



# Rural Violent Crime Reduction Initiative (RVCRI)

Problem Solving & The SARA Model

10/13/22 1PM-2PM ET



National Policing Institute  
PURSUING EXCELLENCE THROUGH SCIENCE AND INNOVATION



# Overview

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**Designed to support the development and implementation of problem-solving strategies that specifically address violent crime occurring in rural areas and affecting rural populations.**

Demonstrate a commitment to:

1. Community collaboration
2. Criminal justice partner cooperation
3. Victim-centered approaches
4. Evidence-based strategies
5. Measuring crime reduction outcomes

# Overview

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Funding will help support sites:

- Improve training and deployment of technology to reduce violence and its impact on rural communities
- Improve communication and collaboration between state, local, and tribal law enforcement agencies and the communities they serve
- Address the unique criminal justice challenges in rural areas
- Expand community-based crime prevention programs and partnerships with victim services providers

21

Number of sites awarded funding

*\*Additional microgrants will be awarded to enhance communities of practice*

# Grantees

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## Grant Deliverables

**1**

Document the development and implementation of strategies to reduce the violent crime problem

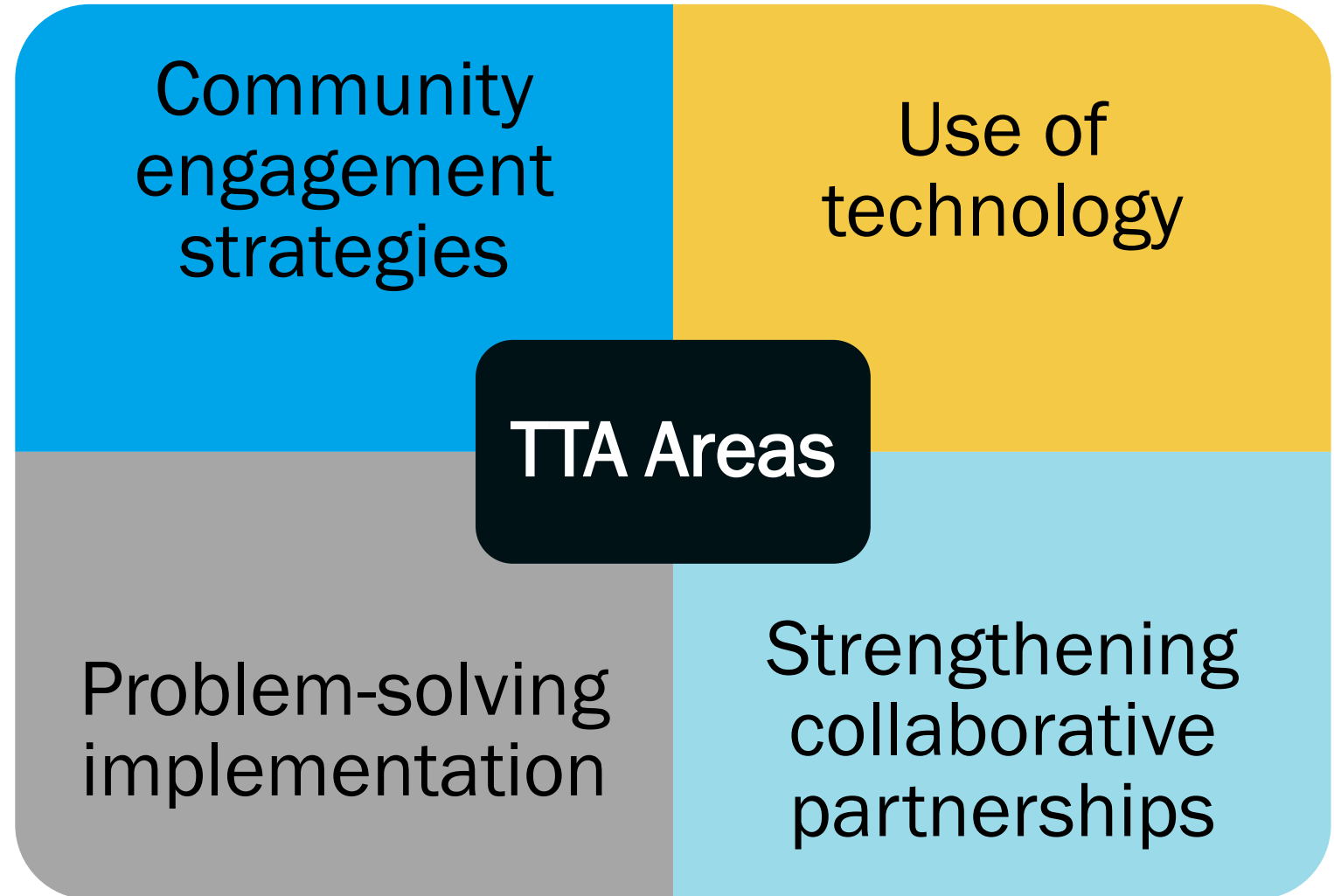
**2**

Commit to measuring violent crime outcomes before and after the implementation of the crime reduction strategies (appropriate for the scope and nature of the underlying problem)

# Training & Technical Assistance (TTA)

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LISC and the Institute will assist Grantees throughout the program.



# TTA Assignments

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## **LISC** **(1-6)**

1. Town of Vail, CO
2. City of Oneida, NY
3. Mendocino County, CA
4. Mifflin County, PA
5. City of Fort Valley, GA
6. St. Mary Parish, LA

## **The** **Institute** **(7-21)**

7. Tunica-Biloxi Tribe, LA
8. City of Espanola, NM
9. Lafayette Parish Sheriff's Office, LA
10. Town of Sabina, OH
11. Town of Ridge Spring, SC
12. City of Bloomfield, NM
13. County of Crawford, WI
14. City of Winnemucca, NV
15. Town of Ashland, AL
16. County of Franklin, LA
17. County of Riverside, CA
18. County of Hancock, TN
19. City of Comanche, TX
20. County of Armstrong, TX
21. County of Decatur, GA

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# **Problem Solving & the SARA Model**

**Julie Wartell**

# Why is Problem Solving Important?

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To reduce crime...  
we need to know what causes it.



