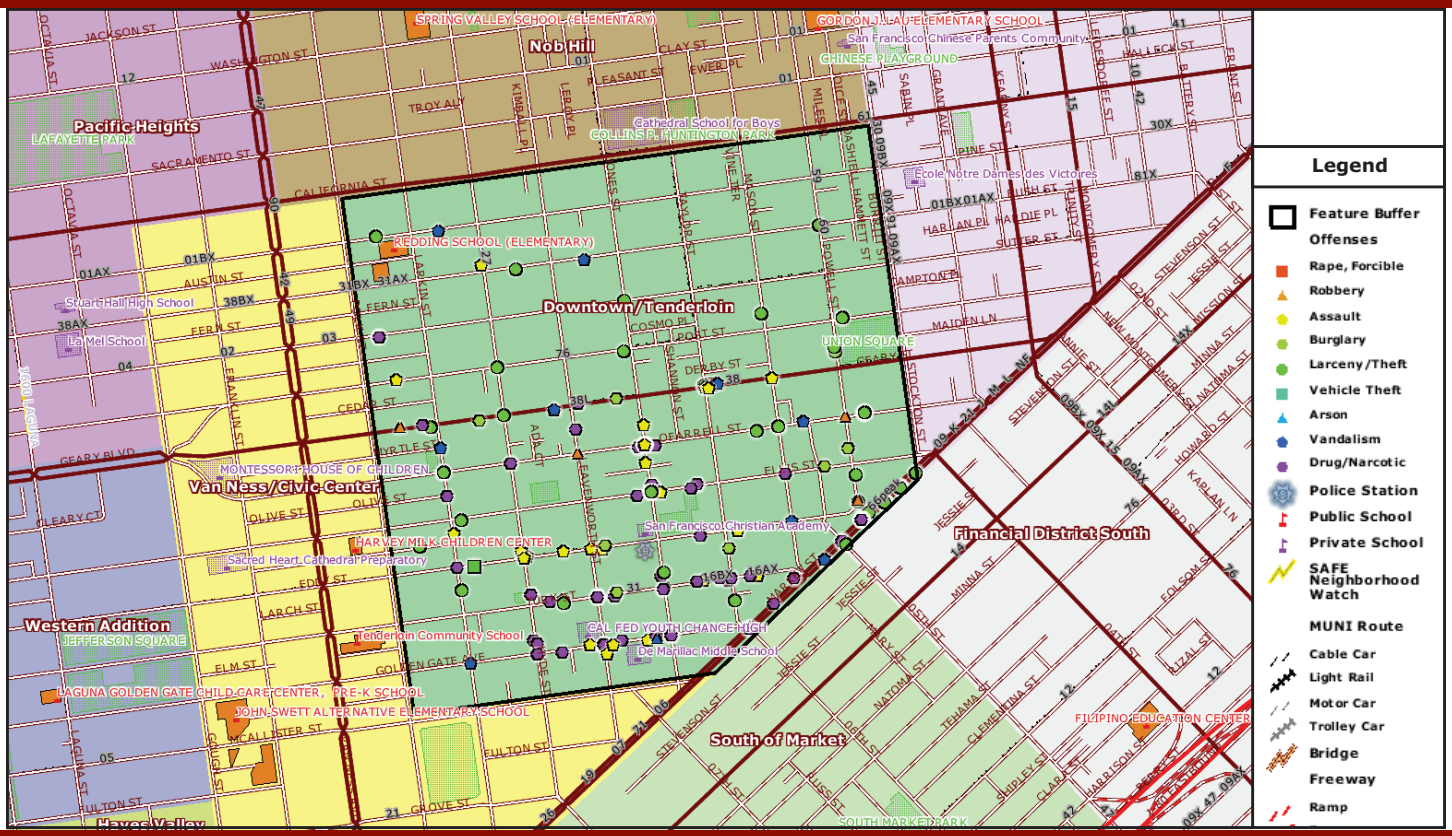
CRITICAL ISSUES IN POLICING SERIES:

Violent Crime in America: What We Know About Hot Spots Enforcement



Police Executive Research Forum

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Violent Crime in America: What We Know About Hot Spots Enforcement

May 2008



POLICE EXECUTIVE
RESEARCH FORUM

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Motorola Vice President Rick Neal

Acknowledgments

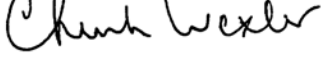
AS PERF BEGINS ITS THIRD YEAR OF STUDYING violent crime trends and police agencies' tactics for dealing with increased violence, we need to thank our members, who again and again respond when we ask them for their help in gathering information. Two hundred police and sheriffs' departments responded to our latest survey, which asked for detailed crime statistics as well as information about hot spots programs. And another 130 responded to a separate PERF survey about crimes involving gunshots. PERF could not produce cutting-edge research on violent crime without the generous response of hundreds of police officials across the country who help us every day.

In particular, I would like to thank Chiefs John Timoney and Gil Kerlikowske for helping produce our gunshot survey instrument, and the departments in the following jurisdictions for pilot-testing the survey: Arlington, Texas; Baltimore County; Charlotte-Mecklenburg, N.C.; Denver; Honolulu; Jacksonville, Fla.; Nassau County, N.Y.; Prince William County, Va.; and Seattle.

And special thanks go to all of the police leaders who found time to attend our Hot Spots Symposium in Washington on March 26-27. We all benefit from hearing chiefs and sheriffs share their experiences with each other and compare notes about the strategies that are working best in their jurisdictions.

PERF's work on the violent crime issue, like all of our initiatives in the "Critical Issues in Policing" Series, is made possible by the continued generous assistance of the Motorola Foundation. Thanks to all of PERF's friends at Motorola, including Greg Brown, President and CEO of Motorola; Mark Moon, Corporate Vice President and General Manager; Gino Bonanotte, Vice President, Finance; Eileen Sweeney, Director, Corporate and Foundation Philanthropic Relations; Matt Blakely of the Motorola Foundation; and our guardian angel at Motorola, Rick Neal, Vice President, Government Strategy and Business Development. Rick is the original creator of the Critical Issues in Policing Series.

A number of PERF employees also worked hard to put together the two surveys that undergird this report and the Hot Spots Symposium. Bill Tegeler, our acting director of the Center on Force & Accountability, took overall responsibility for the project and handled everything with his usual good nature and aplomb. The surveys were designed and implemented by Deputy Research Director Chris Koper, Research Director Bruce Taylor, Senior Research Associate Bruce Kubu, Senior Associate Jim Cronin, and Research Associates Kristin Kappelman and Jason Cheney. Emily Milstein-Greengart, Nate Ballard, and Rebecca Neuburger made sure the Symposium ran smoothly. Craig Fischer, our director of communications, deserves special recognition. He once again took considerable care in pulling this document together so quickly. He continues to amaze us with his capacity to capture the ideas behind major challenges in the country. The photographs in this report were taken by the Annie Liebovitz of PERF, Eileen McDermott, and the graphic design expertise came from Dave Williams.



Executive Director
Police Executive Research Forum
Washington, D.C.







FAR LEFT: Jeffrey L. Sedgwick, Acting Assistant Attorney General, Office of Justice Programs

LEFT: Joseph Persichini, Jr., assistant director in charge of the FBI's Washington field office

RIGHT: FBI Section Chief Thomas Nunemaker, Criminal Investigative Division

FAR RIGHT: Drug Enforcement Administration Section Chief Stephen Tomaski





Introduction

By PERF Executive Director Chuck Wexler

THIS REPORT IS THE FOURTH IN A SERIES IN which the Police Executive Research Forum focuses on violence in the United States and what local police agencies are doing to prevent homicides, robberies, assaults, and other violent crimes. Once again, PERF has been able to call on our member police chiefs, sheriffs, and other local police officials as well as federal agency leaders and other experts to provide answers to these questions:

- Are violent crime levels going up or down in your jurisdiction?
- What kinds of strategies and tactics are you using to fight violent crime?
- In particular, most of you have told us that "hot spots" enforcement is high on your list of violent crime countermeasures. Please give us all of the details you can about this. Tell us stories that illustrate what hot spots enforcement means to you.

A bit of background: In 2005, police chiefs began telling PERF that violent crime seemed to be making an unwelcome comeback in the United States, following a decade in which levels of violence fell dramatically. PERF began tracking this development by conducting surveys of our member police agencies in which we asked them for their most up-to-date statistics on their violent crime levels. We also began convening Violent Crime Summits, where police officials gathered to discuss the survey findings and talk about the latest tactics that seemed effective in pushing violent crime back down.

To date, we have conducted four violent crime surveys and organized three Violent Crime Summits. Here's where we stand in the spring of 2008:

- Violent crime spiked dramatically in 2005 and 2006, with many jurisdictions showing double-digit percentage increases in homicides and other crimes.
- PERF's surveys, while much smaller than the FBI's massive Uniform Crime Reporting (UCR) system, seem to be a good sample of jurisdictions, because when the FBI released its UCR figures, they confirmed PERF's finding of significantly higher violence in 2005 and 2006.
- Police agencies have responded to the higher crime levels quickly, implementing many types of programs designed to bring violent crime back down. The most common type of violence reduction strategy reported is hot-spots enforcement.
- It appears that the police anti-violence strategies are having an impact in many jurisdictions. PERF's latest figures for all of 2007 show that in the same sample of 56 jurisdictions that proved accurate in 2005 and 2006, violent crime fell approximately 4 to 8 percent in all four categories tracked by PERF: homicide, robbery, aggravated assault, and aggravated assault with a firearm.
- Violent crime does remain volatile, however. Even though the total numbers of violent crimes in PERF's sample of jurisdictions are down, many cities and counties are still reporting increases in violence. In fact, depending on the type of crime, our most recent numbers for all of 2007 show that *42 to 48 percent* of the reporting jurisdictions reported *increases* in violence.

- Police are reporting that various kinds of hot spots enforcement are proving effective in their jurisdictions. This includes measures like targeting known offenders for prosecution, using targeted traffic stops in hot spot locations, and letting gang leaders know that any violence will result in an intense focus from the police.

This report includes the results of our latest crime survey, which tracked violent crime levels for 2007 in 192 jurisdictions. And because a previous PERF survey revealed that police agencies have implemented hot-spots enforcement as the most common type of anti-violence strategy, our new survey asked for detailed information about how those programs are designed. The hot-spots data are also included in this report.

In addition, PERF has heard anecdotal reports that some cities' police departments are fighting major increases in criminals' use of more powerful weaponry, including AK-47s and other assault weapons, large-caliber handguns, and armor-piercing ammunition. We have begun to gather data about guns used in homicides, and we present those findings in this report.

And finally, PERF held the 2008 International Hot Spots Symposium in Washington, D.C. on March 27, 2008. More than 125 police chiefs, sheriffs, and federal officials gathered to share their wisdom about hot-spots enforcement techniques that have proved effective in their jurisdictions. Highlights of that meeting are also presented in this report.

PERF will continue to monitor violent crime trends over the coming months. A number of experts have noted that police departments' use of Compstat and other crime information programs has given them a greater capability to respond quickly to changing crime patterns, to keep criminals on the defensive, and to actively help law-abiding residents of a neighborhood take back their own streets. PERF is planning its violent crime reduction initiatives for the coming year, which will continue to focus on helping police agencies across the nation share information about the anti-violence programs that work best. One of our focuses this year will be anti-gang initiatives by local police from the United States and other countries.



Newark Police Director Garry McCarthy and Chicago First Deputy Superintendent James Jackson

PERF's 2007 Crime Survey: Violence Remains a Very Mixed Picture

PERF'S NEW CRIME SURVEY DEMONSTRATES that overall, violence is decreasing in the jurisdictions surveyed, but the total figures mask a great deal of variation from one city to the next.

First, there is PERF's original sample of 56 jurisdictions to consider. This sample, used in four PERF surveys since 2006, has proved to be a good barometer of overall crime trends nationwide, because it has produced results that are similar to those of the FBI's Uniform Crime Reporting system, the gold standard of crime statistics. The UCR is based on reports from nearly 17,000 local law enforcement agencies.

PERF's 56-jurisdiction sample indicated that the numbers of violent crimes reported for all of 2007 were 4.08 to 7.56 percent lower than in 2006, depending on the type of crime. (See Figure 1.)

Figure 1. PERF sample of 56 jurisdictions
Violent crime change from 2006 to 2007

VIOLENT CRIME	2006	2007	PERCENT CHANGE
Homicide	5,314	5,097	-4.1%
Robbery	151,535	144,617	-4.6
Aggravated Assault	178,140	165,189	-7.3
Aggravated Assault with a Firearm	48,825	45,133	-7.6

PERF also has been examining a larger sample of nearly 200 jurisdictions. Those results show similar results. Overall, violent crime totals are down in every category, although the percentage reductions are smaller across the board. See Figure 2.

