Employing Problem-Oriented Policing to Target Convenience Store Crime:

The Glendale, Arizona Smart Policing Initiative

Finalist for the 2016 Herman Goldstein Award for Excellence in Policing

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Center for Violence Prevention and Community Safety
Presentation Overview

- **Background**
  - SARA and the Degree of Difficulty
  - The Smart Policing Initiative (SPI)

- **The Glendale SPI**
  - The Training
  - Scanning – Convenience store crime
  - Analysis – a Circle K problem
  - Response
  - Assessment
  - Sustainability

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POP, SARA, and Degree of Difficulty

- **Very Popular and Effective** (Weisburd et al., 2010)
  - 5,500 studies identified
  - “a small but meaningful impact”

- **Some steps in SARA are more difficult than others**
  - shallow problem analysis (Braga and Weisburd, 2006)
  - Tendency to over-rely on law enforcement responses
  - Rigorous assessments uncommon

- **Bottom line – it is difficult to implement as intended by Goldstein**
The Smart Policing Initiative (SPI)

- Bureau of Justice Assistance (BJA) funding program
- Started in 2009

Core components
- Data-driven
- Application of evidence-based strategies
- Active researcher/practitioner partnerships
Glendale SPI

- Glendale PD receives SPI funding in 2009
  - GPD and ASU partnership

- Goal
  - Leverage core components of SPI to carry out a rigorous implementation of POP

- POP as envisioned by Goldstein
  - Deep, ongoing problem analysis
  - Comprehensive responses
  - Rigorous assessment
The POP Training

- 20+ hours of classroom-based training (over 3 months)
  - 20+ officers, 2 sergeants, 1 Lt, 2 crime analysts

- POP Center curriculum

- Officer groups go through the S A R A steps.
  - Scan for problems
  - Deep problem analysis (guided by ASU)
  - Develop response and assessment plans

- After training:
  - Implement responses
  - Continue problem analysis
  - Conduct assessment (ASU)
Scanning – Identified a Potential Problem

- Crime (theft) at convenience stores, especially Circle Ks
Analysis: Top Generators of Crime at the 65 Convenience Stores in Glendale

<table>
<thead>
<tr>
<th>NAME</th>
<th>ADDRESS</th>
<th>TOTALS</th>
<th>2008</th>
<th>2009</th>
<th>2010</th>
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</thead>
<tbody>
<tr>
<td>CIRCLE K</td>
<td>4306 W MARYLAND AVE</td>
<td>1,428</td>
<td>381</td>
<td>555</td>
<td>492</td>
</tr>
<tr>
<td>CIRCLE K</td>
<td>5880 W CAMELBACK RD</td>
<td>1,148</td>
<td>199</td>
<td>396</td>
<td>553</td>
</tr>
<tr>
<td>CIRCLE K</td>
<td>5907 W BETHANY HOME RD</td>
<td>1,062</td>
<td>201</td>
<td>524</td>
<td>337</td>
</tr>
<tr>
<td>CIRCLE K</td>
<td>5102 W CAMELBACK RD</td>
<td>1,020</td>
<td>304</td>
<td>434</td>
<td>282</td>
</tr>
<tr>
<td>CIRCLE K</td>
<td>7428 N 51ST AVE</td>
<td>918</td>
<td>323</td>
<td>322</td>
<td>273</td>
</tr>
<tr>
<td>CIRCLE K</td>
<td>6305 W MARYLAND AVE</td>
<td>880</td>
<td>273</td>
<td>331</td>
<td>276</td>
</tr>
<tr>
<td>CIRCLE K</td>
<td>4648 W BETHANY HOME RD</td>
<td>861</td>
<td>282</td>
<td>306</td>
<td>273</td>
</tr>
<tr>
<td>CIRCLE K</td>
<td>9002 N 47TH AVE</td>
<td>664</td>
<td>271</td>
<td>206</td>
<td>187</td>
</tr>
<tr>
<td>CIRCLE K</td>
<td>6002 W GRAND AVE</td>
<td>527</td>
<td>163</td>
<td>159</td>
<td>205</td>
</tr>
</tbody>
</table>