# Why Take a Problem-Solving Approach?

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- Offenders rarely caught
- High-intensity enforcement not sustainable
- Criminal Justice system overburdened
- Most of what police are expected to address isn't crime
- Residents care most about non-crime issues

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**What types of crime and disorder problems do small, rural and tribal places face?**

### **Violent Crime**

- Assault
- Intimate partner violence

### **Property Crime**

- Farm equipment theft

### **Other**

- Substance abuse/mental health
- Drunk driving
- Traffic collisions
- Juvenile-related

# The SARA Model

## Scanning

- Identify recurring problems/concerns
- Identify harms/consequences of the problem
- Prioritize problems and determine goals
- Confirm existence of problem and frequency
- Select problem(s) to more closely examine

## Assessment

- Conduct a process evaluation
- Collect pre- and post-data
- Determine if goals & objectives were met
- Identify new strategies for improvement
- Continue assessing to ensure long-term effectiveness



## Analysis

- Identify and understand events and conditions
- Determine appropriate data to collect
- Do research, including how currently being addressed
- Identify resources
- Narrow the scope
- Develop hypothesis

## Response

- Explore interventions and select
- Create a response plan, objectives and responsibilities
- Implement response plan activities/strategies

# How are Problems Identified?

- Reviewing trends in police records (CAD, RMS, traffic/collision databases)
- Mapping incidents
- Talking to people knowledgeable about the problem
- Community
  - Government (general)
  - Police
  - Other criminal justice
- Monitoring mass media




Andy Mills

17 hrs · 🌐

Community policing seeks a better relationship w the community. Problem solving seeks a better community. Join us to build a better Santa Cruz. I want to hear your voice.

**Neighborhood Town Hall Meetings**  
BE A PART OF THE PUBLIC SAFETY CONVERSATION  
**IDENTIFY, PRIORITIZE CRIME ISSUES IN NEIGHBORHOODS AND SOLUTION STRATEGIES**

 Chief Mills encourages community participation in these specially designed town hall meetings to allow neighborhoods, community stakeholders, and police to discuss chronic problems and to engage in the problem-solving process. The Santa Cruz Police Department presents Town Hall Meetings throughout October. Residents and businesses are encouraged to attend the meeting closest to them. Each session is facilitated by Police Chief Andy Mills and the SCPD Command Staff to outline public safety priorities and solution strategies.

EVERY MEETING IS OPEN TO THE PUBLIC. WE CARE ABOUT OUR COMMUNITY AND WANT YOUR INPUT.

Neighborhood	Date	Time	Location	Address
UPPER WESTSIDE / MISSION HILL	MONDAY, OCTOBER 9 <sup>TH</sup>	6PM TO 7PM	WESTLAKE ELEMENTARY	1000 HIGH ST, SANTA CRUZ, CA 95060
EASTSIDE (Emeline / Market / Upper Ocean)	THURSDAY, OCTOBER 12 <sup>TH</sup>	6PM TO 7PM	MARKET STREET SENIOR CENTER	222 MARKET ST, SANTA CRUZ, CA 95060
DOWNTOWN (Lower Ocean / Beach Hill)	TUESDAY, OCTOBER 17 <sup>TH</sup>	11AM TO 12PM	SANTA CRUZ POLICE COMMUNITY ROOM	155 CENTER ST, SANTA CRUZ, CA 95060

The poster also includes a map of Santa Cruz with five numbered regions (1-5) corresponding to the meeting locations.

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# CHEERS



## Community

- Individuals, groups, or organizations are affected by the problem

## Harmful

- Problem causes actual or perceived harm to community members. Harms not necessarily the result of criminal conduct.

## Expectation

- Public's expectation that police address the problem is reasonable

## Events

- Problem is experienced through discrete events that may or may not result in police calls-for-service.

## Recurring

- Events have been recurring for some time and likely to continue to recur without some police intervention.

## Similarity

- Events are similar to one another in one or more ways.

# Asking the Right Questions

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What are the incident characteristics?

Who are the victims and offenders?

What are the locations and times of the incidents?

Who is responsible for...

- Managing the locations where the incidents occur
- Protecting the victims
- Handling the offenders



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# Data is critical to good analysis

Informs

Helps with  
consensus

Debunks mis-  
perceptions

Leads to better  
evaluation

# Types of Data

## Computer Aided Dispatch

- Calls for service
- Reactive vs. Proactive

## Records Management Systems

- Crime/Incidents
- Arrests
- Traffic Collisions
- Field Interviews

## Other Sources

- Gun/Shooting
- Gangs
- Pawn Sales
- Sex Offenders

## Criminal Justice

- Jail
- Prosecutor
- Parole
- Probation

## Non-CJ Government

- DMV/MVA
- Tax Assessor
- Health
- Schools
- Land Use
- Parks
- Census



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# Importance of Community Data

Domestic Violence Advocates

Healthcare Providers

Culturally-Specific Groups

Businesses

Faith Community

# How do we collect data that's not in the system?

## Environmental/Site Surveys

- What factors around the location contribute to the problem?
- What are the security features? Lighting? Access?
- What about the location makes it different from nearby locations?

## Surveys/ Interviews/Focus Groups

- How are you affected by the problem? What harms result?
- What role can you play in resolving the problem
- What are the consequences or outcomes of the problem?

## Observations

- When is the problem occurring?
- Who is involved? Who does it affect?
- What are the behaviors of the victims and suspects?
- What is missing from the “typical” setting?