Figure 2. Violent crime change from 2006 to 2007

	JURISDICTIONS (N = 191)		
VIOLENT CRIME	2006	2007	PERCENT CHANGE
Homicide	7,173	7,078	-1.3%
Robbery	255,726	245,212	-4.1
Aggravated Assault	278,265	265,372	-4.6
Aggravated Assault with a Firearm	67,557	63,756	-5.6

However, if the good news is that overall violent crime declined in 2007, the bad news is that the pattern does not hold in more than four out of 10 jurisdictions. As shown in Figure 3, for the most serious type of crime, homicide, *there were just as many jurisdictions reporting increases in homicides as reporting decreases*. For the other three types of violent crime, there were more jurisdictions reporting improvements than setbacks in their crime statistics. But the differences were not overwhelming; Approximately 42 to 48 percent of the cities and counties showed increases in the various types of violent crime.

Figure 3. Jurisdictions' violent crime levels: Change from 2006 to 2007

	PERCENT OF ALL JURISDICTIONS		
CRIME TYPE	REPORTED A DECREASE	REPORTED NO CHANGE	REPORTED AN INCREASE
Homicide (N = 176)	44.3%	11.4%	44.3%
Robbery (N = 192)	51.0	1.0	47.9
Aggravated Assault (N = 192)	56.3	2.1	41.7
Aggravated Assault with a Firearm (N = 156)	51.3	3.2	45.5

What do these numbers mean? In just 56 jurisdictions, there were 5,097 homicides reported last year, more than 144,000 robberies, and more than 165,000 aggravated assaults.

And when more than 40 percent of police agencies are reporting that their violent crimes levels are *increasing,* there is clearly much more work that needs to be done.



Las Vegas Deputy Chief Gary Schofield

PERF's Survey on Hot Spots Enforcement: The Most Widely Used Anti-Violence Strategy

WHEN PERF'S EARLIER SURVEYS SHOWED THAT homicides and other violent crimes increased in 2005 and 2006, PERF asked police agencies to identify the types of programs and policies they were implementing in order to reduce violence. The highest-ranking program, cited by 63 percent of the agencies, was hot-spots enforcement. Other programs ranked much lower, such as cooperation with other departments (37 percent), hiring or recruiting more officers (20 percent), federal grants such as Weed and Seed (17 percent), and technology such as cameras (15 percent).

Accordingly, PERF focused on hot-spots enforcement in preparing for the 2008 violent crime summit, beginning with a survey in which we asked police officials to provide details about their hot-spots programs. In general, hot-spots enforcement refers to police efforts to identify the locations—a residence, a store, a nightclub or other particular address; a street corner; a city block; a neighborhood—that generate the most calls to 911 or other indicators of criminal activity. Then, police analyze the types of crimes being committed at each hot spot and devise ways of reducing the crime. Because hot spots are often plotted as dots on a map, and the police response often involves sending more officers to the location, hot-spots enforcement is sometimes called "putting cops on the dots."

In sum, the survey showed that nearly 9 out of 10 agencies use hot spots enforcement efforts directed either at larger hot spot areas like neighborhoods, smaller hot spot places like intersections, or both. Agencies use a variety of data, including crime reports and community input, to rapidly identify and respond to hot spots. Agencies use numerous strategies to address hot spots; nearly all of the 18 strategies examined in the survey were used by a majority of agencies to address at least some types of violent crime hot spots. Agencies judge the success of their hot spots efforts using both "activity" measures like arrests and operational data as well as "outcome" measures, such as crime rates and community feedback. Finally, the leading methods used by agencies to maintain the success of their hot spots initiatives include periodic repetition of operations and engaging residents and businesses.

Below is a summary of the questions in PERF's Hot Spots survey and the responses:

Figure 4. What sorts of places or areas does your agency define as hot spots?

PLEASE MARK ALL THAT APPLY.

LOCATION	PERCENT OF AGENCIES
Addresses or intersections	61%
Clusters of addresses or blocks	58
Neighborhoods	57
Street blocks	54
Streets	46
Patrol beats	41
Areas larger than patrol beats and neighborhoods	20

Figure 5. What information does your agency use to define hot spots?

PLEASE MARK ALL THAT APPLY.

TYPE OF INFORMATION	PERCENT OF AGENCIES
Community input	71%
Monthly reports and statistics	70
Daily reports and statistics	66
Intelligence reports	66
Weekly reports and statistics	65
Information from elected officials	42
Annual reports and statistics	37
Quarterly reports and statistics	36
Multi-year reports and statistics	22

Figure 6.

1. What strategies does your agency most commonly use to deal with HOMICIDE/SHOOTING hot spots?

2. Which strategy do you consider the most effective?

		AGENCIES (N = 176)
RANK	TYPE OF STRATEGY	PERCENT OF AGENCIES USING THE STRATEGY
1	Problem analysis and problem solving	77%
2	Community policing/partnerships	73
3	Enhanced traffic stops and field interviews	69
4	**Targeting known offenders***	69
5	Directed patrol	65
6	Intervening at problematic locations	64
7	Mobile suppression or saturation unit	63
8	Warrant service	62
9	Checks on probationers and parolees	62
10	Use of overtime for saturated patrol	61
11	Surveillance operations	59
12	Multi-agency task force operations	58
13	Order maintenance ("broken windows")	56
14	Use of technology (e.g. cameras, gunshot detection)	47
15	Foot patrol	42
16	Fixed police presence	34
17	Buy and bust/reverse stings	17
18	Decoy operations	12

* Most often identified as most effective strategy

Figure 7.

1. What strategies does your agency most commonly use to deal with ROBBERY hot spots?

2. Which strategy do you consider the most effective?

		AGENCIES (N = 176)
RANK	TYPE OF STRATEGY	PERCENT OF AGENCIES USING THE STRATEGY
1	Problem analysis and problem solving	93%
2	**Directed patrol***	91
3	Community policing/partnerships	89
4	Surveillance operations	86
5	Enhanced traffic stops and field interviews	80
6	Targeting known offenders	80
7	Use of overtime for saturated patrol	78
8	Intervening at problematic locations	74
9	Mobile suppression or saturation unit	72
10	Checks on probationers and parolees	72
11	Warrant service	68
12	Order maintenance ("broken windows")	64
13	Multi-agency task force operations	59
14	Use of technology (e.g. cameras, gunshot detection)	56
15	Foot patrol	53
16	Fixed police presence	43
17	Decoy operations	29
18	Buy and bust/reverse stings	18

* Most often identified as most effective strategy





FAR LEFT: Jacksonville, Fla. Sheriff's Office Crime Analysis Supervisor Carma Rollerson

LEFT: Houston Capt. Milton Brown

Figure 8.

1. What strategies does your agency most commonly use to deal with AGGRAVATED ASSAULT hot spots?

2. Which strategy do you consider the most effective?

		AGENCIES (N = 176)
RANK	TYPE OF STRATEGY	PERCENT OF AGENCIES USING THE STRATEGY
1	Problem analysis and problem solving	82%
2	Community policing/partnerships	76
3	Intervening at problematic locations	74
4	Targeting known offenders	63
5	**Directed patrol***	61
6	Enhanced traffic stops and field interviews	59
7	Warrant service	59
8	Checks on probationers and parolees	58
9	Order maintenance ("broken windows")	56
10	Use of overtime for saturated patrol	48
11	Mobile suppression or saturation unit	46
12	Surveillance operations	45
13	Foot patrol	43
14	Use of technology (e.g. cameras, gunshot detection)	39
15	Multi-agency task force operations	36
16	Fixed police presence	26
17	Decoy operations	11
18	Buy and bust/reverse stings	11

* Most often identified as most effective strategy

RIGHT: Las Vegas Assistant Sheriff Tom Lozich

FAR RIGHT: Portland, Ore. Commander Michael Crebs



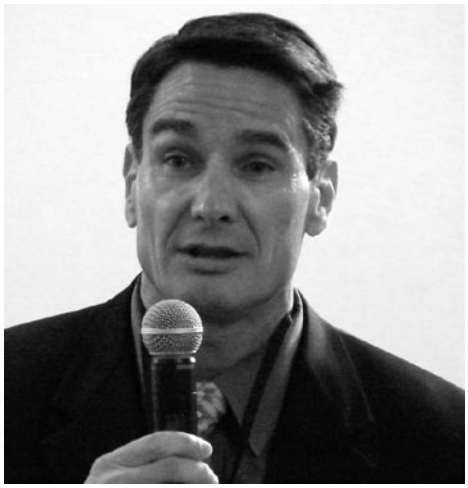


Figure 9.

1. What strategies does your agency most commonly use to deal with GANG VIOLENCE hot spots?

2. Which strategy do you consider the most effective?

		AGENCIES (N = 176)
RANK	TYPE OF STRATEGY	PERCENT OF AGENCIES USING THE STRATEGY
1	**Targeting known offenders***	89%
2	Directed patrol	86
3	Problem analysis and problem solving	86
4	Community policing/partnerships	85
5	Enhanced traffic stops and field interviews	84
6	Intervening at problematic locations	82
7	Surveillance operations	82
8	Multi-agency task force operations	81
9	Mobile suppression or saturation unit	79
10	Order maintenance ("broken windows")	76
11	Checks on probationers and parolees	72
12	Warrant service	71
13	Use of overtime for saturated patrol	69
14	Foot patrol	59
15	Use of technology (e.g. cameras, gunshot detection)	56
16	Fixed police presence	43
17	Buy and bust/reverse stings	36
18	Decoy operations	16

* Most often identified as most effective strategy





FAR LEFT: St. Louis Capt. Edward Kuntz

LEFT: Prince George's County, Md. Major H.P. Stawinski

Figure 10.

1. What strategies does your agency most commonly use to deal with DRUG VIOLENCE hot spots?

2. Which strategy do you consider the most effective?

		AGENCIES (N = 176)
RANK	TYPE OF STRATEGY	PERCENT OF AGENCIES USING THE STRATEGY
1	Targeting known offenders	90%
2	Problem analysis and problem solving	89
3	Surveillance operations	88
4	**Buy and bust/reverse stings***	87
5	Directed patrol	86
6	Intervening at problematic locations	85
7	Community policing/partnerships	85
8	Enhanced traffic stops and field interviews	84
9	Multi-agency task force operations	84
10	Order maintenance ("broken windows")	77
11	Warrant service	74
12	Mobile suppression or saturation unit	72
13	Checks on probationers and parolees	71
14	Use of overtime for saturated patrol	65
15	Foot patrol	59
16	Use of technology (e.g. cameras, gunshot detection)	58
17	Decoy operations	46
18	Fixed police presence	46

* Most often identified as most effective strategy

RIGHT: Brooklyn Park, Minn. Chief Michael Davis

FAR RIGHT: Indio, Calif. Chief Bradley Ramos





Figure 11. How does your agency measure the success of your efforts at hot spots?

PLEASE MARK ALL THAT APPLY.

		AGENCIES (N = 176)
RANK	MEASURE	PERCENT OF AGENCIES
1	Reduction in crime	92%
2	Arrests	77
3	Citizen feedback	76
4	Operational data	71

Figure 12. How does your agency determine when to transfer resources from one hot spot to another?

PLEASE MARK ALL THAT APPLY.

		AGENCIES (N = 176)
RANK	CRITERION FOR MOVING RESOURCES TO ANOTHER HOT SPOT	PERCENT OF AGENCIES
1	Achieve a decrease in crime	75%
2	Greater need at another "hot spot"	74
3	Predetermined time period	20





FAR LEFT: Indianapolis Chief Michael Spears

LEFT: Fort Wayne, Ind. Deputy Chief Nancy Becher

Figure 13. How does your agency maintain the success of hot spots initiatives after their initial conclusion?

PLEASE MARK ALL THAT APPLY.

