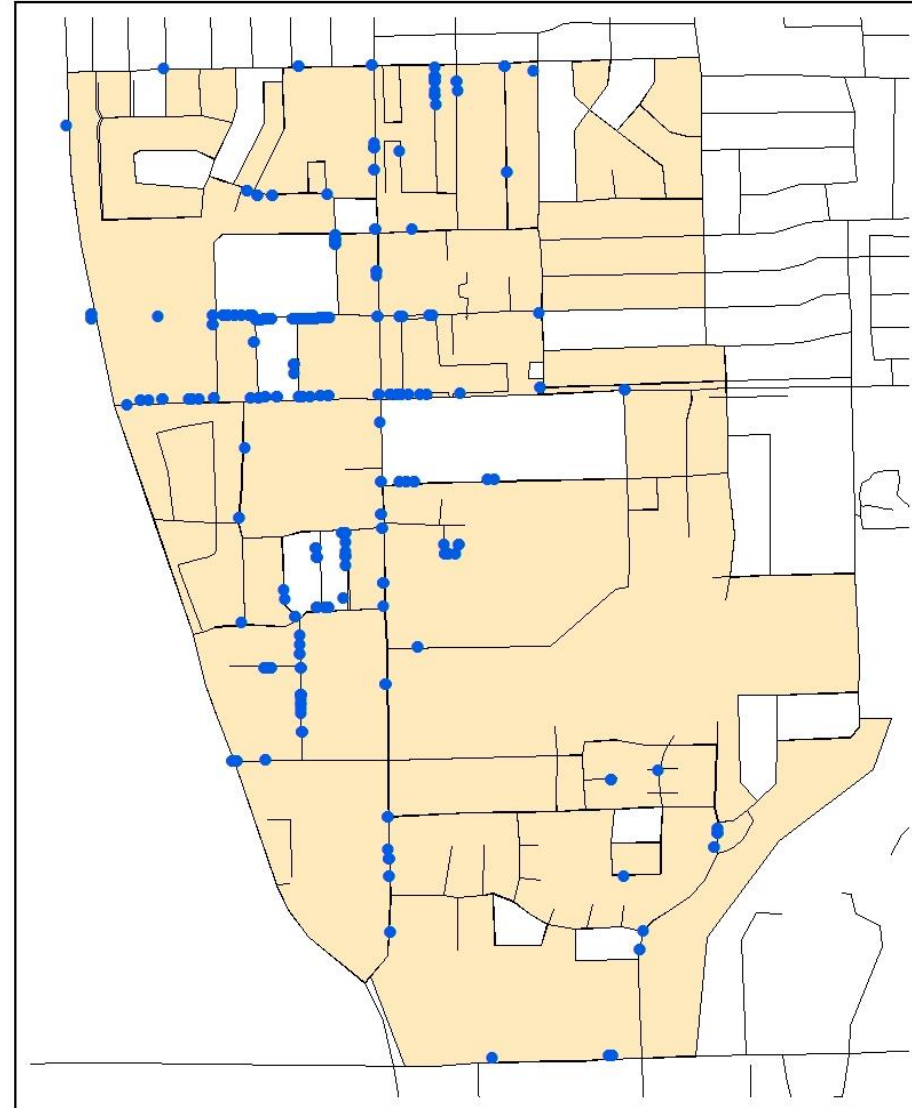


Assault Hot Spot Analysis (2015-2016)