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# Types of Analysis

Incident Analysis

Spatial Analysis

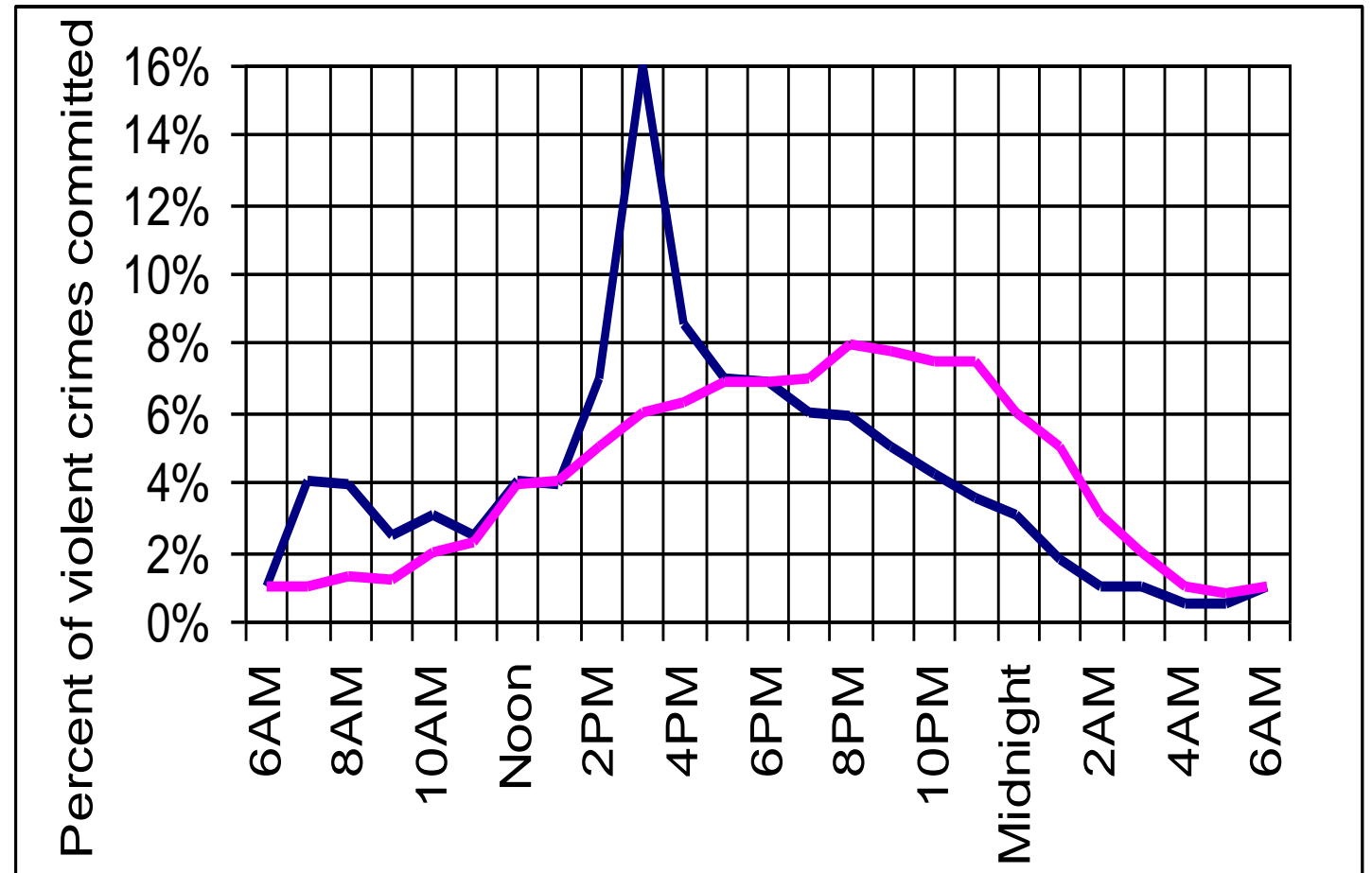
Offender Analysis

Victim Analysis

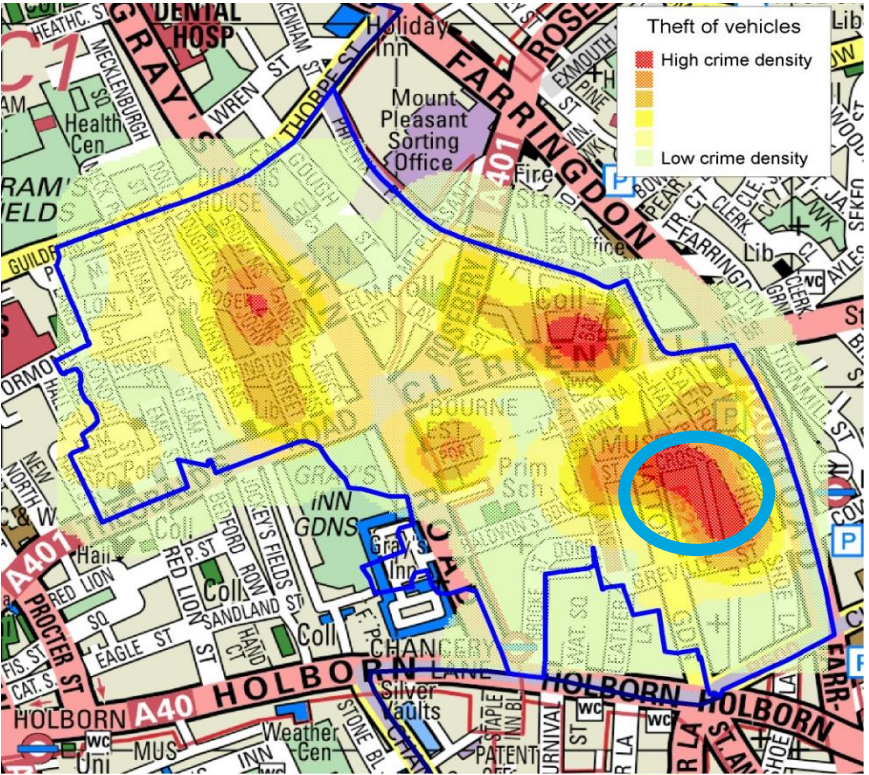
# Temporal Analysis: Pay Attention to Rhythms

Helps identify activity cycles that may be contributing to the problem

- Weekday versus weekend
- Time of day
- Special “events”



# Clerkenwell Hotspot



Vehicle type	Camden	Clerkenwell (n)	Clerkenwell(%)
Car	51%	41	18%
Sports or convertible	3%	5	2%
Scooter or moped	26%	95	42%
Motor cycle	13%	70	31%
Van	5%	3	1%
Other	2.0%	10	4%
Not known	0.5%	0	0%