RANK	METHOD OF MAINTAINING SUCCESS	PERCENT OF AGENCIES
1	Repeat operation periodically or as needed	80%
2	Engage and/or organize community residents and businesses	65
3	Brief area patrol officers and detectives about the operations	53
4	Communicate intentions to known offenders, gangs, and/or drug dealing groups	33
5	Transfer responsibility to area commander or other personnel	26
6	Employ a maintenance team	21



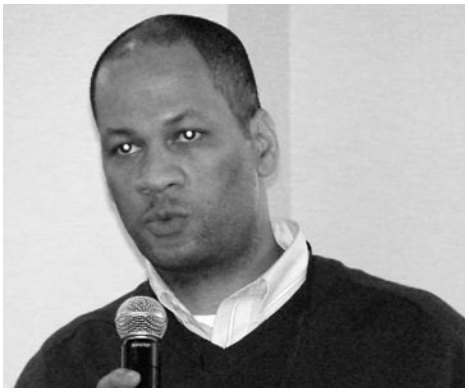


FAR LEFT: North Charleston, S.C. Deputy Chief David Cheatle

LEFT: Prof. Betsy Stanko, Metropolitan Police Service of London

RIGHT: St. Louis Lt. Richard Giles

FAR RIGHT: Orlando Capt. John O'Grady





PERF's Hot Spots Symposium: Chiefs Compare What They Have Learned

AT PERF'S INTERNATIONAL HOT SPOTS SYMPOSIUM, held on March 27 in Washington, D.C., police chiefs, sheriffs, and other police officials shared what they have learned about identifying hot spots in their jurisdictions, and the best ways to focus law enforcement resources on those locations.

Following are selected comments by Symposium participants on a number of topics.

Focusing on Violent Gang Members

Capt. **Milton Martin** *of the Houston Police Department said that like many other police agencies, Houston's actively develops information about gang members:*

What we do is try aggressively to identify and target our violent gang members. We use our gang intelligence officers out on the street to identify gang members, and then we have our analysts look at those people from every possible angle—their priors, what they're involved in now, what they've been arrested for before, whether they have a juvenile record. And if you have someone who keeps coming across your desk repeatedly, you look at that person a lot more closely. When a certain type of crime is committed in a certain area, I put officers out on the street who will actually be looking for a particular individual. If we have a shooting at a certain apartment complex and have reason to suspect it's drug-related, by the data that we keep we may know that three particular people are involved in drugs at that apartment complex, and it gives us a starting point.



Houston Police Captain Milton Martin

Deputy Chief **Charlie Beck** *of the Los Angeles Police Department said that gangs are a key factor in analyzing violent crime in his city:*

Citywide, about 55 percent of our homicides are gang-related. In our highest area for homicides, the South Bureau, 70 percent are gang-related. Gang activity *runs* our violent crime. We get some homicides tied to robbery, but only about 10 percent. So what we've been doing is facing the problem more head-on. We identified our Top 10 gangs; actually it ended up being our Top 11. And we have a rotating list of our Top 10 most wanted gang members. And what's important is what the

RIGHT: Prince George's County, Md. Chief Melvin High and Los Angeles Deputy Chief Charlie Beck

FAR RIGHT: Baltimore Major Dean Palmere





list says about how we are approaching the problem. The fact that we have this list says that we are identifying the people who are causing us the most problems, and if a gang steps out of the pack and becomes one of the Top 10 gangs, then they will get a lot of police resources focused on them. We have a significant number of discretionary resources, and we shift those resources to the areas that are hot spots, gang hot spots. So it becomes very detrimental to anybody who wants to pursue the life of a gangster to be on that list.

In the past, we shied away from identifying gangs, because we didn't want to feed into their desire for publicity and notoriety. But we changed that because they don't just get notoriety out of it or publicity, they get our focus.

Major **Dean Palmere** *of the Baltimore Police Department said that in his city, the local police work with state and federal prosecutors to get the most violent offenders off the streets:*

We developed targeted lists of individuals who consistently come up in our intelligence in murder investigations and nonfatal shooting investigations. Our strategy is to extract repeat violent offenders, utilizing accurate intelligence and a close working relationship with both the State Attorney's Office and the U.S. Attorney's Office.

Intensive Work to Prevent Retaliation After a Gang Homicide

Los Angeles Deputy Chief **Charlie Beck** *described how the LAPD works very hard to prevent one gang homicide from causing a "bloodbath of retaliation":*

Last year in LA we had 392 homicides. That sounds like a lot, but it's our lowest number of homicides in 40 years. And one of the ways we made that happen was by preventing gang retaliation. People always ask, "Why does a chief or why does a captain go out to a homicide scene? They're probably not investigators." The answer to that question is that I go to stop the *next* homicide.

Let me give an example. A month and a half ago, we had a gang homicide involving two gangs who had had an uneasy truce going. They were at a party together, guns came out, and a very popular gang leader from one of our housing development gangs was killed.

The last time this happened, we had a two-month bloodbath resulting in 11 homicides and a number of other shootings.

This homicide happened on a Sunday night, and by Monday morning we had a

roundtable set up with all the local intervention groups, the local resident advisory council for the housing developments, the school district (because there's a number of high schools and middle schools that are huge feeders to the gang problem in that area), probation and parole officers—we brought in everybody who is involved in that community to start talking about stopping retaliation. And we also gave out information so we didn't have retaliation based on rumors. A lot of gang retaliations are based on false rumors.

That same night, I met with all the neighboring jurisdictions that have factions of these gangs. So it's not just LAPD doing its piece, it's the county sheriff, it's Inglewood, it's the sheriff in Compton, and it's everybody on the same page. Then we scheduled community meetings the following evening in all the housing projects to talk about community peace. The basic answer is that you reach out immediately to everybody involved.



High Point, N.C. Capt. Larry Casterline

And during that time we do probation and parole sweeps of both gangs. We take anybody who has any kind of probation or parole conditions attached to their freedom, and we go to them, with the state parole or county probation officers. And to do this, I'm drawing discretionary resources from throughout the city. I steal resources from all the other commands—a couple units here, a couple units there, and we flood the zone in both gang areas. You can't have a police car on every corner, but I want them passing by every corner. And we also give the detectives unlimited resources on the homicide that might bring retaliation; this one we solved within a week. Because of those community meetings and the relationships you already have, you get a lot of tips. And so you're able to solve it right away, and that helps stop the retaliation.

Capt. **Larry Casterline** *of the High Point, N.C. Police Department said his department takes similar actions aimed at "focused deterrence" following a gang homicide:*

We just had a murder, and the following day we got a phone call saying there was going to be retaliation, and we were given three names of people who might retaliate. I told the detectives to call probation and parole immediately and check on the three names. Two of them were on intensive probation, so we contacted the probation officer and had him go get them and bring them down to the police department. We also contacted the district attorney and asked him come down to the police department.

So we bring these people in and tell them to their face, "We know who you are. Here is the district attorney. We understand there's going to be a retaliation. This is not a threat; this is a promise: We can't arrest everybody in the city of High Point, but we know who you run with and we know what's going on. We promise you that if you have any retaliation or any violent acts regarding this homicide, we will bring all of our resources and attention to your gang. So if anyone in your gang steps over the line, we're coming after the whole gang."

More Lethal Firearms Are a Problem

Several chiefs at the Hot Spots Symposium said that more powerful firearms and ammunition are making their jobs more difficult. **Garry McCarthy,** *who left the New York City Police Department in 2006 in order to take the top police job in Newark, N.J., said that firearms are a major problem there:*

When I landed in Newark 19 months ago, I was aghast that we were recovering assault weapons at an unbelievable rate. 7.62 and .223 rounds are commonplace, whereas in New York I hadn't seen that since the early 1980s. Assault weapons are very clearly out there in Newark, New Jersey. Also there's empirical data in Newark over the last five years that show that the number of hits per homicide has gone up dramatically. Guys getting shot not once, not twice, but 10 and 15 times. It leads to the conclusion that most of our murders are assassinations. They're not bumping into each other and arguing over a parking spot, whipping out a .22 and firing a couple of shots. They're running up to a guy with an SKS and chasing him down the street and shooting him 15 times.

It's high-caliber weapons and greater capacity.





ABOVE: Newark, N.J. Police Director Garry McCarthy
BELOW: Miami Deputy Chief Frank Fernandez

However, Deputy Chief **Charlie Beck** *of the LAPD said there is a countervailing trend in his city. Because semi-automatic handguns eject shell casings to the ground, while revolvers leave the casings in the gun, revolvers are making a comeback among shooters in Los Angeles:*

In the last year, we have seen a reversion to the revolver, especially in gang homicides that appear to be preplanned. We have had successes with shell casing analysis, and the crooks know that. We're seeing the use of .357 and .38 revolvers. This is really recent.

Deputy Chief **Frank Fernandez** *of the Miami Police Department said there is a problem with high-powered guns becoming a status symbol in Miami:*

In the last six months we've had two officers killed with assault weapons. It's become a trend in South Florida to have these AK-47s, to the point where we actually had a mother report a theft of an AK-47. Someone broke into her house and stole her son's gold-plated AK-47 that she had bought him for Christmas. So we asked her, "Why are you buying your son an AK-47?" And her response was, "Well, that's the trendy thing to do. Like Nike sneakers or Reeboks. You're not with the trend if you don't have an AK-47."

We're definitely seeing that these are not robbery weapons. These are assassination weapons. We had a homicide last month where they shot 76 rounds. To put it in perspective, going back to 2003, about 3 percent of our homicides were committed with assault weapons. In 2004, it went up to 6 percent. It kept going up to 9, then 18, and last year 22 percent. And we know we have a problem when the emergency room doctors are calling us to say, "What is *happening?*" because they are seeing, in the emergency room of a local community, the kind of wounds that you would find in Iraq and Afghanistan. These weapons were made for killing people. And unfortunately, we've had innocent bystanders killed with these weapons because when they're fired, the rounds aren't typically stopped by a wall. They go through walls, they go through cars.

Preventing Victimizations at Check-Cashing Hot Spots

Capt. **Michael Osborne** *of the Orange County, Florida Sheriff's Office said his department has been using crime analysis to prevent robberies of immigrants at check-cashing businesses:*



Orange County, Fla. Capt. Michael Osborne

There's been an increase in illegal immigration and the Mexican population in Orlando. We started looking closely at the crime victims and saw big increases in the number of Mexican victims. So we looked further at where the crimes occurred and what were the settings, and found that there were a lot of robberies at the check-cashing places that have been opening up left and right. These check-cashing businesses are hot spots. A lot of the illegal immigrants are afraid to open bank accounts, and they are getting victimized because they carry cash. And the weapon of choice is obviously handguns.

So what we've been trying to do now is prevent the next crime, by doing surveillance and putting manpower at those places. We've also been talking to employers to try to get them to find a common time when they would pay their employees. If we know when they get paid, we can prepare for it and watch the check-cashing places.

We've also seen a new type of crime, where people employed at the check-cashing places would call their friends who were doing the robberies. So we've gotten proactive in checking out the people employed at those places.

Cincinnati Initiative to Reduce Violence (CIRV): Targeting Gang Members for Prosecution—or Assistance

Cincinnati Police Chief **Tom Streicher** *told participants at the Hot Spots Symposium about his city's no-nonsense approach to getting the most violent offenders off the streets. It involves taking advantage of the fact that many gang members are on probation or parole, so they can be ordered to attend meetings as a condition of their release:*

We put together a strategy called CIRV—Cincinnati Initiative to Reduce Violence. It's very focused. We bring in every agency at the local, regional, state and federal level—prosecutors, probation and parole, everybody who is connected to the criminal justice system. And the people involved are the decision-makers, people who can get something done. If I make a phone call, it's going to get done; it's not just going to sit. And we targeted, primarily with DEA, a couple of groups that we knew were very bad actors, who we knew were involved in many of the homicides that had been committed. And I started a long-term investigation, and we ended up taking off the top nine people in one of the organizations. And they all got a minimum of 30 years in prison, a maximum of life, under the federal system. And these are the people that the local bad guys, the street-corner bad guys,

thought were untouchable, that they would never be touched by the police.

Another aspect of it was that we brought in a bunch of our really good street cops and had them identify the bad guys and tell us what groups do they hang with, who's fighting against whom, who's friends with whom, etc. And they initially identified about 1,200 or 1,400 people. We whittled that down to about 400 of the "worst of the worst," and then took a look at those people and saw who was on probation or parole.

Then we had the probation and parole officers issue as a condition of their probation, that these guys had to attend a meeting in a courtroom, about 30 to 50 of them at a time in a group. It's actually a court hearing. We have a judge who cooperates with us very well. About 10 or 15 percent don't show up. The judge does a roll call at the beginning of the meeting. And for those who are not there, in front of the other bad guys the judge calls in a team of our cops and probation and parole people, and orders them to go out and arrest the people who didn't show up and hold them without bail. So they bring them in, and they are sentenced directly to jail immediately—sometimes right in front of this group, which really gets their attention. "You didn't come to the meeting, and you had three years 'on the shelf.' Well, now you have to serve those three years. You're out of here, you're finished." So the rest of the group notices that, and they go back and tell the rest of their people about it.