Assault Hot Spots in 61 St and Peoria Area

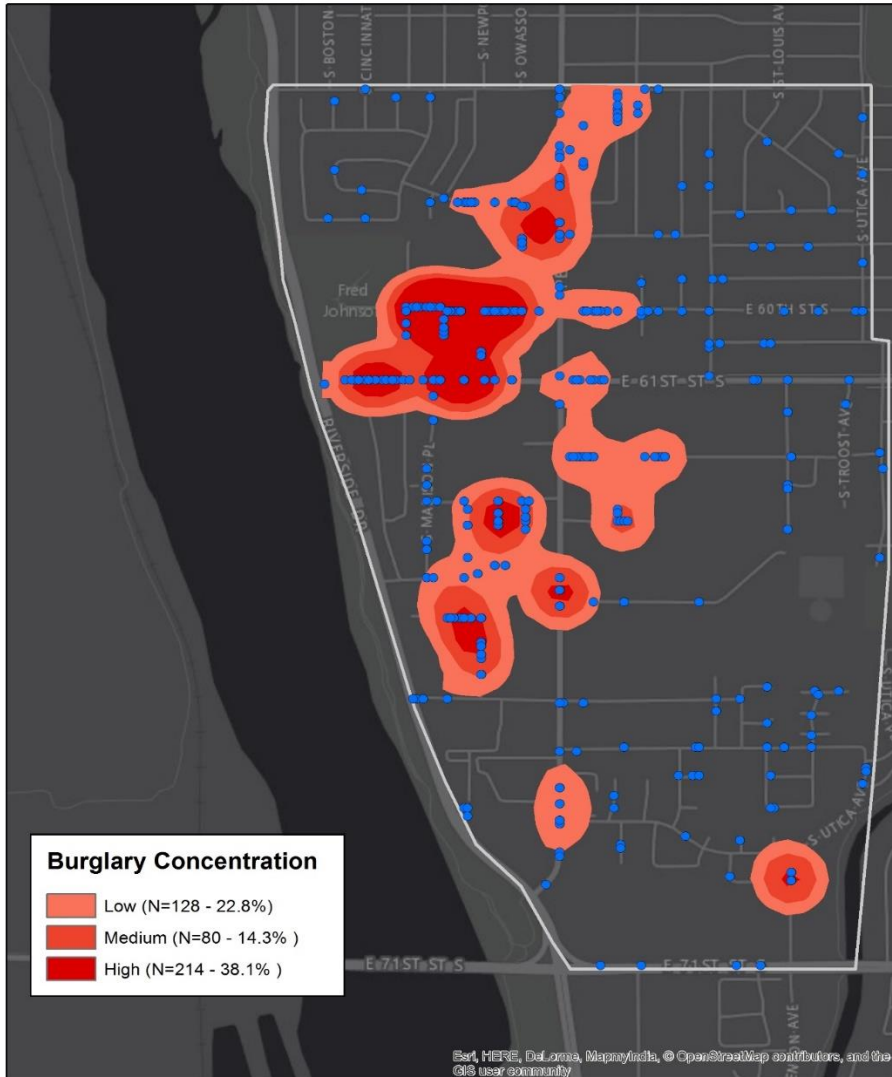


PLACES THAT HAVE MORE THAN TWO ASSAULTS

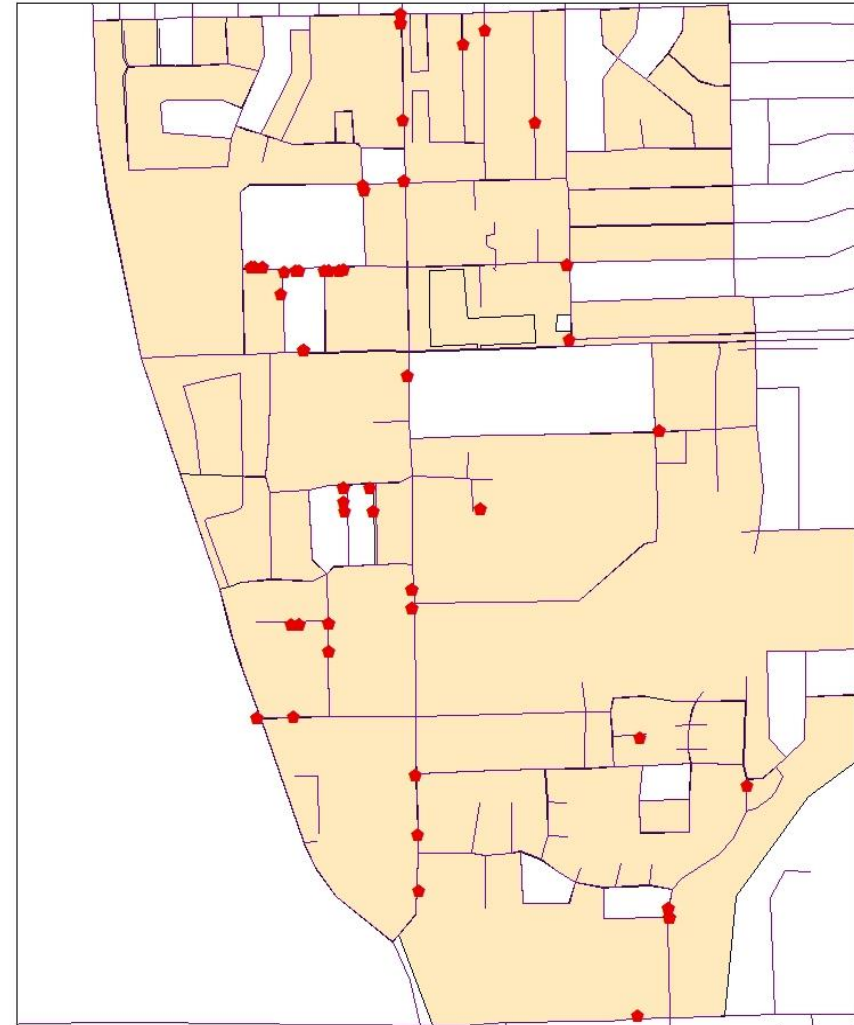


Burglary Hot Spot Analysis (2015-2016)

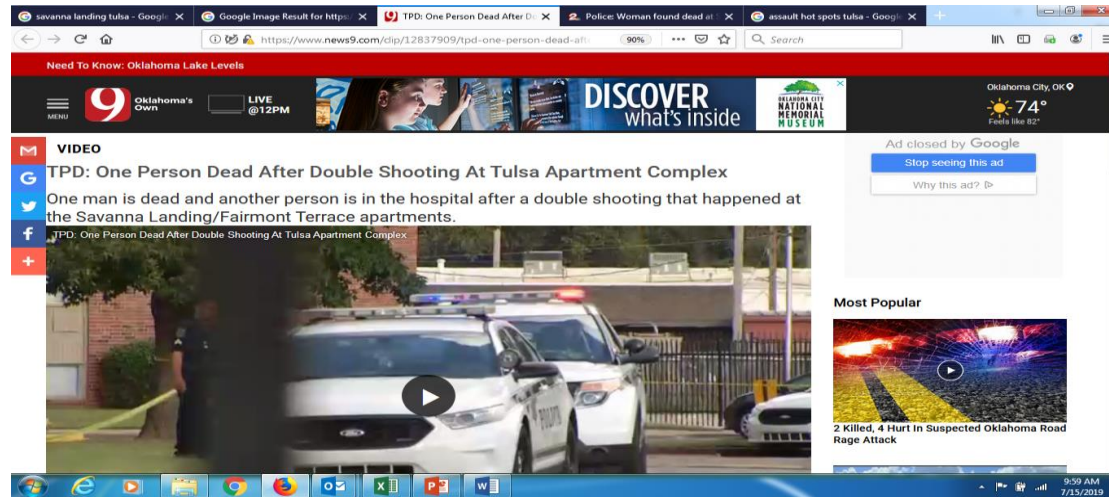
Burglary Hot Spots in 61 St and Peoria Area



PLACES WITH MORE THAN 2 BURGLARIES



Apartment Complex



Crime Data (Pros and Cons)

- Calls for service only reports requests for assistance
- Between 65% to 80% of police patrol time is devoted to responding to requests for assistance
- Criminal offense data is derived from reported criminal incidents
- When people do not report or request assistance there is a *dark figure of crime* that exists