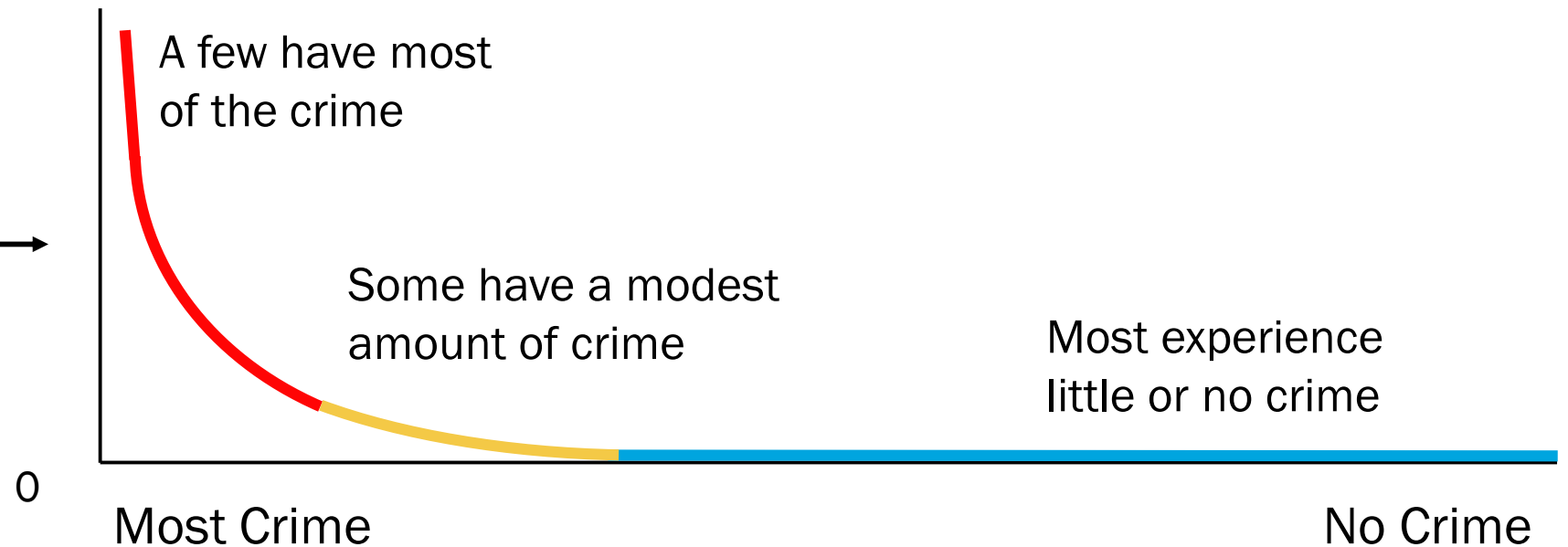
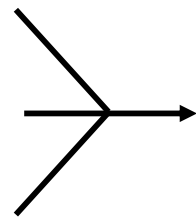
# Learn if the 80-20 Rule Applies

- Pareto Principle – 80% of consequences stem from 20% of causes
- Crime is highly concentrated across people (offenders and victims) and places
- Visualized as a j-curve

Offenders

Victims

Places



	Address	No. Robberies	% Robberies	Cum. % Robberies	% Addresses (N=106)	Cum. % Addresses
1	134 E Main St	25	9.23%	9.23%	0.94%	0.94%
2	254 S Clover Av	17	6.27%	15.50%	0.94%	1.89%
3	8012 N Grand Blvd	15	5.54%	21.03%	0.94%	2.83%
4	8210 N Grand Blvd	10	3.69%	24.72%	0.94%	3.77%
5	1430 E Main St	9	3.32%	28.04%	0.94%	4.72%
6	365 W Haverty Rd	9	3.32%	31.37%	0.94%	5.66%
7	3401 N Staple Dr	8	2.95%	34.32%	0.94%	6.60%
8	210 S Daisy Rd	7	2.58%	36.90%	0.94%	7.55%
9	4598 N Roan Rd	5	1.85%	38.75%	0.94%	8.49%
10	132 E Main St	5	1.85%	40.59%	0.94%	9.43%
	Addresses with 4 (5)	20	7.38%	47.97%	4.72%	14.15%
	Addresses with 3 (15)	45	16.61%	64.58%	14.15%	28.30%
	Addresses with 2 (20)	40	14.76%	79.34%	18.87%	47.17%
	Addresses with 1 (56)	56	20.66%	100.00%	52.83%	100.00%
	<b>Total</b>	<b>271</b>	<b>100.00%</b>		<b>100.00%</b>	

# Repeat Victimization

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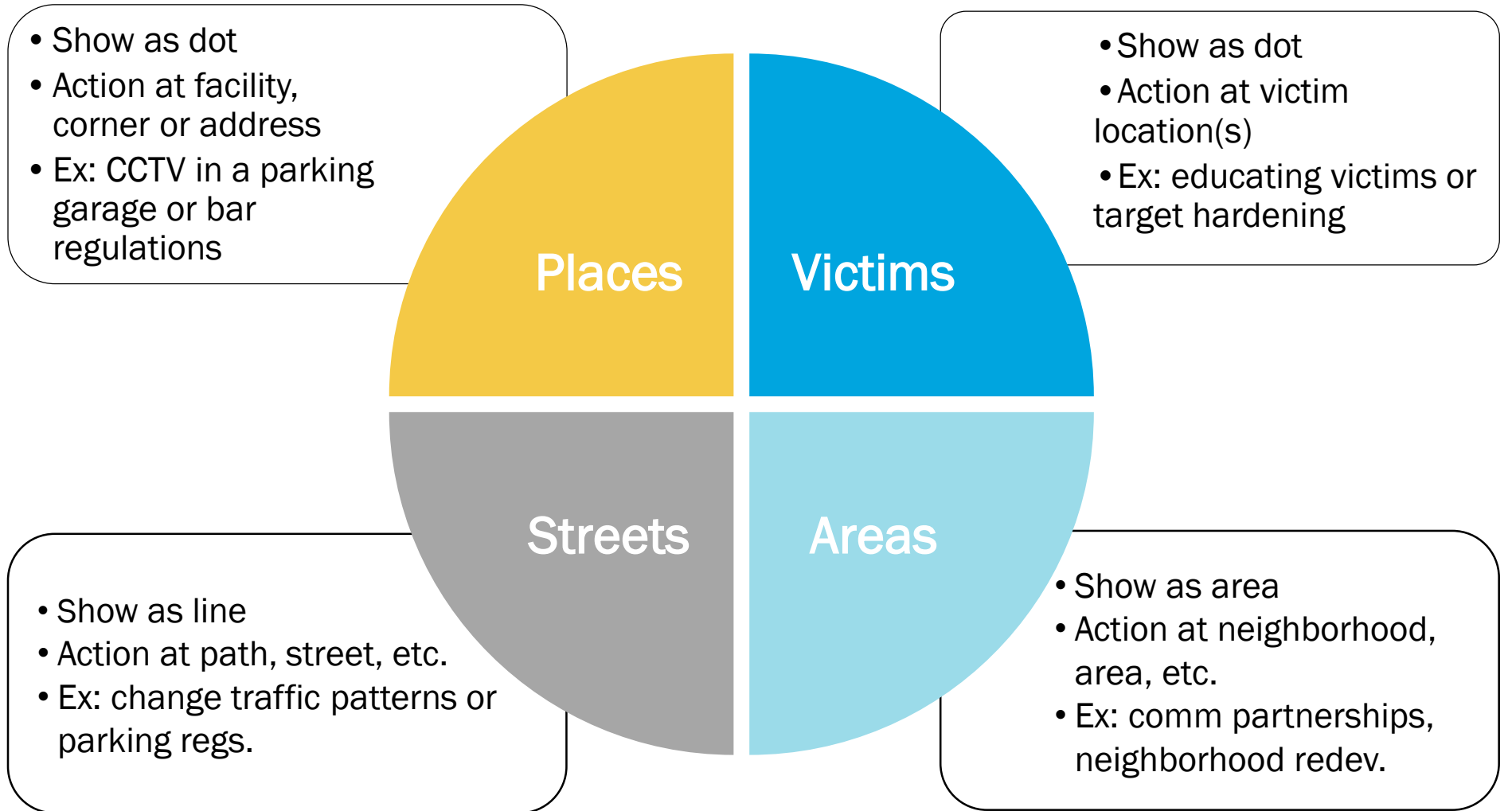
- Hot Dots
- Hot Products
- Hot Spots
- Hot Targets
- Hot People