Cincinnati Police Chief Thomas Streicher

At the beginning, some of these guys said, "You don't know who I am. You don't know who I hang with." Well, part of our enforcement strategy has been to go out and film these people engaged in the drug dealing or whatever it is they're doing. So now we use that video in the meetings. As we're telling them, "Here are the new rules," there's a PowerPoint showing pictures of the people sitting right there—pictures of them throwing dope on the corner, maybe they've got a gun in their pants, and they can see that we know who they are and who they hang with.

So at the first of these meetings, the entire group was in street clothes. The second time, most were in street clothes, and a few were in handcuffs. The last time we brought them in, half were in street clothes, and the other half had been brought in from jail; they were awaiting sentencing. Some of the ones awaiting sentencing actually tell the others, "I didn't believe it. I thought I was smarter than them; I thought I could beat it. I didn't think I could be caught. And I'm going to jail for three years"—(or eight years, or 10 years).

Part of it is proffering—where we say, "OK, you're going to plead guilty to whatever it is we have. You get a 30-year sentence. But you can whittle that down if you answer questions. We're going to ask you a series of questions about crime that you've been involved in, and other people you know were involved in it. And as long as you tell us the truth, none of the information will be used against you, but it will be used against other people. Lie to us one time, and that information you already gave us will still be used against other people, and you're going to catch it too."

At the same time, however, Chief **Streicher** *acknowledged that in some neighborhoods, there are few or no jobs available for young people, and drug dealing and other illegal activity is all that some youths know. So the police try to offer youths opportunities as well as the threat of strict law enforcement:*

We partnered with the community and brought together every aspect of social services, education, employment opportunities, training, everything imaginable that we can offer. And the community stands up. Ross Love, who's a very powerful man in the community, very wealthy, retired from Procter and Gamble, he stands up and tells them, "This is not the police telling you to stop. This is the community telling you to stop." And then everybody from the faith-based groups, all of them stand up and offer them assistance. They say, "Here's the phone number if you want help with jobs, training, getting a GED."



Louis Quijas, FBI Assistant Director, Office of Law Enforcement Coordination

There's very strong support from the mayor and the city council for this; they put up about half a million dollars for this. More than 200 of these bad guys have called and signed up. In fact, last week I was doing an interview with one of the news stations in front of our building, and a guy walked into the lobby and waited for me. When I walked in, he was in tears, and he said, 'Are you Streicher?' I said yes, and he said, "Have you still got that program going? I need help. I've been up for three days cracking. You've got to get me help."

We've got a group of street workers who are former convicts. There are a lot of them out on the street working with these people, bringing them into this program and giving them help.

Some of these bad guys come from families that are all bad guys. They've never had a job, they've dropped out of school, they know nothing more than carrying a gun, hustling, and throwing dope. That's it, period. Some of these guys at our meetings openly admit that in front of the other guys. They say, "You know me. I've been carrying a gun since I was eight, throwing dope since I was 10. I'm 28 now. I quit; I gave it up. And do you know how good it feels to have police stop you and not have a gun, and not have dope in your car?"

The other good thing that comes out of this is that since we took out the super-bad guys, the super-predators, the people that many people in the community thought were untouchable, it has helped us solve crimes. A year ago, a homicide occurs, there's no witness. Now a homicide occurs and 30 minutes later we're broadcasting not just a description of the suspect, but his name, where he lives, what kind of car he drives, everything. People are coming out of the woodwork to talk to us. We've got two guys in front of the grand jury right now who are responsible for 23 homicides, and another guy responsible for seven homicides. People are bringing information to us about six- and eight-year-old homicides.

Last year we had a 22-percent reduction in homicides, a 12-percent reduction in violent crime, and an 8-percent reduction in overall crime. The University of Cincinnati is evaluating the program, and they actually

break out homicides called GMI, group-member-involved homicides, gang-involved homicides. And in the last six months we've had a 54-percent reduction in group-member-involved homicides.

Commenting on the "social work" aspect of CIRV, **Louis Quijas,** *assistant FBI director for the Office of Law Enforcement Coordination, said that when he was police chief in High Point, N.C., he considered it part of his job to bring together community leaders who could help steer at-risk youths toward productive lives. Often, powerful people are in a position to help, if only someone thinks to ask them, he said:*

I was shocked when I would sit down and start looking for people who could make things happen, that those people had never met each other. The rabbi in our community had never spoken to the Baptist minister—both of them very powerful in the community, had programs to offer services to people. We had a college president, whose college was right in the middle of our inner city, and he said, "Well, I can bring all these business people together if you're looking for money to get this started." A police chief can use his position to bring these people together who can make things happen.

Immigration and Customs Enforcement Can Help

Jim Pendergraph, *executive director of State and Local Coordination at Immigration and Customs Enforcement, told his colleagues that ICE can help local police remove illegal immigrants from their communities:*

One of the things that you have in your toolbox that's at your disposal is us—ICE. If you have gang problems and you can't get enough evidence on them to prosecute them, but they're in the country illegally, we can make them disappear from your city. The 287 (g) program is just one small part of ICE's capability to help local law enforcement.



Jim Pendergraph, Executive Director, State and Local Coordination, Immigration and Customs Enforcement

For example, on March 28 ICE announced a program called "Secure Communities: A Comprehensive Plan to Identify and Remove Criminal Aliens," which is a multi-year initiative designed to identify, detain, and remove illegal aliens who commit crimes and are incarcerated in state or local facilities. The goal is to ensure that when criminal aliens are released from a local jail or state prison, they are removed from the country rather than being released back into the local community. One component of the program involves linking local police agencies with FBI and Department of Homeland Security databases, so that when local police run an arrested person's fingerprints through FBI databases to obtain a criminal history, they also will receive any immigration history information.

ICE also said it will expand its Rapid REPAT (Removal of Eligible Parolees Accepted for Transfer) program, in which nonviolent criminal aliens serving time in state facilities receive early parole and are deported. For additional information, see http://www.ice.gov/pi/news/newsreleases/articles/080328washington.htm?searchstring=Rapid.

A Common "Hot Spots" Tactic: Increased Traffic Stops

One of the most common strategies reported by police agencies for dealing with crime hot spots is to increase the use of traffic stops. Detective **Jeff Godown** *of the Los Angeles Police Department explained:*

In Los Angeles, if you look at all the homicides, they usually involve firearms, and the suspects are either bringing the guns on foot, or they're transporting them on the city streets in vehicles.

Just as New York City police found that arresting "turnstyle jumpers" in the subways was a good way to find more serious criminals—because people who commit serious crimes also tend to commit minor offenses like subway fare evasion—police can use traffic stops as a way to focus attention on the locations that have a history of high crime rates. At least 80 percent of the agencies responding to PERF's Hot Spots survey said they use increased traffic stops as a strategy for dealing with hot spots for robberies, gang violence, and drug violence. Traffic stops also were used as a technique to deal with homicides and aggravated assaults, at slightly lower levels.

However, traffic stops can cause a backlash from the community if they are not conducted carefully. A citizen pulled over for failing to use a turn signal will ask, "Why aren't you looking for real criminals instead of bothering me?"—not realizing that looking for violent criminals may be exactly what the police <u>are</u> doing.

Capt. **Milton Martin** *of the Houston Police Department said it helps if a police department publicizes its intention to use traffic stops as a tool to deal with crime hot spots:*

If you notify the community ahead of time what you're going to do and why you're doing it, it helps to mitigate it a little bit if you make a mistake, because they know why the officer was there in the first place. If you leave an information void, somebody's going to fill it. And it may be someone who isn't favorable to the police. If you want the message to be positive instead of negative, you have to try to fill the information vacuum yourself.

Nola Joyce, *chief administrative officer of the Philadelphia Police Department, said that when traffic stops are expanded, residents are more inclined to give the benefit of the doubt to officers they know:*

In my experience, when the beat officers are out there doing these traffic stops, it's different than if it's a specialized unit doing them. Some community members don't like the police—but don't be talking about *their* police. *Their* police are different.

Louis Quijas *of the FBI agreed that keeping the community informed is important—and added that if the reason for traffic stops is to find dangerous criminals, police should remember that and not issue*





FAR LEFT: Los Angeles Detective Jeff Godown

LEFT: Nola Joyce, Chief Administrative Officer, Philadelphia Police Dept.

RIGHT: Minneapolis Sgt. Jeffrey Egge

FAR RIGHT: Mesa, Ariz. Assistant Chief John Meza





tickets for minor violations:

If we had a homicide in High Point, we might cordon off a six-block area, bring in state troopers and the county sheriff's department, and we would have these roadblocks. And when people would pull up, we would give them a flyer, a piece of paper saying, "There was a homicide or another violent crime in your community last night, and here's what we're looking for, and we need your help." And they appreciated being told what was going on in their community.

We didn't ask to see their driver's license, we didn't ask to see their registration. The purpose of it was to give them information. Even if they didn't have a license plate on the car, we let them go through and didn't give them a ticket, because the purpose was not to enforce traffic laws. The purpose was to follow through on our commitment to the community, that we would partner with them to deal with the violence in their community.

Sgt. **Jeffrey Egge** *of the Minneapolis Police Department said that traffic stops can be extremely effective in dealing with hot spots of violent crime:*

We've seen the success of traffic stops in dealing with hot spots. On the north side of Minneapolis in one precinct, we had a 71-percent increase in traffic stops and a 38-percent decrease in violent crime. We saturated hot spots with traffic stops, and those hot spots dissolved, they disappeared.

Assistant Chief **John Meza** *of the Mesa, Ariz. Police Department urged his colleagues to pay attention to questions of racial and ethnic diversity when planning traffic stops:*

Traffic stops are very effective in getting guns, but there's nothing that can turn off a community faster if it's not done right. And I think the key is the preparation in how you deploy it. What's the makeup of the officers that you're sending in there? If you're sending in special units, especially if you're sending them into minority communities, I think the makeup of the team and the way they interact with the residents is key. We've had situations where we've gone in with good intentions, but the effect has been to shut that part of the community off.

Chief **Terry Sult** *of the Gastonia, N.C. Police Department said that using local officers who are familiar with the targeted neighborhood has a double advantage:*

One of the things we expect our community officers to do is to know the neighborhood, and that means not only knowing the people who are involved in crime, but the ones who are *not* committing crimes. That way, the officers will know who to focus on when they do targeted enforcement.

Assistant Chief **Neil Dryfe** *of the Hartford, Conn. Police Department amplified on Chief Sult's point:*

It's not about going out and just arresting





FAR LEFT: Gastonia, N.C. Chief Terry Sult

LEFT: Hartford, Conn. Assistant Chief Neil Dryfe

hundreds or dozens of people. It's about focusing on the right people, the ones who are committing a lot of crimes. What helps the most is the analysis of the crime problem, so you're not just dumping 10 or 15 cops into an area with a nebulous understanding that "there's something going on over there." With our crime mapping capabilities, we can take it right down to an intersection, to a house, a very small focused area. And this can prevent the kind of trouble that some departments have gotten into in the past, where we bring in the citywide crime suppression units and let them loose in a housing project for a couple days. Instead, we're bringing in a neighborhood conditions unit that's been assigned to that neighborhood for a year and a half, and we're telling them, "We've been having problems at these two specific addresses."

And the people in the neighborhood know that you are focused on the people who commit a lot of crimes, because they can *see* that that is what you're doing. And the law-abiding people don't get caught up in the kind of net where you're stopping every car and hard-working people are getting their cars towed or getting hundred-dollar tickets for cracked windshields.

As a result of this focused effort, Part 1 crime has continued to decrease, even though the number of arrests has also gone down. We are not "arresting our way out of the crime problem"; we are focusing on the people who commit many crimes.

Using Street Closures to Disrupt a Drug Market

Lt. Col. **James Whalen** *of the Cincinnati Police Department described an effective tactic for disrupting drug markets in which out-of-towners travel to an inner-city neighborhood to buy drugs:*

If you want to mess with buyers, one tactic that is extremely effective is to change their route. Buyers generally do not live in the neighborhood where they buy drugs. They go in and out; they're primarily suburbanites who are afraid of the neighborhood



Cincinnati Lt. Col. James Whalen

they go into to make that buy. You can take advantage of that by doing temporary street closures. We did this a couple years ago, where we had Kentuckians who would shoot across the bridge, and they could literally turn left, turn left, buy the drugs, turn right, turn right, and they'd be gone. But they had to go into a pretty hard-core neighborhood to do that. So we closed some streets, and suddenly it's turn left….sorry, street closed. There was a way to get into the neighborhood if you knew your way around, but the drug buyers weren't willing to explore that. And it just flat dried up one of our worst drug areas.

