Failure

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Failure, who cares?
Got a cell phone? You care.
Type I error
(false positive)

Type II error
(false negative)

You’re pregnant

You’re not pregnant

Figure 3.1 Type I and Type II errors
Carte Figurative des pertes successives en hommes de l'Armée Française dans la campagne de Russie 1812-1813.

Paris, le 20 Novembre 1869.

Les nombres d'hommes présents sont représentés par les longueurs des gènes colorées à raison d'un millimètre pour 10,000 hommes; ils sont de plus divisés en tranches des gènes. Le rouge désigne les hommes qui restent en Russie; le noir ceux qui en sortent. Le renforcement qui emprunte à droite la carte en est quitté dans les environs de M.M. Chevalier, de Freycinet, de Chambonny et le journal indique le départ progressif de l'Armée depuis le 28 Octobre.

Pour mieux faire juger à l'œil la diminution de l'armée, j'ai supporté que les corps de l'Empereur et du Marshal Davout qui suivirent à l'entrée de Moscou a Mobora et sur-région vers Ochka a Vitebsk, aussi toujours marchèrent avec l'Armée.

TABLEAU GRAPHEQUE de la température en degrés du thermomètre de Réaumur au-dessous de zéro.

Les Capitaines passent au gobelet de Zéniths gaz.

Avant par Bignone, l'Empèrise de 1807 à Paris.
“Failure” When success isn’t an option.
Recognizing the Importance of Failure

Failure is the modal outcome. We should be suspicious of success, whether it is a successful program or a hypothesis that is supported. Failure, after all is easier to achieve. We probably learn more from failure too.
Failures I have participated in...

A brief review of multiple failures.
Status Offender Diversion Program

1977 Goal: Divert status offenders from formal processing.
No Referrals from the police...
Process evaluation showed:

1. Status offenders were ignored by LE.
2. More serious offenders received diversion.
3. Truancy was strongly related to residential burglary.

The COPS Anti-Gang Initiative
2001 Fifteen cities, “produced results”.
Funded by COPS office.

Ill-defined program, lack of clear goals.

No process evaluation.

No program model. Ready, Fire, Aim.
The Gangbuster
St. Louis Gun Buyback Program

September 1992, the peak of the St. Louis homicide problem, daily newspaper tallies and Number 1 ranking.

Overwhelming success, 9,000 guns bought.

Kind of guns bought: most didn’t work, collectors dumped useless guns, few were at risk for use.

October saw highest number of homicides in history

Opportunity for community mobilization missed.

Lack of clearly defined goals: guns bought or public safety?

Buns for Guns? Lap dances for guns turned in at East Side Strip clubs.
St. Louis Homicide Project
Average Homicide Rate Per 100,000 (1995-2000)

- **E. St. Louis**: 437
- **St. Louis**: 375
- **17-29**: 104
- **Black**: 40
- **Males**: 9
- **U.S.**: 6

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<th>St. Louis</th>
<th>East St. Louis</th>
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<td>1.2%</td>
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<td>Hom</td>
<td>20% (3531)</td>
<td>40% (55)</td>
<td>44% (10)</td>
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Location of Recovered Firearms in St. Louis City
Jeff VanderLou Neighborhood

#1 in Known Gang Membership
#3 in Homicides
#3 in Robbery w/Firearm
#3 in Aggravated Assaults w/Firearm

- Ceasefire Prosecutions
- Gang Members
- Firearm Seizures
- Drug-related Deaths
- Aggravated Assaults w/firearm

City Roads

Jeff VanderLou

St. Louis Neighborhoods

Data obtained from St. Louis Police Department
Compiled and Presented by UMSL Researchers
2005: N = 141

Project Safe Neighborhoods
SDIL Adult Interviews
University of Missouri - St. Louis

Percent

9%
7%
6%
78%
Firearm Suppression Program/Consent to Search

Grant submitted in June, Funded in October, Program gone by November 1. Program? Whose Program?

12 officers, 410 guns, average two guns per house, guns found in half of all houses, 98% give consent, including several who offer keys to the police.

THEN, program goes away with no institutional knowledge of the program.

Program comes back in two different forms:
   a. Cynical warrants served
   b. Ministerial involvement, referrals from juvenile court, with supposed follow-up

Ministerial – police antagonism.
   How do we know that officers won’t steal from residents?
   How do we know that preachers won’t sexually abuse boys referred to them?
Close the Arizona Department of Juvenile Corrections

Governor Jan Brewer proposes closing ADJC in February 2010.


Governor decides not to close ADJC in November, 2010.

What now?

Process of closure is critical to understand. See California.... Governor Brown has proposed to close the Division of Juvenile Facilities...Less Government?

Stay tuned.
Gang Reduction Program

Kick off meeting – “I am the angry black man.”

Four cities selected and target areas selected without local consultation. Milwaukee, North Miami Beach, Los Angeles and Richmond (VA). $2.5 million per site, TA, Comprehensive OJJDP Gang Model.

Several of the cities report no gang statistics. In some of the cities, there are no gangs in the target areas. Local infighting and resistance to interventions.

One city loses its funding. One can’t find gangs. One has success at implementation of the model. One actually reduces gang crime.

What is success? One out of four?
Racial Profiling

• Missouri AG Report before statewide study.
• Advisory Council involved in planning and response process. “I have a problem with your numbers.”
• Diverse Advisory Council responds to the same findings quite differently.
• City analysis of individual officers.
• The “Z score” talk, and outlier officers.
• “Drilling down.”
• Some policies are consistent with other knowledge, IA reports.
Distribution of Officer Z-Scores

The graph shows the distribution of Officer Z-scores with the following characteristics:

- 68% of the scores fall within ±1 standard deviation from the mean.
- 95% of the scores fall within ±2 standard deviations from the mean.

