



**Division of Criminal
Justice Services**

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Gun Involved Violence Elimination (GIVE) Initiative

2018 Annual Report

Table of Contents

I.	Introduction	Page 1
II.	Technical Assistance Training and Program Alignment	Page 2
	<ul style="list-style-type: none">• Problem-Oriented Policing• Procedural Justice• Hot-Spots Policing• Focused Deterrence• Crime Prevention Through Environmental Design (CPTED)• Street Outreach Workers• Symposium	
III.	Additional Information Sharing and DCJS Oversight	Page 9
IV.	Evaluation and Assessment	Page 9
V.	Partner Agencies: Strategy and Funding Overview	Page 9
VI.	Appendices	Page 13
	Appendix A: Data	
	Appendix B: 2018 Firearm-Related Crime Activity	
	Appendix C: Technical Assistance/Training Providers	
	Appendix D: Data-Driven Decision-Making Symposium (Presentations/Presenters)	

I. Introduction

New York State began the fifth year of its Gun Involved Violence Elimination (GIVE) initiative in July 2018. The initiative is designed to reduce gun violence, which remains a persistent problem for law enforcement and a stark reality for residents who live in the state's urban centers. The initiative evolved from Operation Impact, a long-standing program that directed funding to law enforcement agencies in counties which report 85 percent of the violent crime outside of New York City.

GIVE provides more than \$13.3 million in grants to 20 police departments, district attorneys' offices, probation departments and sheriffs' offices in 17 counties in Upstate New York and on Long Island.

"The Nassau County Police Department continues to recognize and appreciate the immense value that their partnership with the New York State Division of Criminal Justice Services (DCJS) has provided through the Gun Involved Violence Elimination (GIVE) Initiative. This relationship has provided more than the funds needed to reduce gun violence in Nassau County. DCJS has provided a unique opportunity to the Nassau County GIVE Partners through technical assistance, procedural justice training and gun violence reduction strategies, all of which have been instrumental over the years in reducing gun violence in Nassau County. In conjunction with the funds, relationships and gun violence reduction strategies developed with DCJS, the communities located within the Nassau County GIVE zones have seen substantial reductions in shootings and gun involved violence. Nassau County looks forward to the continued successes fostered by the relationships that our involvement with NYS DCJS and the GIVE Initiative will bring in the future."

Commissioner Patrick Ryder
Nassau County Police Department

Through GIVE, New York is committed to supporting only proven practices to reduce these deadly crimes while providing technical assistance to help agencies effectively implement evidence-based strategies. The state Division of Criminal Justice Services (DCJS) administers the GIVE initiative, which focuses on four core elements:

- **People:** individuals and groups identified by police as being most responsible for gun violence in a particular area;
- **Places:** locations or "hot spots" where the most violence is occurring;
- **Alignment:** coordinating crime-fighting efforts and strategies among law enforcement and local violence prevention groups; and
- **Engagement:** involving key stakeholders and the community at large to build support for efforts to reduce gun violence.

The evidence-based strategies supported by GIVE are: **hot-spots policing, focused deterrence, crime prevention through environmental design, and street outreach workers.** GIVE also emphasizes crime analysis, integrated with intelligence, to fight crime. All jurisdictions have access to crime analysis personnel and resources through individual GIVE-funded analysts or through the network of nine Crime Analysis Centers (CAC) that DCJS supports in partnership with local law enforcement agencies. The centers that work within the GIVE jurisdictions are in Albany, Broome, Erie, Orange, Monroe, Niagara, Oneida and Onondaga counties and serve 12 of the GIVE counties. The Hudson Valley Crime Analysis Center opened in March of 2018 and supports Dutchess, Orange and Ulster counties.

New York State supports the centers with more than \$7 million annually, funding staff, training, technology, support and infrastructure. Local law enforcement and criminal justice agencies also assign staff to the centers and provide other in-kind support.

II. Technical Assistance Training and Program Alignment

As DCJS developed GIVE, the agency's leadership recognized the importance of providing partner agencies with guidance so they could successfully implement the required evidence-based components of the initiative. In addition to awarding grants to fund personnel and technology, DCJS provides technical assistance to the 20 participating police departments, along with district attorneys' offices, sheriffs' offices and probation departments in the corresponding counties.

DCJS tapped nationally recognized experts in evidence-based practices to provide technical assistance and training, and created a network among participating agencies that allows them to seamlessly share information about effective practices. New York is unique in providing this level of comprehensive, hands-on technical assistance and training so that these agencies have the information and resources needed to successfully implement programs with a demonstrated record of success.

In addition to embracing enhanced crime analysis and implementing evidence-based practices, GIVE agencies must coordinate and align with other programs to engage the community in anti-violence efforts. One program funded and supported by DCJS that represent an alignment of violence reduction efforts and engagement with the community is SNUG, New York State's street outreach worker program. SNUG workers proactively defuse gun-fueled disputes and offer assistance to those seeking to end violence in their community.