How to Maintain a Success after the Focused Enforcement Ends

One of the toughest questions about hot spots enforcement is "Once the police succeed in eradicating a crime hot spot, and they move on to the next challenge, how can the success be maintained?"

Newark Police Director **Garry McCarthy** *cited an example of a hot spot enforcement campaign that took place in 1995 and has been maintained to this day. The hot spot was a single block of 163rd Street in New York City, between Broadway and Amsterdam, that was plagued by narcotics sales. In a six-month operation that resulted in 44 arrests on that one block, the street was cleaned up, McCarthy said. He continued the story from there:*

Then we asked ourselves, what are we going to do to maintain this? I made a decision as precinct commander that we were not going to give that block back to the narcotics dealers.

So we had a 24-hour-a-day, 7-day-a-week police presence on that block. It's expensive, but think about how much you're saving when you're not going back there with calls for service six or eight times a day. And the officers didn't just sit there. The "Officer Scarecrow" approach doesn't work. What you have to do is quality-of-life enforcement and stops. You have to do affirmative, effective, aggressive police work. In the past, we measured our success in terms of arrests and seizures, but that doesn't work, because the drug business works by the laws of supply and demand. As long as there's demand, as long as somebody goes to a certain location to buy drugs, somebody else is going to find a way to sell drugs there. So you've got to find some way to upset the cycle.

First you do effective narcotics enforcement. Then you do maintenance and cleanup. And then you try to instill some civic pride.

What happened on 163rd Street was really refreshing. The residents of the community, who had been held hostage by the narcotics trade, came out in force. I watched 12-year-old kids learn how to ride bikes. My kids learned to ride a bike at, what, 4 years old, but until we cleaned up 163rd Street, it was too dangerous for these kids to go out on the street and learn how to ride a bike. We got such overwhelming community support, we decided to paint over the graffiti, fill the potholes, put up new streetlights, and tap some other city services.

And then the last step of the process was to organize that community. We created tenant associations in each building on the block. Probably 1,000 people lived on the block. Then we tied all the groups together into a block association and formed block watches and community watches. This is a process that actually works. And then you wean them off your presence, because you can't stay there seven days a week forever. But you can do that once you turn over a clean environment to a legitimate, organized community.

And finally, we fought it like a ground war. We did 163rd Street, then 164th, then 161st, 162nd, and we spread out like a beachhead. And that is still holding strong today, 13 years later. We wiped out what was probably the worst narcotics location in New York City.

Nola Joyce, *chief administrative officer of the Philadelphia Police Department, agreed that involving the community in crime prevention is the key to maintaining a hot spots success:*

I think everyone in this room would agree that you can flood an area with police and take it back as long as you're standing there. But as soon as you walk away, the crime is going to come right back—unless you have something else in place. And that something else has to be community-based.



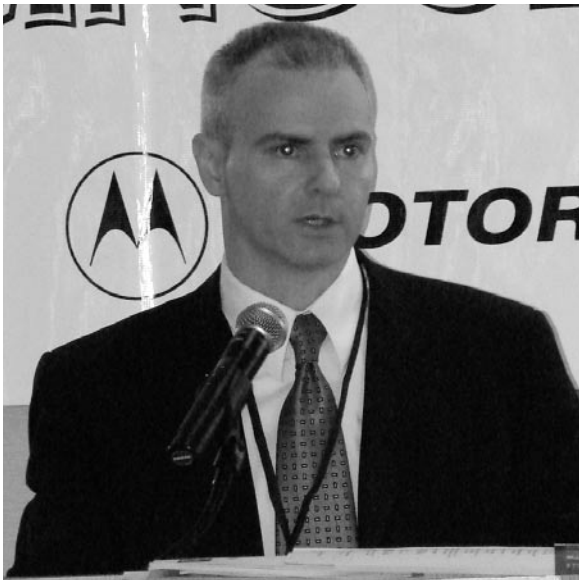




ABOVE LEFT: New Castle County, Delaware Col. Rick Gregory

ABOVE RIGHT: Richmond, Calif. Capt. Allwyn Brown

LEFT: Newport News, Va. Chief James Fox



PERF Deputy Director of Research
Christopher Koper

PERF's Homicide Gunshot Survey

THE HOT SPOTS SYMPOSIUM FEATURED A PRESENTATION by Dr. Christopher Koper, PERF's deputy director of research, on a survey that PERF conducted about trends in the use of firearms in homicides and nonfatal shootings. The survey, which was conducted in response to police concerns about rising levels of gun violence and criminals' use of more powerful weaponry, was sent to the 200 largest law enforcement agencies in the United States, and 130 agencies, or 65 percent, responded.

Participating agencies were asked to provide information about trends in their total number of homicides from 2003 to 2006, as well as the numbers of homicides committed with firearms, the number of nonfatal shootings, and the caliber of guns used in homicide cases.

First, the survey showed that the average number of homicides in the jurisdictions that responded to the survey increased approximately 10 percent in 2005 and stayed roughly level in 2006. That is consistent with national patterns seen in the FBI's Uniform Crime Reports, Koper noted.

In addition, 76 jurisdictions were able to provide information about levels of nonfatal shootings, and in those agencies, there was an increase of 6.6 percent from 2004 to 2005, and then a smaller increase in 2006.

"So overall, the picture that comes out of this is increasing levels of both fatal and nonfatal gun violence in 2005 and persisting into 2006," Koper concluded.

Figure 14. Average number of firearm homicides in responding jurisdictions, by year, 2003–2006

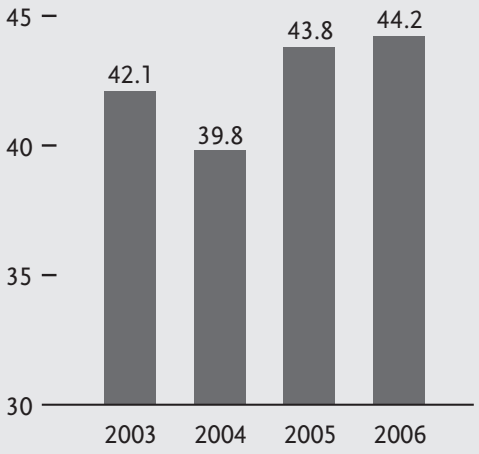
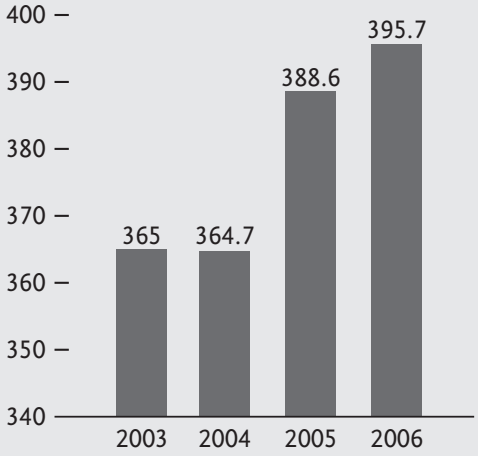


Figure 15. Average number of nonfatal shootings in responding jurisdictions, by year, 2003–2006

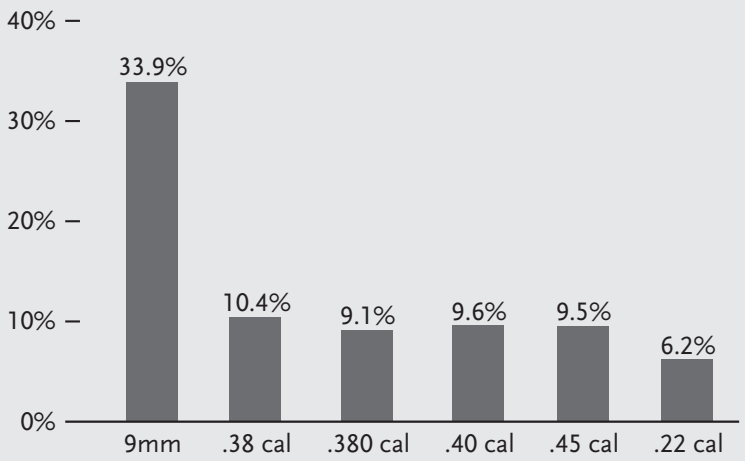


Based on reports of 76 agencies.

Of the 130 responding agencies, 115 were able to provide information about the caliber of weapons used in homicides. The agencies that were *not* able to provide caliber breakdowns tend to be the agencies with the largest numbers of gun homicides, Dr. Koper noted; so the findings may not be generalizable to the agencies with the highest levels of gun violence. "However, the cases that we did capture, which numbered between 2,500 and 2,900 a year, do account for 27 to 29 percent of all the gun homicides that occurred in the country during those years," he said.

As seen in the chart below, 9-mm firearms were by far the most common caliber weapon across all the years, accounting for one-third of all the homicides. Four other medium to large calibers—.38, .380, .40, and .45—each accounted for about 9 to 10 percent of the homicides. Small .22 caliber weapons were used in 6.2 percent of the homicide cases.

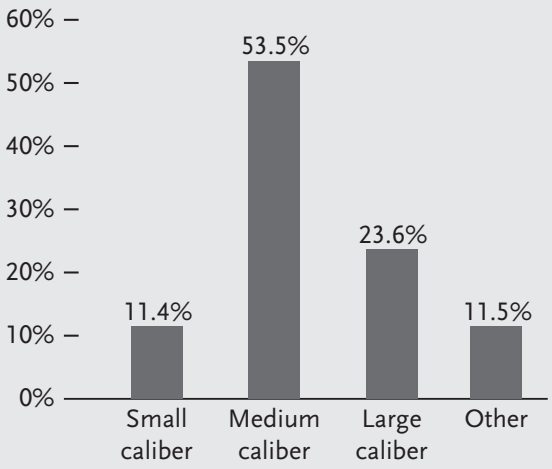
Figure 16. Most common calibers of homicide weapons, 2003–2006



Next, Koper grouped the guns used in homicides by size: Small Caliber (including .22s, .25s, and .32s), Medium Caliber (including .38s, .380s, and 9mm); and Large Caliber (including .40s, .44s, .45s, 10mm, and .357 magnums). The "other" category included mainly rifles and shotguns.

"The medium-caliber guns were by far the most prevalent; they accounted for over half of the guns used in homicide cases," Koper said. "These are fairly powerful calibers, and the guns that take these calibers tend to be more compact and concealable, and in general less expensive than the guns that take the higher calibers, which I think explains why they are used more often in homicides."

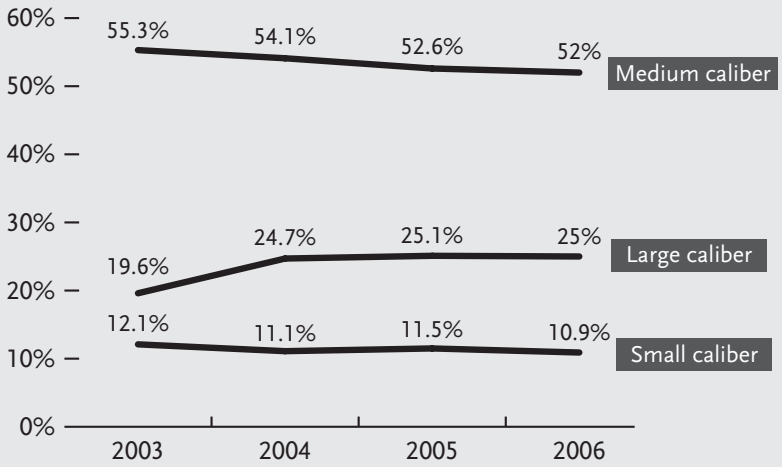
Figure 17. Caliber groupings of guns used in homicides, 2003–2006



Finally, Koper tracked the gun caliber data over the four-year period. "We did not find any pronounced trends," he said. "For large-caliber guns, we did see some evidence of a modest increase, from 19.6 percent of the homicide guns in 2003 to about 25 percent in the more recent years. But at this point, we aren't seeing any major widespread changes in the types of guns being used in homicides."

However, Koper said he hopes to conduct additional research focusing on cities, such as Miami and Newark, where police have reported major increases in criminals' use of assault weapons and high-caliber weapons with large-capacity ammunition magazines.

Figure 18. Trends in the caliber of homicide weapons (Percentage of guns in each category, by year, 2003–2006)




Police Executive Research Forum
International "Hot Spots" Symposium
Washington, DC
March 27, 2008

Conclusion

By PERF Executive Director Chuck Wexler

HOT SPOTS POLICING MAY BE TO THE NEW millennium what problem-oriented policing was to the 1990s. Hot spots are the places in a community where there are persistent problems of crime and disorder. Police departments routinely respond to calls for service in these locations, and hot spots generate a great deal of concern in the community.