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# Diagnose your hot spot

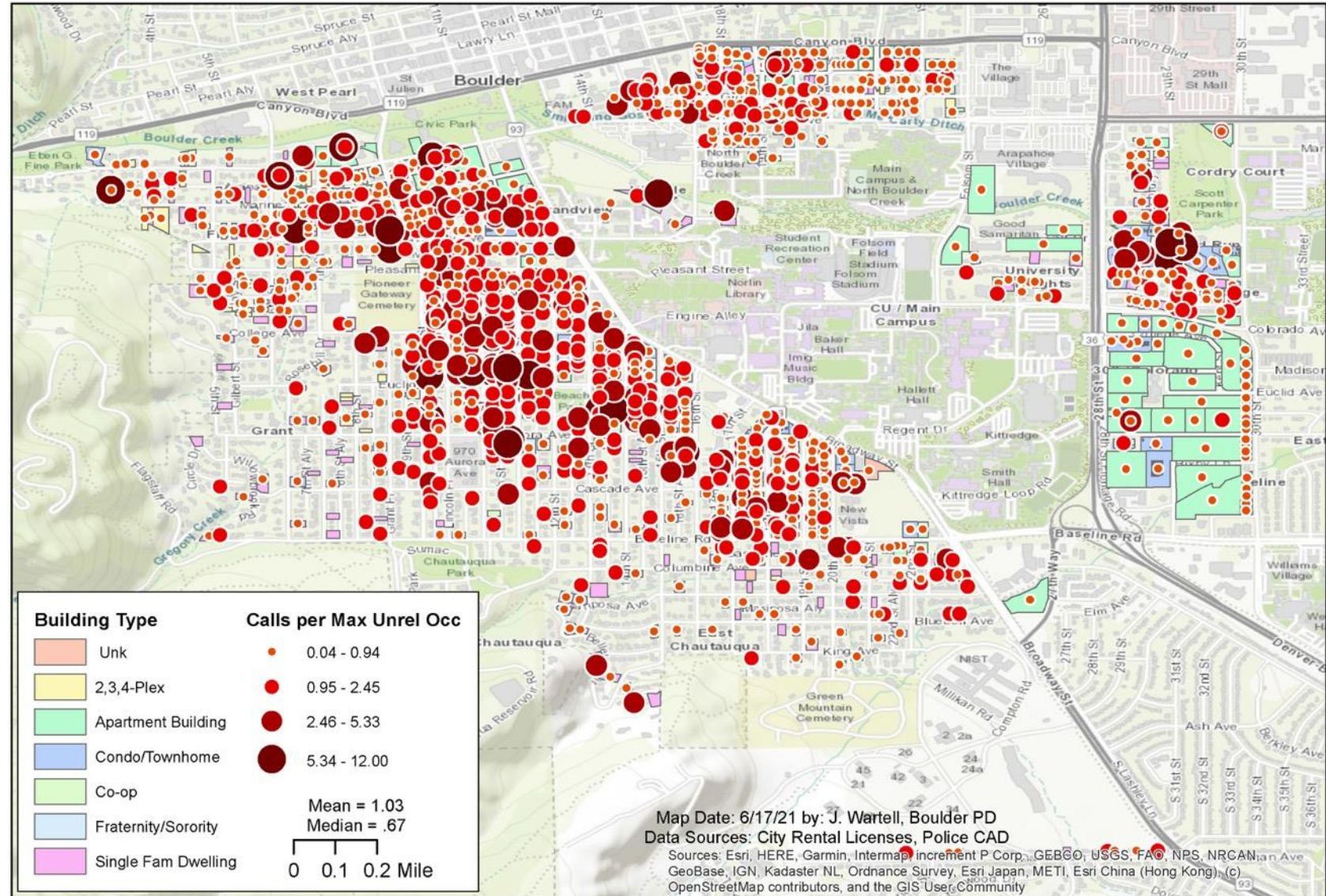


## Calls for Service & University Area Rental Properties Jan 2018 - Apr 2021



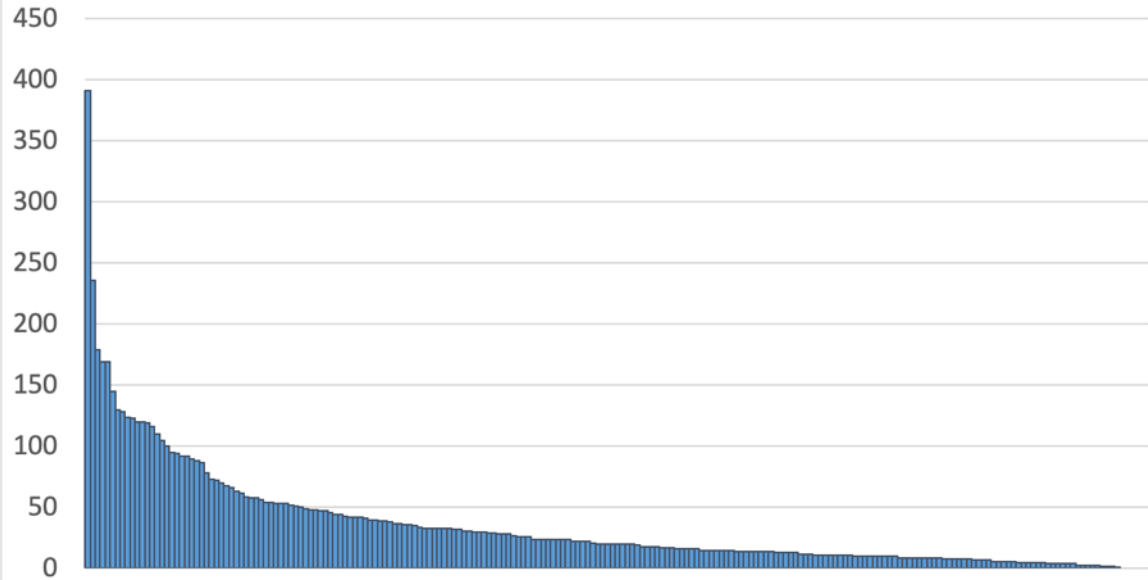
There are **1,539** rental properties in University Area Housing (UAH).

BPD received **18,415** calls for service to UAH rental properties between January 2018 and April 2021.



### Apartments (n = 215)

Calls for Service  
Jan 2018 - Apr 2021

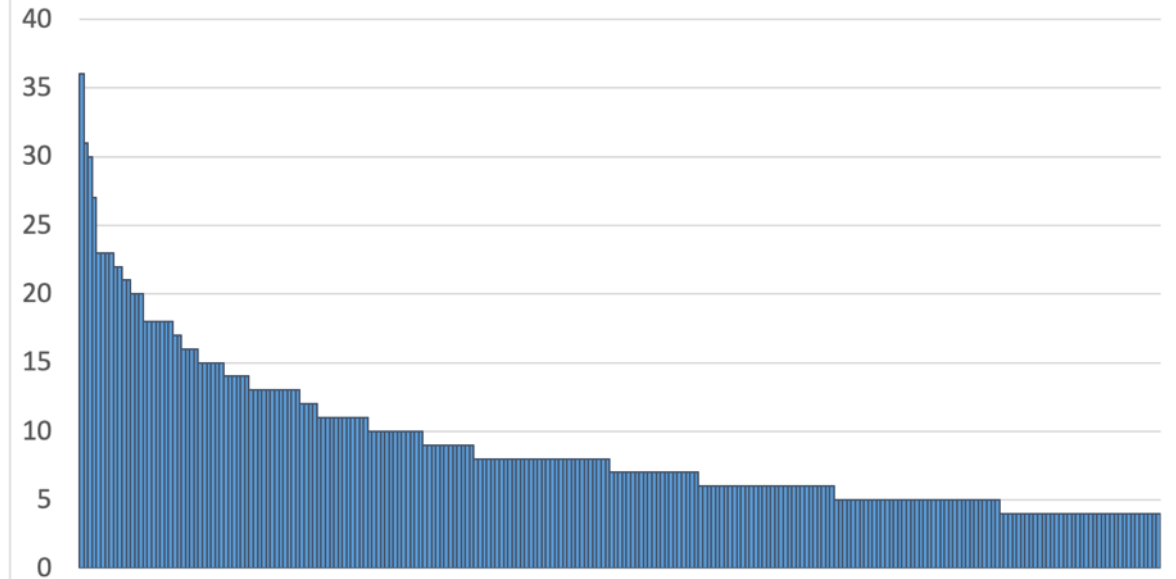


There were 2,811 calls for service to 602 Single Family Dwellings (top 20% = 55.4%).