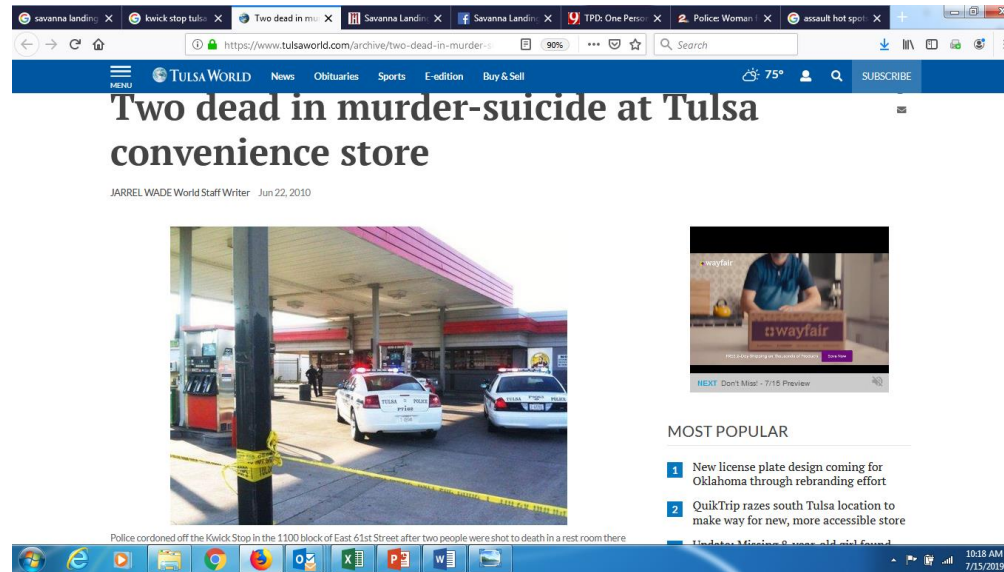
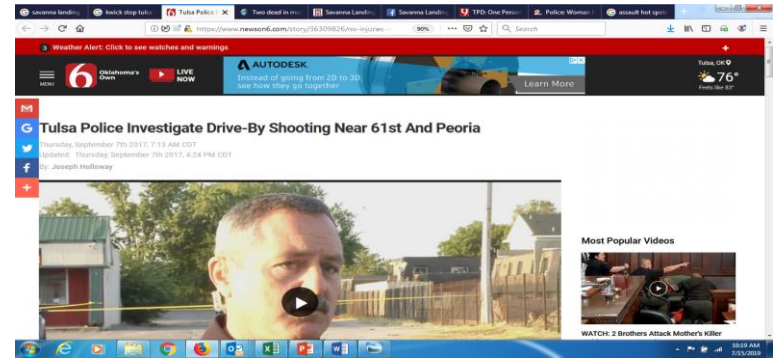
Focus on Apartment

- HUD Mandate after triple homicide
- Enhanced security measures
- Front gate and fence, and cameras
- No fighting policy (immediate eviction)
- Developed community group participation in South Tulsa Community House (Ignite the Change)
- Several social and physical changes occurred under new ownership

Citizen Involvement

- Was a critical piece to the puzzle, but, it did not lead to a deviation from criminal justice entity focus (ebbs and flows of participation)
- Community crime prevention can be an accelerant and is a longer term strategy, but it cannot flourish without a reduction in harms that led to problems to begin with
- Focus of the strategic team was to focus on underlying problems, and stimulate long-term solutions to be a supplement

Convenience Store



Nearby Convenience Store

- Resident surveys showed that Savanna Landing residents were equally (to more) concerned with a nearby convenience store
- Crime and CFS data didn't show it though (as no one reported crimes there to police)
- Groundwork was developed to use government resources to address the problem
- Ordinance 23957, City of Tulsa, Chronic Nuisance Property

Priorities

- Priority considerations remained as follows:
 - Is crime going down at the highest-risk places?
 - Has it moved or been displaced (follow-up surveys)?
 - Can additional efforts be managed at other sites?
- The apartment complex was the ‘foundation and walls’ of the initiative, the convenience store was the ‘kitchen’
- Other sites were unopen to implementation and thus were not pursued (no direct way to involve them beyond cursory)