These past two years, as violent crime has accelerated, we have seen significant progress in the police response, based on their strengthened partnerships with the community and good old-fashioned police work. Police are now held to a higher standard than just 10 years ago. Prevention is the buzzword of our time. Hot spots have become a driving force pushing police to find ways of overcoming the vicious cycle of crime.

For example, we heard from police officials in Houston, Los Angeles, Baltimore, Cincinnati, and other cities who said that when drug dealing causes a neighborhood to become a hot spot of violence, they are more focused on preventing violent crime than simply showing an increase in arrests. They use the intelligence of their officers on the street to identify the handful of drug dealers who are responsible for most of the shootings, and then they focus on those individuals. We know that a small percentage of repeat offenders are responsible for a vast majority of crime.

In a big city like Los Angeles where there are dozens of gangs, the police are actually warning gang leaders that any acts of violence will bring the full force of the police down on the particular gangs that are involved. And when one gang member kills another, the police don't waste a minute; they immediately launch a full-court press in the community to prevent acts of retaliation. We know that preventing the next homicide is entirely possible. This is a sea change in policing.

I believe it is smart policing like this that has resulted in lower overall levels of violence in 2007 in the cities that participate in PERF's violent crime surveys.

Police chiefs also are doing their jobs more humanely than in the past—and I don't mean only by having better policies and training on use of force. The police leaders who spoke at our conference are not just hitting crime with the hammer of strict enforcement. They are also taking a look at the bigger picture, and seeing that in many tough neighborhoods plagued by gangs, drug dealing, and violence, young people are growing up in an environment where all they *know* is gangs, drug dealing, and violence.

If the local schools are not good and there are few or no opportunities for legitimate employment, chiefs told us, is it any wonder that many youths fall into a life of violence and crime?

Thus, chiefs today see it as part of their job to work with the community to develop alternatives for these youths. In some cases, chiefs are taking the lead in identifying community leaders and successful business people, and bringing these people together to raise money for programs like education, job training, and drug treatment. And the officers on the street are telling the youths, "Here are some options for you. There is a way out of this."

I think there is one more theme that emerges as you listen to today's chiefs and sheriffs talk about violent crime reduction: Constant attention to the community has become ingrained in policing. Chiefs realize that they cannot be effective if they lack support within the community. So the

most successful chiefs are telling their colleagues, "Let the people in your neighborhoods know what you doing and why. That way, they will give you the benefit of the doubt when things go wrong. And they will be more inclined to help you when they can."

For example, our survey found that increased traffic stops are a very common tactic, near the top of the list for dealing with all kinds of hot spots. But traffic stops can quickly turn into a sore point if law-abiding members of a community feel they are being harassed by the police. Chiefs told us that they mitigate that problem by setting a narrowly-defined purpose for the traffic stops, sticking with that purpose, and telling the community what they are doing. If you set up roadblocks following a homicide, hand out flyers to the motorists saying you are looking for a murderer in their neighborhood. Let residents know that you are trying to help them take back their own neighborhoods from the most violent criminals.

While the violent crime totals in our survey declined in 2007, the violent crime situation is still a very split picture. Nearly half of the jurisdictions are still reporting increases in violence. PERF will continue to monitor these trends and gather information about what police executives are doing to reduce crime, with an eye toward the success stories that emerge. It is a privilege to have this job of watching the brightest police leaders of today as they use all of their leadership skills and resourcefulness to deal with a major challenge to our communities.

About the Police Executive Research Forum

THE POLICE EXECUTIVE RESEARCH FORUM (PERF) is a professional organization of progressive chief executives of city, county and state law enforcement agencies who collectively serve more than 50 percent of the U.S. population. In addition, PERF has established formal relationships with international police executives and law enforcement organizations from around the globe. Membership includes police chiefs, superintendents, sheriffs, state police directors, university police chiefs, public safety directors, and other law enforcement professionals. Established in 1976 as a nonprofit organization, PERF is unique in its commitment to the application of research in policing and the importance of higher education for police executives. Besides a commitment to police innovation and professionalism, PERF members must hold a four-year college degree.

PERF continues to conduct some of the most innovative police and criminal justice research and provides a wide variety of management and technical assistance programs to police agencies throughout the world. PERF's groundbreaking work on community and problem-oriented policing, racial profiling, use of force, less-lethal weapons, and crime reduction strategies has earned it a prominent position in the police community. PERF continues to work toward increased professionalism and excellence in the field through its publications and training programs. PERF sponsors and conducts the Senior Management Institute for Police (SMIP). This program provides comprehensive professional management and executive development training to police chiefs and law enforcement executives. Convened annually in Boston, SMIP instructors include professors from leading universities, with the core faculty from Harvard University's Kennedy School of Government.

PERF's success is built on the active involvement of its members. The organization also has types of membership that allow it to benefit from the diverse views of criminal justice researchers, law enforcement professionals of all ranks, and others committed to advancing policing services to all communities. PERF is committed to the application of research in policing and to promoting innovation that will enhance the quality of life in our communities. PERF's objective is to improve the delivery of police services and the effectiveness of crime control through the exercise of strong national leadership, the public debate of criminal justice issues, the development of a body of research about policing, and the provision of vital management services to all police agencies.

PERF has developed and published some of the leading literature in the law enforcement field. Recently, PERF's work on the increase in violent crime during the past two years has received national attention. A series of reports in the "Critical Issues in Policing" series—*A Gathering Storm—Violent Crime in America; 24 Months of Alarming Trends;* and *Violent Crime in America: A Tale of Two Cities*—provides in-depth analysis of the extent and nature of violent crime and countermeasures that have been undertaken by police. PERF also explored police management issues in *"Good to Great" Policing: Application of Business Management Principles in the Public Sector*. And PERF produced a landmark study of the controversial immigration issue in *Police Chiefs and Sheriffs Speak Out on Local Immigration Enforcement*. PERF also released two books—entitled *Exploring the Challenges of*

Police Use of Force and *Police Management of Mass Demonstrations: Identifying Issues and Successful Approaches*—that serve as practical guides to help police leaders make more informed decisions. In addition, PERF has released a series of white papers on terrorism in the local law enforcement context, *Protecting Your Community from Terrorism: Strategies for Local Law Enforcement,* which examined such issues as local-federal partnerships, working with diverse communities, bioterrorism, and intelligence sharing. Other recent publications include *Managing a Multijurisdictional Case: Identifying Lessons Learned from the Sniper Investigation* (2004) and *Community Policing: The Past, Present and Future* (2004). Other PERF titles include the only authoritative work on racial profiling, *Racial Profiling: A Principled Response* (2001); *Recognizing Value in Policing* (2002); *The Police Response to Mental Illness* (2002); *Citizen Review Resource Manual* (1995); *Managing Innovation in Policing* (1995); *Crime Analysis Through Computer Mapping* (1995); *And Justice For All: Understanding and Controlling Police Use of Deadly Force* (1995); *Why Police Organizations Change: A Study of Community-Oriented Policing* (1996); and *Police Antidrug Tactics: New Approaches and Applications* (1996). PERF publications are used for training and promotion exams and to inform police professionals about innovative approaches to community problems. The hallmark of the program is translating the latest research and thinking about a topic into police practices that can be tailored to the unique needs of a jurisdiction.

To learn more about PERF, visit www.policeforum.org.

About Motorola and the Motorola Foundation

MOTOROLA IS KNOWN AROUND THE WORLD for innovation in communications. The company develops technologies, products and services that make mobile experiences possible. Its portfolio includes communications infrastructure, enterprise mobility solutions, digital set-tops, cable modems, mobile devices and Bluetooth accessories. Motorola is committed to delivering next generation communication solutions to people, businesses and governments. A Fortune 100 company with global presence and impact, Motorola had sales of $36.6 billion in 2007.

Today, Motorola comprises three business units: Enterprise Mobility Solutions, Home & Networks Mobility, and Mobile Devices.

Enterprise Mobility Solutions includes the mission-critical communications offered by our government and public safety sectors and our enterprise mobility business, including analog and digital two-way radio as well as voice and data communications products and systems. Motorola delivers mobile computing, advanced data capture, wireless infrastructure and RFID solutions not only to clients in the public sector, but also to retail, manufacturing, wholesale distribution, healthcare, travel and transportation customers worldwide.

Home & Networks Mobility provides integrated, end-to-end systems that seamlessly and reliably enable uninterrupted access to digital entertainment, information and communications services over a variety of wired and wireless solutions. Motorola provides digital video system solutions and interactive set-top devices, voice and data modems for digital subscriber line and cable networks, and broadband access systems (including cellular infrastructure systems) for cable and satellite television operators, wireline carriers and wireless service providers.

Mobile Devices has transformed the cell phone into an icon of personal technology—an integral part of daily communications, data management and mobile entertainment. Motorola offers innovative product handset and accessory designs that deliver "must have" experiences, such as mobile music and video—enabling seamless connectivity at work or at play.

The Motorola Foundation is the independent charitable and philanthropic arm of Motorola. With employees located around the globe, Motorola seeks to benefit the communities where it operates. The company achieves this by making strategic grants, forging strong community partnerships, fostering innovation and engaging stakeholders. Motorola Foundation focuses its funding on education, especially science, technology, engineering and math programming.

For more information go to www.motorola.com.

APPENDIX A
Violent Crime Statistics, 2006 and 2007

Note: PERF's original 56 jurisdictions are listed in **boldface**.

	HOMICIDE			ROBBERY			AGGRAVATED ASSAULT			AGGRAVATED ASSAULT WITH A FIREARM		
JURISDICTION	2006	2007	% CHANGE	2006	2007	% CHANGE	2006	2007	% CHANGE	2006	2007	% CHANGE
ABILENE, TX POLICE	5	9	80.00	106	169	59.43	367	396	7.90	197	134	-31.98
ADA COUNTY, ID SHERIFF	0	4	.	7	6	-14.29	77	109	41.56	9	16	77.78
ADDISON, IL POLICE DEPT	2	2	0.00	14	15	7.14	56	32	-42.86	.	.	.
ALAMEDA COUNTY, CA SHERIFF'S OFFICE	3	6	100.00	280	293	4.64	237	357	50.63	.	.	.
ALEXANDRIA, VA POLICE DEPT	5	7	40.00	202	162	-19.80	178	183	2.81	28	22	-21.43
ANNE ARUNDEL COUNTY, MD POLICE	17	13	-23.53	773	708	-8.41	1977	1237	-37.43	169	129	-23.67
APPLETON, WI POLICE DEPT	1	0	-100.00	26	25	-3.85	136	108	-20.59	12	4	-66.67
ARLINGTON COUNTY, VA PD	4	1	-75.00	168	161	-4.17	192	150	-21.88	6	5	-16.67
ARLINGTON HEIGHTS, IL POLICE	1	1	0.00	15	20	33.33	25	31	24.00	2	3	50.00
ARLINGTON, MA POLICE	0	1	.	8	15	87.50	46	48	4.35	0	0	.
ARLINGTON, TX POLICE DEPT	14	13	-7.14	890	740	-16.85	1659	1672	0.78	441	577	30.84
ATLANTA POLICE DEPT	110	130	18.18	2959	3558	20.24	4308	4215	-2.16	1216	1378	13.32
AURORA, CO POLICE DEPT	17	14	-17.65	605	586	-3.14	1022	899	-12.04	194	156	-19.59
AUSTIN POLICE DEPT	20	30	50.00	1359	1466	7.87	1975	2079	5.27	481	416	-13.51
BALTIMORE CITY POLICE DEPT	276	282	2.17	4229	3895	-7.90	6173	5859	-5.09	1074	1059	-1.40
BALTIMORE COUNTY POLICE DEPT	34	36	5.88	2779	1783	-35.84	4540	3415	-24.78	488	353	-27.66
BALTIMORE COUNTY SHERIFF'S OFFICE*	.	.	.	.	.	.	.	.	.	.	.	.
BOSTON POLICE DEPT	75	66	-12.00	2694	2240	-16.85	4437	4229	-4.69	620	581	-6.29
BOULDER POLICE DEPT	1	1	0.00	29	27	-6.90	164	154	-6.10	16	11	-31.25
BROOKLINE, MA POLICE DEPT	1	0	-100.00	42	40	-4.76	158	105	-33.54	4	3	-25.00
BROWARD COUNTY, FL SHERIFF'S OFFICE	34	38	11.76	1348	1478	9.64	2290	2044	-10.74	323	279	-13.62
CALGARY POLICE SERVICE	28	26	-7.14	1292	1367	5.81	127	143	12.60	1786	1546	-13.44
CAMBRIDGE, MA POLICE	2	0	-100.00	208	161	-22.60	237	243	2.53	19	12	-36.84
CAPE CORAL, FL POLICE DEPT	6	5	-16.67	83	97	16.87	262	259	-1.15	61	75	22.95
CHARLESTON COUNTY, SC SHERIFF	5	6	20.00	115	105	-8.70	475	548	15.37	87	101	16.09
CHARLESTON, SC POLICE	23	15	-34.78	222	232	4.50	669	535	-20.03	120	111	-7.50

* Several jurisdictions provided information about hot spots enforcement but not crime data.