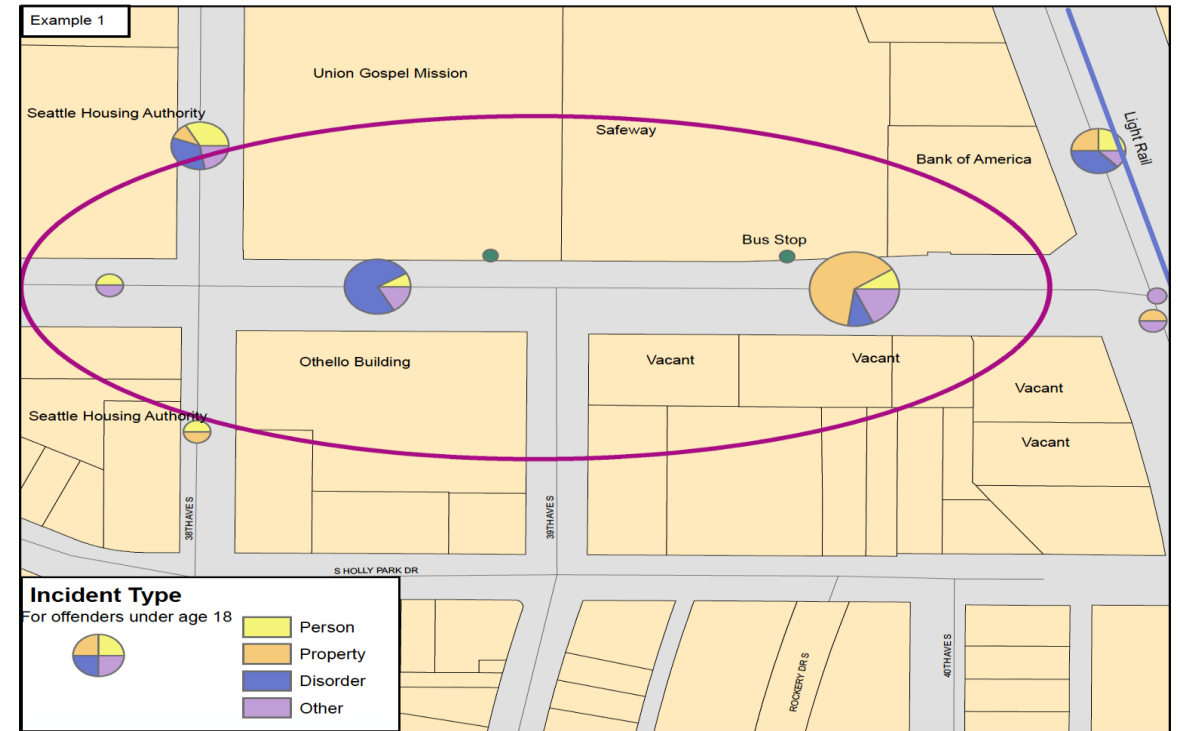
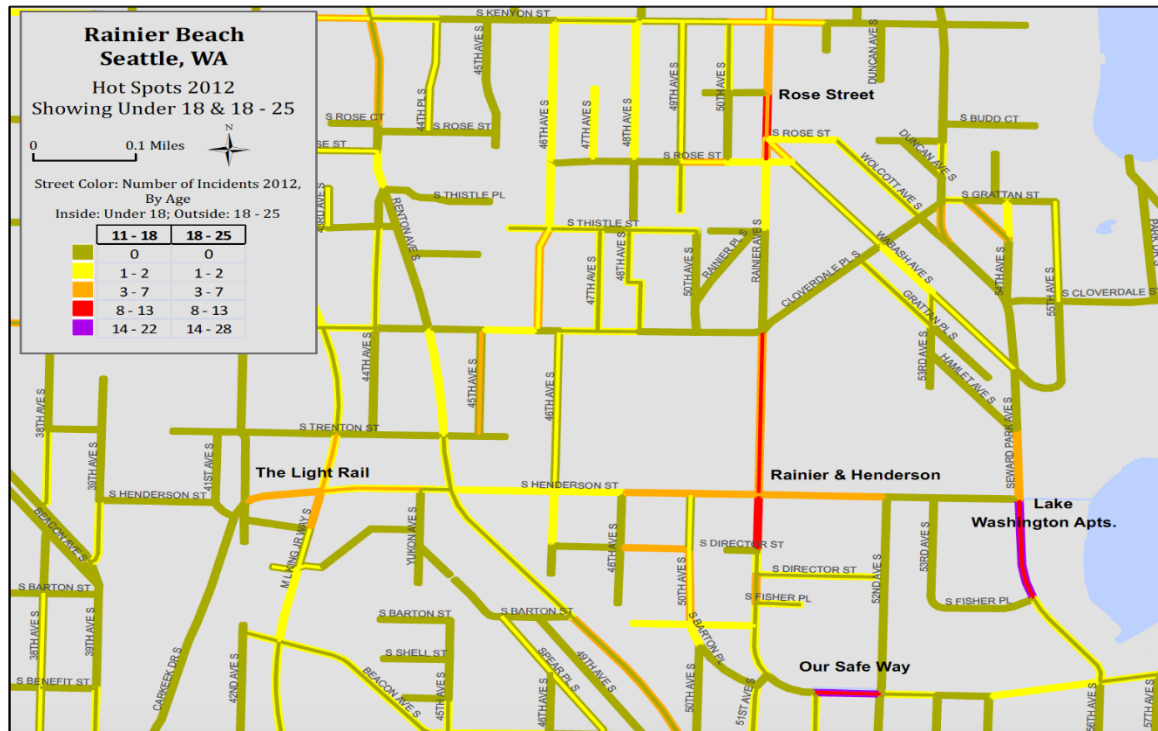
There were 7,522 calls for service to 215 Apartment Complexes (top 20% = 57.5%).