Importance of Data in Feedback Loop

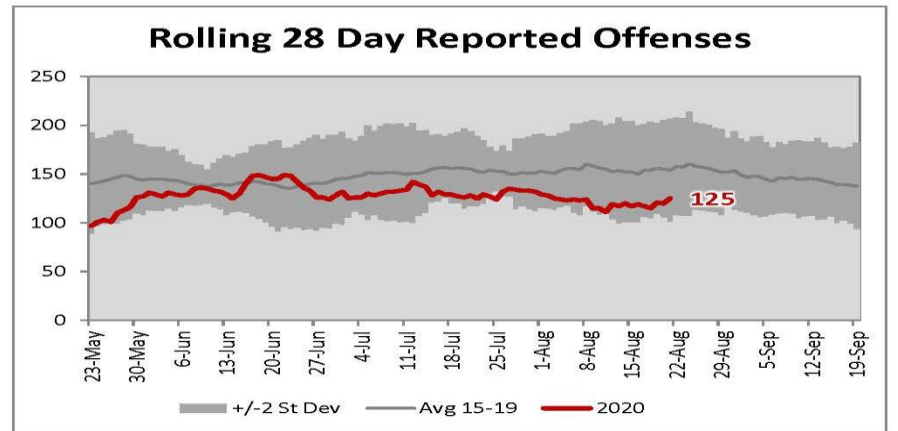
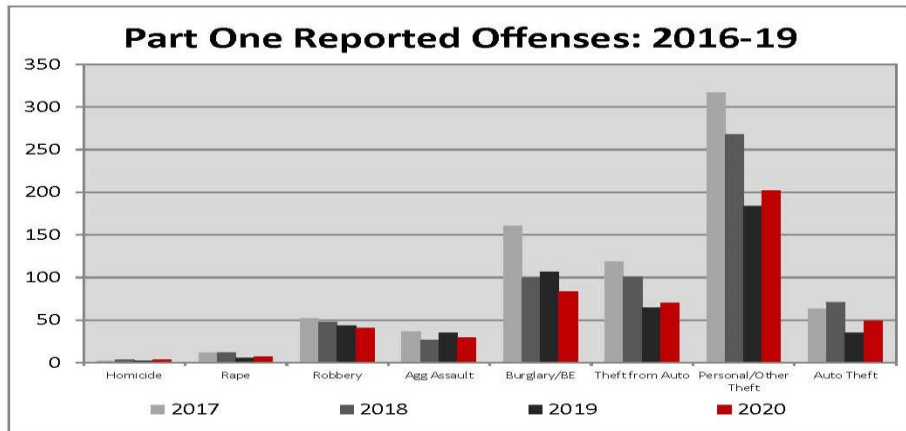
- The Cincinnati CBCR (PIVOT) project in East Price Hill (and other communities) relies on extensive data-feedback to the project team
- Their project is much more about severity – addressing firearms violence in particular
- Analysts at CPD provide constant and consistent feedback to stakeholders in bi-monthly meetings to ensure focus is persistent on the issues at hand

Data-Driven (Project Duration)

East Price Hill Neighborhood Report

East Price Hill		Year-to-Date: 22-Aug					
Part 1 Crime	2017	2018	2019	Avg: 2017-9	2020	% Change: Avg / 20	% Change: 2019 / 2020
	Homicide	2	4	2	2.7	4	50.0%
Rape	12	12	6	10.0	7	-30.0%	16.7%
Robbery	52	48	44	48.0	41	-14.6%	-6.8%
Agg Assault	37	27	35	33.0	30	-9.1%	-14.3%
Total P1 Violent Crime	103	91	87	93.7	82	-12.5%	-5.7%
Burglary/BE	161	100	107	122.7	84	-31.5%	-21.5%
Theft from Auto	119	101	65	95.0	70	-26.3%	7.7%
Personal/Other Theft	317	268	184	256.3	202	-21.2%	9.8%
Auto Theft	63	71	35	56.3	49	-13.0%	40.0%
Total P1 Property Crime	660	540	391	530.3	405	-23.6%	3.6%
Total P1 Crime	763	631	478	624.0	487	-22.0%	1.9%

East Price Hill		Rolling 28 ending: 8/22/2020					
Part 1 Crime	Period 4	Period 3	Period 2	Period 1	% Change:		
	05/03/20 - 5/30/20	05/31/20 - 6/27/20	06/28/20 - 7/25/20	07/26/20 - 8/22/20	P3-P1	P2-P1	
Homicide	0	1	1	2	100.0%	100.0%	
Rape	2	2	1	1	-50.0%	N/C	
Robbery	10	3	8	7	133.3%	-12.5%	
Agg Assault	3	7	4	4	-42.9%	N/C	
Total P1 Violent Crime	15	13	14	14	7.7%	N/C	
Burglary/BE	11	13	10	10	-23.1%	N/C	
Theft from Auto	8	1	8	5	400.0%	-37.5%	
Personal/Other Theft	21	39	27	21	-46.2%	-22.2%	
Auto Theft	7	4	6	8	100.0%	33.3%	
Total P1 Property Crime	47	57	51	44	-22.8%	-13.7%	
Total P1 Crime	62	70	65	58	-17.1%	-10.8%	



Data Project Summary

- Examine official crime data, see what the patterns are
- Use different data sources to unravel other patterns
- Once you chose a strategy, use data to keep the project team informed and focus energy where and when needed
- Do not deviate heavily from the target, but allow other softer targets to come into view so long as they're in-line with the mission

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