JURISDICTION	HOMICIDE			ROBBERY			AGGRAVATED ASSAULT			AGGRAVATED ASSAULT WITH A FIREARM		
	2006	2007	% CHANGE	2006	2007	% CHANGE	2006	2007	% CHANGE	2006	2007	% CHANGE
CHARLOTTE MECKLENBURG, NC	83	75	-9.64	3207	3191	-0.50	3896	3684	-5.44	2086	1999	-4.17
CHICAGO POLICE DEPT	471	443	-5.94	15957	15436	-3.27	17579	17431	-0.84	4665	4502	-3.49
CHULA VISTA, CA POLICE DEPT	7	8	14.29	351	396	12.82	460	519	12.83	80	68	-15.00
CINCINNATI POLICE DEPT	89	67	-24.72	2329	1973	-15.29	1151	1082	-5.99	323	349	8.05
CLEARWATER, FL POLICE DEPT	4	10	150.00	200	240	20.00	568	538	-5.28	78	95	21.79
CLEVELAND DIVISION OF POLICE	117	132	12.82	4311	4001	-7.19	2671	2479	-7.19	830	717	-13.61
COLLIER COUNTY, FL SHERIFF	6	15	150.00	281	233	-17.08	826	884	7.02	86	73	-15.12
COLORADO SPRINGS POLICE DEPT	15	27	80.00	609	525	-13.79	1270	1148	-9.61	248	223	-10.08
COLUMBIA, SC POLICE DEPT	8	16	100.00	380	389	2.37	882	706	-19.95	114	171	50.00
CONCORD, NC POLICE DEPT	3	7	133.33	102	102	0.00	166	124	-25.30	31	28	-9.68
COSTA MESA, CA POLICE DEPT	6	0	-100.00	123	77	-37.40	813	918	12.92	16	3	-81.25
DALLAS POLICE DEPT	187	200	6.95	6914	7223	4.47	7292	5315	-27.11	2952	2593	-12.16
DALTON, GA POLICE DEPT	2	4	100.00	34	30	-11.76	109	104	-4.59	21	22	4.76
DANBURY, CT POLICE DEPT	4	2	-50.00	61	75	22.95	169	155	-8.28	.	.	.
DAYTONA BEACH POLICE	4	8	100.00	302	321	6.29	514	679	32.10	11	13	18.18
DEARBORN POLICE DEPT	2	1	-50.00	159	161	1.26	229	247	7.86	36	37	2.78
DENVER POLICE DEPT	55	50	-9.09	1282	1112	-13.26	2235	1852	-17.14	354	283	-20.06
DES MOINES, IA POLICE DEPT	6	4	-33.33	477	502	5.24	887	939	5.86	162	185	14.20
DETROIT POLICE DEPT	411	394	-4.14	7725	6958	-9.93	12495	11708	-6.30	1500	1231	-17.93
DURHAM, NC POLICE DEPT	15	25	66.67	975	808	-17.13	857	841	-1.87	390	401	2.82
EL CAJON, CA POLICE	4	4	0.00	154	184	19.48	285	285	0.00	27	34	25.93
ELGIN, IL POLICE DEPT	2	2	0.00	88	87	-1.14	45	42	-6.67	0	0	.
ERIE COUNTY, NY SHERIFF'S OFFICE	2	1	-50.00	6	17	183.33	151	147	-2.65	2	2	0.00
ESCONDIDO, CA POLICE	3	4	33.33	236	269	13.98	442	344	-22.17	45	46	2.22
EUGENE, OR POLICE DEPT	9	6	-33.33	214	227	6.07	285	247	-13.33	32	12	-62.50
FAIRFAX COUNTY, VA POLICE DEPT	19	10	-47.37	572	597	4.37	334	338	1.20	17	19	11.76
FARGO, ND POLICE DEPT	2	2	0.00	19	29	52.63	96	97	1.04	0	1	.
FARMERS BRANCH, TX POLICE DEPT	1	1	0.00	29	46	58.62	32	27	-15.63	13	9	-30.77
FAYETTEVILE, NC POLICE	15	21	40.00	511	503	-1.57	714	728	1.96	.	.	.
FORT SMITH, AR POLICE DEPT	10	4	-60.00	128	142	10.94	518	472	-8.88	76	65	-14.47
FORT WAYNE, IN POLICE DEPT	18	24	33.33	404	407	0.74	206	246	19.42	50	63	26.00
FORT WORTH PD	51	57	11.76	1421	1627	14.50	2381	2458	3.23	1199	756	-36.95
FRAMINGHAM, MA POLICE DEPT	2	0	-100.00	39	28	-28.21	204	142	-30.39	7	8	14.29
FREDERICK, MD POLICE DEPT	4	6	50.00	152	108	-28.95	219	347	58.45	22	33	50.00
FREMONT, CA POLICE	6	5	-16.67	256	232	-9.38	278	334	20.14	18	29	61.11
GAINESVILLE, FL POLICE DEPT	5	5	0.00	250	237	-5.20	590	618	4.75	122	131	7.38
GARDEN GROVE, CA POLICE DEPT	9	8	-11.11	247	262	6.07	410	340	-17.07	51	32	-37.26

* Several jurisdictions provided information about hot spots enforcement but not crime data.

JURISDICTION	HOMICIDE			ROBBERY			AGGRAVATED ASSAULT			AGGRAVATED ASSAULT WITH A FIREARM		
	2006	2007	% CHANGE	2006	2007	% CHANGE	2006	2007	% CHANGE	2006	2007	% CHANGE
GARLAND, TX POLICE DEPT	3	7	133.33	223	324	45.29	300	381	27.00	51	96	88.24
GASTONIA, NC POLICE DEPT	4	6	50.00	225	254	12.89	453	405	-10.60	96	102	6.25
GILBERT, AZ POLICE	2	1	-50.00	53	56	5.66	161	156	-3.11	49	44	-10.20
GLENDORA, CA POLICE DEPT	3	1	-66.67	22	32	45.45	46	41	-10.87	10	14	40.00
GLENVIEW, IL POLICE	0	0	.	8	6	-25.00	10	10	0.00	1	0	-100.00
GRAND FORKS, ND POLICE DEPT	1	2	100.00	14	11	-21.43	54	73	35.19	1	1	0.00
GREEN BAY, WI POLICE DEPT	2	2	0.00	106	89	-16.04	400	458	14.50	.	.	.
GREENVILLE, NC POLICE DEPT	6	10	66.67	240	274	14.17	372	360	-3.23	.	.	.
HALLANDALE BEACH, FL POLICE	1	2	100.00	100	111	11.00	198	225	13.64	26	32	23.08
HARTFORD POLICE DEPT	24	32	33.33	760	653	-14.08	706	699	-0.99	189	173	-8.47
HAVERHILL, MA POLICE DEPT	0	2	.	66	82	24.24	227	245	7.93	15	19	26.67
HENNEPIN COUNTY, MN SHERIFF	2	5	150.00	7	4	-42.86	89	82	-7.87	.	.	.
HENRICO CO, VA DIV OF POLICE	8	17	112.50	342	391	14.33	203	192	-5.42	39	48	23.08
HIGH POINT, NC POLICE DEPT	9	10	11.11	263	331	25.86	380	385	1.32	77	95	23.38
HONOLULU POLICE DEPT	17	19	11.76	956	944	-1.26	1543	1425	-7.65	161	114	-29.19
HOUSTON POLICE DEPT	376	353	-6.12	11371	11479	0.95	11648	12040	3.37	3709	3706	-0.08
HOWARD COUNTY, MD POLICE DEPT	4	5	25.00	277	244	-11.91	292	292	0.00	84	108	28.57
HUNTINGTON BEACH, CA POLICE	2	0	-100.00	141	102	-27.66	233	245	5.15	29	34	17.24
INDIANAPOLIS METROPOLITAN PD	125	114	-8.80	2966	3988	34.46	3515	4949	40.80	913	1177	28.92
INDIO, CA POLICE DEPT	5	5	0.00	154	127	-17.53	207	189	-8.70	71	61	-14.08
JACKSONVILLE, NC POLICE	5	5	0.00	52	70	34.62	103	156	51.46	19	24	26.32
JACKSONVILLE, FL SHERIFF'S OFFICE	110	123	11.82	2304	3114	35.16	4601	4660	1.28	1712	2108	23.13
KANSAS CITY, MO POLICE	103	90	-12.62	2044	2031	-0.64	3994	2475	-38.03	1871	1277	-31.75
KETTERING, OH POLICE DEPT	1	2	100.00	23	39	69.57	19	26	36.84	3	1	-66.67
KNOXVILLE, TN POLICE DEPT	18	22	22.22	541	671	24.03	1254	1222	-2.55	.	.	.
LA CROSSE, WI POLICE	0	1	.	25	19	-24.00	233	131	-43.78	0	4	.
LAKELAND, FL POLICE DEPT	3	4	33.33	202	200	-0.99	268	308	14.93	.	.	.
LAS VEGAS METRO	156	123	-21.15	5189	5052	-2.64	4075	5249	28.81	1218	1431	17.49
LAUDERHILL, FL POLICE DEPT	5	5	0.00	157	222	41.40	448	427	-4.69	83	77	-7.23
LAWRENCE, MA POLICE	5	4	-20.00	195	128	-34.36	446	359	-19.51	61	38	-37.71
LONDON METROPOLITAN POLICE DEPT	172	160	-6.98	46204	39364	-14.80	5152	4531	-12.05	156	181	16.03
LONG BEACH, CA POLICE DEPT	41	39	-4.88	1437	1506	4.80	1809	1741	-3.76	.	.	.
LOS ANGELES POLICE DEPT	479	392	-18.16	14284	13445	-5.87	14134	12831	-9.22	5338	4659	-12.72
LOUISVILLE, KY METRO POLICE	51	75	47.06	1831	1981	8.19	1980	2112	6.67	647	666	2.94
LOWELL, MA POLICE DEPT	13	3	-76.92	213	242	13.62	654	591	-9.63	46	49	6.52
LYNCHBURG, VA POLICE DEPT	2	1	-50.00	90	82	-8.89	96	94	-2.08	19	18	-5.26

* Several jurisdictions provided information about hot spots enforcement but not crime data.