### Single Family Dwelling (n = top 255 of 602)

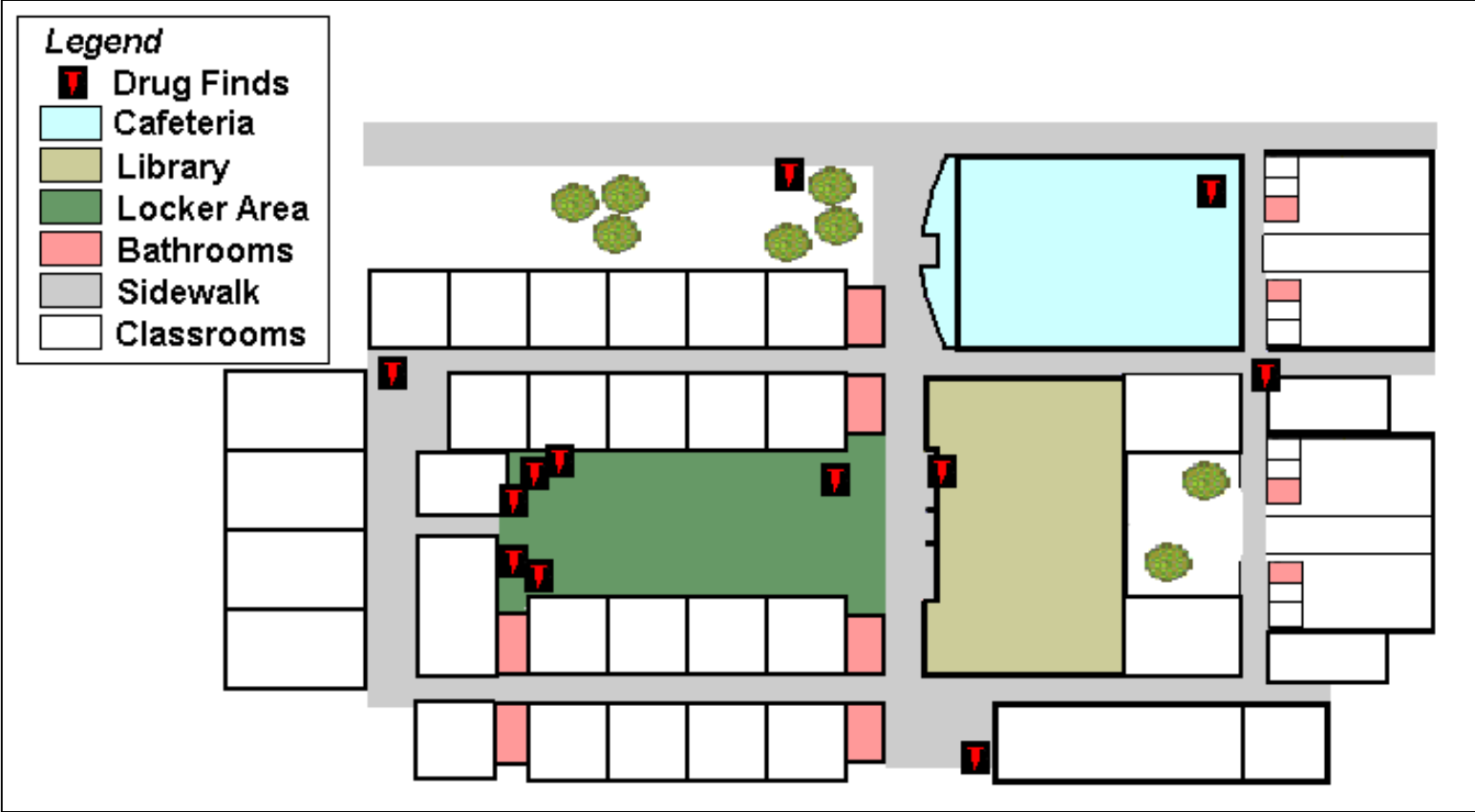
Calls for Service  
Jan 2018 - Apr 2021



# Analyzing “Hot” Places



# High-Definition Maps for Problem Solving



# Know How to Use Rates and Denominators

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- Examining rates helps to understand if the number of targets contributes to the problem.
- Rates describe the number of crimes/incidents per target at risk, during a time period.
- Calculating rates
  - Be careful of the correct denominator!
- Emphasis on high numbers or rates?

# Comparing Risk Rates



Which lot is riskier to park in?

## *Swap Meet*

- Huge (2,500 spaces)
- Open only 2 days a week
- Park time: 1.5 hours

*OR*

## *H Street Trolley*

- Tiny (300 spaces)
- Open 7 days a week
- Park time: 8 hours

# After Analysis... Then What?

1

Be sure to finish your analysis before implementing strategies!

2

Research potential strategies  
What have other PDs/communities done?  
What evidence-based responses apply to your specific situation?

3

Familiarize your team with situational crime prevention techniques



# Situational Crime Prevention: Opportunity Blocking



Increase  
Perceived  
Risk



Increase  
Perceived  
Effort



Decrease  
Perceived  
Reward



Remove  
Excuses



Reduce  
Provocations

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# Assessment

Did it Work?

Is the problem the same?

Has the problem been reduced?

Has the problem been displaced?

Have your long-term goals been met?

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# Problem-Solving Case Studies

## Problem-Oriented Policing Conference/Awards

- Reducing DV in Chula Vista, CA (-24%)