Concerns:
- Public safety and quality of life
- Potential for Violence (employees, public)
- Police Department resources

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### Analysis: Calls for Service at Circle Ks, by Type (2010)

<table>
<thead>
<tr>
<th>Address</th>
<th>Disorder</th>
<th>Drug</th>
<th>Property</th>
<th>Sex Crime</th>
<th>Violent</th>
<th>Welfare Check</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>5880 W Camelback Rd</td>
<td>110</td>
<td>5</td>
<td>377</td>
<td>6</td>
<td>6</td>
<td>23</td>
<td>527</td>
</tr>
<tr>
<td>4306 W Maryland Ave</td>
<td>64</td>
<td>4</td>
<td>378</td>
<td>2</td>
<td>9</td>
<td>16</td>
<td>473</td>
</tr>
<tr>
<td>5907 W Bethany Home Rd</td>
<td>89</td>
<td>3</td>
<td>185</td>
<td>6</td>
<td>15</td>
<td>32</td>
<td>330</td>
</tr>
<tr>
<td>6305 W Maryland Ave</td>
<td>21</td>
<td>1</td>
<td>215</td>
<td>1</td>
<td>11</td>
<td>23</td>
<td>272</td>
</tr>
<tr>
<td>5102 W Camelback Rd</td>
<td>34</td>
<td>2</td>
<td>185</td>
<td>0</td>
<td>10</td>
<td>39</td>
<td>270</td>
</tr>
<tr>
<td>4648 W Bethany Home Rd</td>
<td>17</td>
<td>0</td>
<td>225</td>
<td>2</td>
<td>9</td>
<td>11</td>
<td>264</td>
</tr>
<tr>
<td>7428 N 51st Ave</td>
<td>25</td>
<td>3</td>
<td>209</td>
<td>1</td>
<td>9</td>
<td>13</td>
<td>260</td>
</tr>
<tr>
<td>6002 W Grand Ave</td>
<td>15</td>
<td>0</td>
<td>168</td>
<td>0</td>
<td>7</td>
<td>8</td>
<td>198</td>
</tr>
<tr>
<td>9002 N 47th Ave</td>
<td>12</td>
<td>0</td>
<td>154</td>
<td>0</td>
<td>4</td>
<td>9</td>
<td>179</td>
</tr>
</tbody>
</table>
Analysis: This is a Circle K Problem
Comprehensive Responses

- Intervention with Circle K
  - CPTED
  - Proposed Changes to Practices and Operations

- Suppression (Not-So-Convenient)
  - Directed Patrols and Repeat Offenders

- Prevention
  - Operation “Not So Convenient” Posters
  - Mayor’s Youth Advisory Committee - PSA
  - Partnerships: JAG, Area High Schools
Response 1: Intervene with Circle K

CPTED - multiple assessments done at 6 target stores
- Poor lighting
- No address; no height chart
- Beer on floor by door
- Poor/obstructed line of site (windows; interior)
- Graffiti
- Panhandling; trespassing
- Only 1 clerk
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Response 1: Intervene with Circle K

Engage Circle K to change the culture

- GPD training and access to in-store surveillance system
- Trespass Authorization approved
- Circle K victim impact statement created
- CADMINE alerts (GPD emails to Circle K loss prevention)
- Data sharing: Circle K repeat offender file
- Meetings with Corporate Circle K (10/10; 7/11)
Response 1: Intervene with Circle K

Circle K resistance - leverage with other PDs

Multi-city Working Group
- Mesa, Tempe, Peoria, Phoenix
- Valley-wide examination of Circle K
- Not a Glendale problem - a problem valley-wide