JURISDICTION	HOMICIDE			ROBBERY			AGGRAVATED ASSAULT			AGGRAVATED ASSAULT WITH A FIREARM		
	2006	2007	% CHANGE	2006	2007	% CHANGE	2006	2007	% CHANGE	2006	2007	% CHANGE
MANCHESTER, CT POLICE	1	0	-100.00	58	45	-22.41	65	53	-18.46	0	0	.
MARTIN COUNTY, FL SHERIFF'S OFFICE	3	2	-33.33	130	135	3.85	366	318	-13.11	34	56	64.71
MELBOURNE, FL POLICE DEPT	1	1	0.00	211	174	-17.54	624	581	-6.89	99	94	-5.05
MEMPHIS POLICE DEPT	137	129	-5.84	5371	4927	-8.27	5890	5702	-3.19	2038	1987	-2.50
MESA, AZ POLICE DEPT	26	23	-11.54	508	620	22.05	1347	1421	5.49	386	297	-23.06
MIAMI POLICE DEPT	77	79	2.60	2111	2537	20.18	3610	3427	-5.07	708	757	6.92
MILFORD, CT POLICE	1	1	0.00	18	41	127.78	16	6	-62.50	0	0	.
MILWAUKEE POLICE DEPT	103	105	1.94	3670	3558	-3.05	3974	3386	-14.80	1359	1283	-5.59
MINNEAPOLIS POLICE DEPT	57	47	-17.54	3081	2559	-16.94	2870	2579	-10.14	.	.	.
MODESTO, CA POLICE DEPT	11	12	9.09	462	452	-2.16	872	962	10.32	.	.	.
MONTGOMERY COUNTY, MD POLICE	15	19	26.67	1166	1138	-2.40	833	765	-8.16	135	158	17.04
MOUNT PROSPECT, IL POLICE DEPT	0	1	.	19	15	-21.05	2	4	100.00	1	0	-100.00
NAPERVILLE, IL POLICE DEPT	2	2	0.00	23	22	-4.35	97	93	-4.12	8	3	-62.50
NASHVILLE POLICE DEPT	81	73	-9.88	2521	2603	3.25	5911	5839	-1.22	1676	1601	-4.48
NATIONAL CITY, CA POLICE DEPT*	.	.	.	.	.	.	.	.	.	.	.	.
NEW BERN, NC POLICE DEPT	1	5	400.00	52	59	13.46	86	94	9.30	24	25	4.17
NEW CASTLE COUNTY, DE	12	11	-8.33	339	336	-0.89	731	767	4.92	180	197	9.44
NEW HAVEN, CT POLICE	24	13	-45.83	809	732	-9.52	997	908	-8.93	111	142	27.93
NEWARK, NJ POLICE DEPT	104	99	-4.81	1288	1069	-17.00	1359	1102	-18.91	485	377	-22.27
NEWPORT NEWS, VA PD	19	28	47.37	430	463	7.67	823	588	-28.55	360	239	-33.61
NORFOLK, VA POLICE DEPT	27	50	85.19	841	837	-0.48	786	845	7.51	.	.	.
NORTH CHARLESTON, SC POLICE	29	26	-10.34	536	622	16.04	796	792	-0.50	230	216	-6.09
NORTH LAS VEGAS POLICE DEPT	22	29	31.82	586	645	10.07	1033	1051	1.74	160	183	14.38
NORTH LITTLE ROCK, AR PD	12	16	33.33	234	225	-3.85	400	414	3.50	.	.	.
NORTH RICHLAND HILLS, TX POLICE	0	2	.	41	36	-12.20	128	202	57.81	16	25	56.25
NOVATO, CA POLICE DEPT	0	0	.	39	38	-2.56	33	57	72.73	.	.	.
NOVI, MI POLICE DEPT	0	0	.	11	5	-54.55	35	19	-45.71	0	0	.
OAKLAND, CA POLICE DEPT	134	122	-8.96	3934	3854	-2.03	566	457	-19.26	1201	1122	-6.58
OCEANSIDE, CA POLICE DEPT	8	3	-62.50	245	257	4.90	635	599	-5.67	.	.	.
ORANGE COUNTY, FL SHERIFF'S OFFICE	64	59	-7.81	2598	2625	1.04	2122	2377	12.02	.	.	.
ORLANDO POLICE	49	39	-20.41	1530	1536	0.39	2473	1840	-25.60	691	604	-12.59
PADUCAH, KY POLICE	1	1	0.00	39	51	30.77	66	48	-27.27	.	.	.
PALM BAY, FL PD	1	5	400.00	72	104	44.44	428	446	4.21	89	76	-14.61
PALM BEACH CO, FL SHERIFF'S OFFICE	41	45	9.76	994	1228	23.54	1838	1725	-6.15	337	380	12.76
PASADENA, CA POLICE	11	11	0.00	247	303	22.67	334	397	18.86	53	74	39.62

* Several jurisdictions provided information about hot spots enforcement but not crime data.

JURISDICTION	HOMICIDE			ROBBERY			AGGRAVATED ASSAULT			AGGRAVATED ASSAULT WITH A FIREARM		
	2006	2007	% CHANGE	2006	2007	% CHANGE	2006	2007	% CHANGE	2006	2007	% CHANGE
PEORIA, AZ POLICE DEPT	2	7	250.00	77	104	35.07	95	12	-87.37	103	120	16.50
PHILADELPHIA PD	377	391	3.71	10971	10258	-6.50	10546	9574	-9.22	3320	2878	-13.31
PHOENIX POLICE DEPT	233	213	-8.58	4363	4942	13.27	6047	5495	-9.13	2320	2019	-12.97
PINELLAS COUNTY, FL SHERIFF	12	12	0.00	202	283	40.10	1134	1082	-4.59	86	134	55.81
PLANO, TX POLICE DEPT	5	3	-40.00	154	162	5.19	538	451	-16.17	.	.	.
PLEASANTON, CA POLICE DEPT	0	0	.	25	19	-24.00	38	36	-5.26	0	1	.
PLYMOUTH, MN POLICE DEPT	0	0	.	19	6	-68.42	26	25	-3.85	3	11	266.67
POLK COUNTY, FL SHERIFF'S OFFICE	15	16	6.67	279	301	7.89	1140	1175	3.07	247	227	-8.10
PORT ST. LUCIE, FL PD	7	2	-71.43	34	53	55.88	245	277	13.06	26	35	34.62
PORT WASHINGTON, WI	0	0	.	0	0	.	0	2	.	0	0	.
PORTLAND, OR POLICE BUREAU	23	28	21.74	1299	1328	2.23	2262	2091	-7.56	287	266	-7.32
PRINCE GEORGE'S COUNTY, MD	129	124	-3.88	3645	3057	-16.13	3468	2687	-22.52	951	724	-23.87
PRINCE WILLIAM COUNTY, VA PD	16	10	-37.50	351	272	-22.51	379	310	-18.21	23	23	0.00
PROVIDENCE POLICE DEPT	11	14	27.27	393	392	-0.25	440	407	-7.50	49	93	89.80
RALEIGH, NC POLICE DEPT	19	23	21.05	840	879	4.64	1343	1163	-13.40	267	237	-11.24
REDLANDS, CA POLICE DEPT	3	0	-100.00	123	120	-2.44	244	173	-29.10	40	16	-60.00
RICHMOND, CA POLICE DEPT	42	47	11.90	504	492	-2.38	645	650	0.78	306	360	17.65
ROCHESTER, NY POLICE DEPT	52	50	-3.85	1374	1069	-22.20	1523	1305	-14.31	468	253	-45.94
SAANICH, VICTORIA, BC, POLICE DEPT	1	0	-100.00	50	30	-40.00	1	6	500.00	0	0	.
SACRAMENTO, CA POLICE DEPT	57	44	-22.81	2188	2009	-8.18	3115	2881	-7.51	843	663	-21.35
SAN ANTONIO, TX POLICE DEPT*		.	.	.	.	.	.	.	.	.	.	.
SAN DIEGO HARBOR PD	0	0	.	4	8	100.00	10	13	30.00	0	0	.
SAN FRANCISCO POLICE DEPT	85	98	15.29	4129	4000	-3.12	2456	2419	-1.51	238	255	7.14
SAN JOSE, CA PD	29	33	13.79	1030	1068	3.69	2285	2441	6.83	225	305	35.56
SAN MATEO, CA POLICE DEPT	3	0	-100.00	83	100	20.48	222	177	-20.27	.	.	.
SANFORD, FL POLICE	5	4	-20.00	112	181	61.61	45	76	68.89	6	18	200.00
SANTA ANA, CA PD	26	23	-11.54	787	779	-1.02	1112	1080	-2.88	.	.	.
SARASOTA, FL POLICE DEPT	4	7	75.00	196	185	-5.61	339	360	6.19	57	76	33.33
SAVANNAH CHATHAM, GA METRO PD	29	25	-13.79	690	743	7.68	373	448	20.11	167	190	13.77
SCHAUMBURG, IL PD	0	1	.	26	37	42.31	39	69	76.92	.	.	.
SEATTLE POLICE DEPT	30	24	-20.00	1667	1523	-8.64	2322	2032	-12.49	337	275	-18.40
SPARTANBURG, SC PUBLIC SAFETY	5	6	20.00	197	219	11.17	395	478	21.01	72	98	36.11
SPRINGFIELD, MA POLICE DEPT	15	20	33.33	683	691	1.17	1450	1251	-13.72	285	260	-8.77
SPRINGFIELD, MO POLICE	6	5	-16.67	252	294	16.67	661	680	2.87	42	50	19.05
ST. LOUIS COUNTY	14	15	7.14	312	334	7.05	852	879	3.17	253	240	-5.14
ST. LOUIS POLICE DEPT	129	138	6.98	3147	2761	-12.27	4992	4500	-9.86	2272	2157	-5.06
SUFFOLK COUNTY, NY POLICE DEPT	37	28	-24.32	1027	874	-14.90	1331	1214	-8.79	232	222	-4.31

* Several jurisdictions provided information about hot spots enforcement but not crime data.

JURISDICTION	HOMICIDE			ROBBERY			AGGRAVATED ASSAULT			AGGRAVATED ASSAULT WITH A FIREARM		
	2006	2007	% CHANGE	2006	2007	% CHANGE	2006	2007	% CHANGE	2006	2007	% CHANGE
TAKOMA PARK, MD POLICE DEPT	5	1	-80.00	88	83	-5.68	26	41	57.69	6	9	50.00
TEMPE, AZ PD	9	11	22.22	435	343	-21.15	432	389	-9.95	117	90	-23.08
TOPEKA, KA POLICE DEPT	9	12	33.33	311	310	-0.32	295	355	20.34	112	110	-1.79
TORONTO, ONTARIO POLICE SERVICE	70	84	20.00	5906	5694	-3.59	7637	7483	-2.02	411	315	-23.36
TRENTON, NJ POLICE DEPT	20	25	25.00	629	595	-5.41	593	530	-10.62	162	147	-9.26
TUCSON POLICE DEPT	52	49	-5.77	1676	1432	-14.56	2560	2345	-8.40	.	.	.
TULSA POLICE DEPT	55	62	12.73	997	1023	2.61	3477	3175	-8.69	788	804	2.03
UNIV OF ILLINOIS-CHICAGO PD	1	0	-100.00	27	21	-22.22	16	13	-18.75	2	0	-100.00
UNIV OF NEVADA-LAS VEGAS POLICE SERVICES	0	0	.	2	1	-50.00	4	6	50.00	0	0	.
UNIV OF WISCONSIN-MADISON POLICE DEPT	0	0	.	5	4	-20.00	9	9	0.00	1	0	-100.00
VANCOUVER WA POLICE DEPT	4	6	50.00	139	166	19.42	352	355	0.85	28	25	-10.71
VENTURA, CA POLICE DEPT	1	1	0.00	130	151	16.15	180	189	5.00	24	21	-12.50
VICTORIA POLICE AUSTRALIA	114	104	-8.77	2659	3237	21.74	11857	12959	9.29	1444	1484	2.77
VIRGINIA BEACH, VA PD	19	16	-15.79	688	555	-19.33	425	430	1.18	62	83	33.87
WASHINGTON, DC METRO POLICE DEPT	169	181	7.10	.	.	.	.	.	.	.	.	.
WASHINGTON STATE PATROL*		.	.	.	.	.	.	.	.	.	.	.
WATERLOO REGIONAL POLICE, ONTARIO	2	6	200.00	391	311	-20.46	25	47	88.00	534	681	27.53
WAUKEGAN, IL POLICE	4	5	25.00	130	154	18.46	197	204	3.55	.	.	.
WEST DES MOINES, IA POLICE	0	2	.	10	16	60.00	49	34	-30.61	0	1	.
WEST HAVEN, CT POLICE	1	1	0.00	69	71	2.90	200	281	40.50	7	8	14.29
WEST ORANGE, NJ PD	0	2	.	52	48	-7.69	21	34	61.90	1	1	0.00
WEST PALM BEACH, FL POLICE	17	12	-29.41	574	574	0.00	517	524	1.35	60	70	16.67
WESTMINSTER, CA POLICE DEPT	1	2	100.00	119	124	4.20	176	207	17.61	21	45	114.29
WHITE PLAINS, NY PD	2	0	-100.00	45	27	-40.00	59	48	-18.64	2	3	50.00
WILMINGTON, NC POLICE DEPT	8	12	50.00	410	344	-16.10	353	401	13.60	105	151	43.81
YORK CITY, PA POLICE DEPT	4	11	175.00	311	295	-5.14	165	121	-26.67	52	44	-15.38
YORK REGIONAL POLICE, ONTARIO	12	8	-33.33	433	437	0.92	32	29	-9.38	1	1	0.00

	HOMICIDE			ROBBERY			AGGRAVATED ASSAULT			AGGRAVATED ASSAULT WITH A FIREARM		
	2006	2007	% CHANGE	2006	2007	% CHANGE	2006	2007	% CHANGE	2006	2007	% CHANGE
PERF's Original 56 Jurisdictions	5,314	5,097	-4.08	151,535	144,617	-4.57	178,140	165,189	-7.27	48,825	45,133	-7.56
All jurisdictions surveyed	7,173	7,078	-1.32	255,726	245,212	-4.11	278,265	265,372	-4.63	67,557	63,756	-5.63
		N = 194			N = 193			N = 193			N = 169	

* Several jurisdictions provided information about hot spots enforcement but not crime data.

APPENDIX B
Participants at the International "Hot Spots" Symposium

March 26–27, 2008, Washington, D.C.

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