- Focusing on CFS & DV in an apt complex in Mansfield, MA (-34%)
- Meth & crime in small provincial community in NZ (crime -15%)
- Rural Crime Initiative in West Mercia, UK (multiple)

## IACP EBPP article

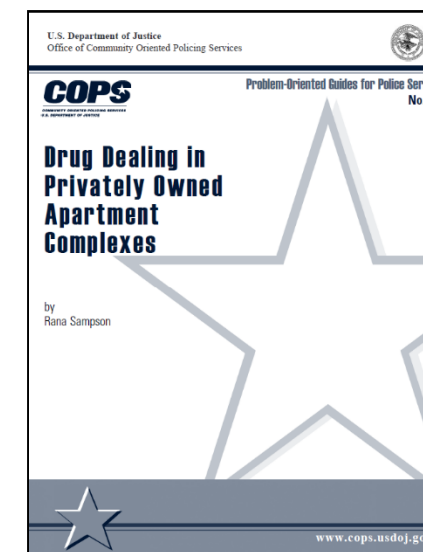
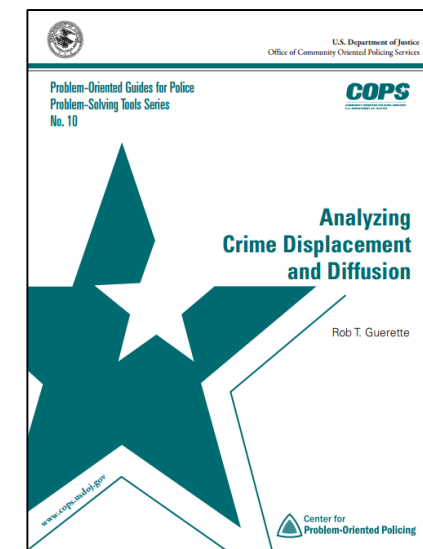
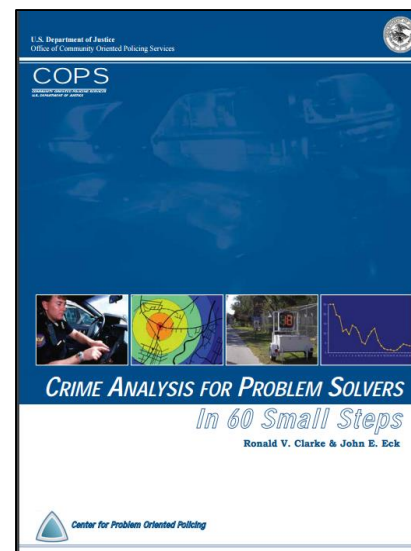
- Agricultural Crime, Technology, Information, & Operations Network (farm crime & victimization) in California
- Project ANGEL (substance abuse) in Gloucester, MA (37% abstinence)
- Traffic violations, fatalities, & reckless driving by identifying “origin hot spots” in Iowa
- Tactical police response to micro-time hot spots in Port St. Lucie, FL
- The “felonious few” in a Northamptonshire, UK (8% for over 80%)

# Resources to Support Problem Analysis

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## Center for Problem-Oriented Policing

- <http://www.popcenter.org/>
- <http://www.popcenter.org/learning/60steps/>
- <http://www.popcenter.org/library/reading/pdfs/intell-analysis-for-probsolvers.pdf>
- <http://www.popcenter.org/tools/>
- <http://www.popcenter.org/problems/>



# Additional Resources

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[Evidence-based Crime Reduction Strategies for Small, Rural & Tribal Agencies](#)

(IACP)

[CVI Implementation Checklist](#)

(BJA)

[\*Rural Crime Prevention: A Literature Review\*](#)

(Fraser, Jennifer.  
2011. Crime  
Prevention Ottawa)

[Successful Tribal Community Policing Initiatives](#)

(COPS Office)

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**Thank you.**

**Questions? Comments?**

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