Go Public

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A Multi-City Report on Crime & Disorder in Convenience Stores

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Response 2: Suppression

Operation-Not-So-Convenient

- Targeted surveillance and enforcement

- 9 consecutive weekends in August/September 2010; weekends throughout 2011

- Multiple stores per operation

- Circle K security officers, SPI team

- Arrestee debriefs

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Response 2: Suppression

Outcomes:

- 57 arrests
  - 15 felonies including an armed robbery
- Nearly $1,000 in recovered merchandise
- Identification of 2 Offender Groups
  - ¼ of offenders are juveniles
  - Prevalence of repeat offenders
- 37 convictions (65% conviction rate)
  - Armed robbery - 17 yrs in DOC
  - Two other DOC sentences; 2 county jail sentences
Response 3: Prevention

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Response 3: Prevention

- Important because of prevalence of juveniles committing the crimes
  - Several local media appearances
  - Centerpiece: Mayor’s Youth Advisory Commission joins SPI team
    - PSA video with Channel 11 on Beer Runs
Assessment: Improved CPTED

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Assessment: Improved CPTED

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Assessment: Improved CPTED

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### Assessment: Impact on Calls for Service

<table>
<thead>
<tr>
<th>Target Store</th>
<th>Address</th>
<th>Pre-test period</th>
<th>Intervention period</th>
<th>Post-test period</th>
<th>Monthly change (pre-post)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Circle K</td>
<td>4306 W Maryland</td>
<td>47.8 (574)</td>
<td>39.3 (471)</td>
<td>28.2 (338)</td>
<td>-19.6</td>
</tr>
<tr>
<td>Circle K</td>
<td>5880 W Camelback</td>
<td>43.4 (522)</td>
<td>44.7 (536)</td>
<td>31.7 (380)</td>
<td>-11.7</td>
</tr>
<tr>
<td>Circle K</td>
<td>5907 W Bethany</td>
<td>44.2 (530)</td>
<td>18.0 (216)</td>
<td>15.5 (186)</td>
<td>-28.7</td>
</tr>
<tr>
<td>Circle K</td>
<td>5102 W Camelback</td>
<td>30.4 (365)</td>
<td>21.5 (258)</td>
<td>12.1 (145)</td>
<td>-18.3</td>
</tr>
<tr>
<td>Circle K</td>
<td>7428 N 51st Ave</td>
<td>20.3 (243)</td>
<td>24.3 (291)</td>
<td>20.4 (245)</td>
<td>----</td>
</tr>
<tr>
<td>Circle K</td>
<td>4648 W Bethany</td>
<td>21.0 (252)</td>
<td>20.9 (251)</td>
<td>12.6 (151)</td>
<td>-8.4</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>(2,486)</td>
<td></td>
<td>(1,445)</td>
<td>(-42%)*</td>
</tr>
</tbody>
</table>

**Circle K Comparison Group (n=9)**
- (1,254) (871) (-31%)

**Other Comparison Group (n=13)**
- (679) (682) (+.5%)
Sustained Crime Reductions

ASU doctoral student extends the Glendale SPI evaluation (2016)

- Adds 15 months (2.5 years after SPI ended)
- Sophisticated analysis (DID, negative binomial random effects regression)
- Examines for crime displacement/diffusion of benefits

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Sustained Crime Reductions

Findings

- Significant crime reductions sustained at 4 of the 6 target stores (2.5 years later)

- No evidence of crime displacement

- 5 of the 6 stores experienced a diffusion of benefits
  - crime reductions in areas around stores
Why the Sustainability??

Rigorous implementation of POP as envisioned by Goldstein

- Deep and ongoing problem analysis – identify underlying conditions
- Not just the hammer – comprehensive responses targeting the underlying conditions
- Ongoing Assessment
- The GPD/ASU partnership

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Taking POP to Page (AZ)

Center for Violence Prevention and Community Safety
Thanks!

Questions?

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