The histogram displays the frequency of scores across different intervals, with a normal distribution curve superimposed for reference.
Variations By Functional Assignment

“Drilling Down” makes the picture more clear…for now…for some.

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a The Disparity Score = proportion of stops / proportion of population. A value of 1 represents no disparity; values greater than 1 indicate over-representation.
b Includes Hispanic White
c Includes Hispanic Black

Disparity Score:  1 = Proportional Representation
                  > 1 = Overrepresentation
                  < 1 = Under representation
Strategic Approaches to Community Safety Initiative


Probationers disproportionately show up as victims and offenders. State Probation’s response: “That isn’t our problem.

Trauma Intervention Program
   ER Based Intervention
   Returned knifes.
   Homeboys in the park.

Fifth District Initiative
   Crime down until PD Promotions.

In the most violent city in America, the Mayor, Police Chief, US Attorney and Prosecutor don’t meet regularly.

In the face of this, how do you create a credible threat to offenders?
Project Safe Neighborhoods

Eastern District of Illinois.

2% of the population accounted for more than half of the violent crime in the district.

US Attorney’s “sham district residence” raided by ATF which found illegal firearms.

East St. Louis Police Chief indicted by the US Attorney. Nothing hurts a partnership like an indictment of one of the partners.

Some interventions lack the partnership, the will, the focus and frankly the ability to succeed.
East St. Louis Population Change (1900-2000)
Homicide Rate 2001

Rate Per 100,000

City (1,000 or More)
East St. Louis Violent Crime Rate Per 100,000
1970 - 2001
WHAT WAS THE REASON FOR GETTING THE GUN?*

- Protection: 56%
- Other reason: 26%
- Hunting: 8%
- Gift/Inheritance: 6%
- Job: 2%
- Commit crimes: 1%
- Respect: 1%

* Percents were calculated based on respondents who reported "yes" to owning or possessing a gun.

VALID RESPONSES
2005: N = 105
Juvenile Accountability Incentive Block Grant Program (JAIBG)

10,000 home visits a year.

Curfew program designed to reduce offending and victimization.

Curfew enforcement after 8 pm.

HOWEVER, peak time for victimization and arrest was 4-6 pm.

Some efforts fail despite being the right intervention because they don’t have the right focus or the right “mechanics”.
Safe Futures
The St. Louis SafeFutures Experience

Five Years, $7 million, targeted area, targeted intervention, theory-driven. Based on the OJJDP Comprehensive Gang Strategy

Collaborative program, including Juvenile Courts, Division of Youth Services, BBBS, BGCA, St. Louis Public Schools, Mentoring, Job Training, Counseling and Tutoring Services

Failed to include police, prosecutor, community groups. Failed to anticipate large-scale agency turf wars.

Main conclusions from Process and Outcome evaluation:

“Can’t find the program”
Matched controls with traditional services (detention, supervision) do better than program youth
“It may be easier to change the behavior of youth than the system.”
Task Force officers were able to conduct patrols in each of the targeted neighborhoods for approximately two hours. Two officers arrested the juvenile at 5300 Robin (Walnut Park East) after he was found in possession of a spring air pistol resembling a Sig Sauer P-228. The officers observed the juvenile, along with three other juveniles, seated on the front stoop of a church at the above location and displaying the described weapon to the others. The juvenile discarded the weapon onto the ground upon seeing the approaching officers who had stopped to investigate believing the weapon to be a real firearm. The juvenile has no prior juvenile history. He was x-booked and released to the custody of his mother. The juvenile in possession of the gun was twelve years old.
Archbishop
Rigali . . .
Welcome!

CATHOLIC CHARITIES
OF SAINT LOUIS

Sixty-two programs & agencies helping people in need in the St. Louis Archdiocese.
High Level Drug Smuggling Interview Project

42 high level drug smugglers in US Federal Prisons
Average of 800 pounds of cocaine
Convicted between 1992 and 1998
Roles: Organizers, Captains, Brokers, Sailors

Deterrence, Technology, Adaptation, Dynamic Nature Of Offending

Submarines? Mexico?
$2 Million of Cocaine
Challenges to Law Enforcement

The “Snortilus”
Coast Guard Commander: “Drug smugglers are incapable of using submersibles.”
Lessons From Failure

Failure has many virtues.

Failure produces the unexpected, pushes our theories and understanding of problems.

Failure challenges conventional expectations.

Failure leads to a consideration of multiple treatment interference, poor program implementation, lack of program fidelity and focus, personnel turnover, dose size, and a host of other impediments to successful program outcomes.

Leads us away from doing “stupid things” boot camp, scared straight, self esteem building.

Success breeds complacency.
More Lessons

• Ready, Fire, Aim
• Monitoring, Recalibration
• Leadership
• Community involvement - sustainability, buy-in
• Be prepared for deviations
• Document the process and process outcomes
• Focus on the outcomes
• Sustainability may be even more difficult than success
General Principles of Change

• **The Plan** rarely gets implemented as designed.

• Final Reports make the process seem as if it was seamless, it rarely is.

• Cultural Change is harder – and more important – than Institutional Change.

• Institutional Change is Important.
• Change takes time, commitment and many steps.

• Sometimes time and commitment aren’t enough to produce change.

• Even a rational process often doesn’t produce the desired results.

• Priorities can change, programs typically lag behind such changes.
• Not everyone interprets the same set of facts in the same way.

• Effective leaders can make a difference.

• Outputs are important. Outcomes are more important.

• Success is temporary, failure is the modal outcome, and failure is likely to return. Quickly.
Even the “best” embrace failure
And we have plenty of failure to keep us occupied.