The evidence-based strategies employed by GIVE agencies and the technical assistance training provided through DCJS on these concepts is detailed below

Problem-Oriented Policing

GIVE jurisdictions are required to utilize problem-oriented policing strategies to determine the root cause of the violence and implement more than one of the responsive evidence-based strategies while ensuring that the concepts of procedural justice are woven throughout the strategies.

Problem-oriented policing uses crime analysis and operational intelligence to examine a cluster of similar incidents with the goal of identifying the underlying problem and discovering a new or enhanced way to address the problem.

Once a framework for a solution is identified, evidence-based strategies are developed to focus on preventative solutions not solely dependent on the criminal justice system. These strategies engage other public agencies, the community and the private sector to help address an identified problem.

This approach also encourages information sharing among non-law enforcement agencies, so that these effective practices can further enhance a police response. Once developed and deployed, strategies are subject to rigorous evaluation to determine their effectiveness. All jurisdictions were asked to use this model to guide overall strategy implementation in 2018.

Procedural Justice

Procedural justice is rooted in two principles designed to foster the legitimacy of the criminal justice system: first, that law enforcement efforts are fair and second, that those who interact with the criminal justice system perceive the process – and how they were treated during the interaction – as fair. Evidence demonstrates that procedural justice fosters trust and respect among individuals and communities and the law enforcement professionals that serve them. Building bridges between the community and law enforcement is essential, as enforcement alone cannot turn the tide against gun violence. The four pillars of procedural justice are: fairness, transparency, voice and impartiality. All GIVE agencies are now required to integrate procedural justice into their overall plans and strategies.

“The NYS GIVE initiative provides resources enabling the Monroe County law enforcement community to target violent criminals, and those possessing weapons, in a coordinated effort to reduce violent crime in Monroe County. The ultimate goal of this partnership is to support targeted firearm and violent crime reduction efforts within Monroe County. By partnering with DCJS, the Monroe County Sheriff's Office is able to use GIVE Funding to support the salaries of a Sheriff's Criminal Investigator assigned to MCAC, a Road Patrol Deputy assigned to the Monroe County Firearm Project, and a Jail Deputy assigned to the Jail Intelligence Unit. Funding also supports overtime costs of the Sheriff's participation in joint anti-crime efforts, long term investigations, targeted offender details, warrant details, and hot-spot policing details with the other GIVE agency partners.”

Todd Baxter, Sheriff
Monroe County Sheriff's Office

Hot-Spots Policing

Hot-spots policing encourages law enforcement to develop data-driven strategies that rely on incident reports, calls for service and other information to identify concentrated areas of concern. Using this information, agencies can dedicate resources to areas where crime is more prevalent to target, reduce and prevent it from occurring.

In addition, training in hot-spot policing helps agencies develop and implement intervention strategies and integrate the work of prosecutors and probation officers.

Hot-Spots Policing - Buffalo Police

A success related to the ongoing preventative efforts associated with the GIVE grant is the long-term reduction of firearm crime and shootings in the original GIVE hot-spot area, E1. This hot spot was identified in 2014 for the first GIVE grant as the top hot spot based on the three-year average data from 2011, 2012, and 2013. Since 2013 there has been an average decrease of 26.23% for all firearm crimes and an average decrease of 23.28% for all shootings in the E1 GIVE area. The area remains one of the GIVE hot-spot areas in the current GIVE grant as we hope to continue to reduce the violent crime activity in that area.

Jamie Giammaresi, Director
Erie County Crime Analysis Center

“While we are still working to reduce the impact of gun violence in Buffalo, we are pleased to report that the two hot spots identified at the very start of the GIVE initiative show dramatic improvement in 2018. The total firearm crime in these areas fell by 10% and 8%, compared to an overall City-wide increase, which speaks to the effectiveness of these strategies. As a result of GIVE funding, we have been able to deploy additional resources to those areas, identify high risk individuals suited for Custom Notification visits, and host a series of community events. Our street outreach partners SNUG and the Peacemakers have played a major role in helping us strengthen relationships between police and community.”

Barbara Lark
Deputy Police Commissioner
Buffalo Police Department

Focused Deterrence

Focused deterrence is based on the premise that a small group of individuals is typically responsible for most of the shootings, gun violence and firearm-related deaths in “hot-spot” neighborhoods. The strategy identifies those chronic offenders and targets them for enhanced attention, investigation, enforcement and prosecution. This strategy is sometimes also referred to as the Group Violence Intervention – a strategy first popularized in Boston with Operation Ceasefire. An important component of this approach is a partnership among law enforcement agencies, community groups and social services organizations, which join together to communicate directly with offenders, outlining clear consequences for continued criminal

behavior, stressing that the affected community wants the gun violence to stop and providing offenders with alternatives and assistance to change their behavior.

The Group Violence Intervention helps foster legitimacy and build trust between the police and the community. The pivotal piece of the strategy is a “call-in” or “notification,” which is repeated as often as necessary. At call-ins, law enforcement, community members, and social service providers come together to deliver the message that violence will no longer be tolerated, and if violence does occur, every available legal lever will be pulled to bring an immediate and certain response. This “hard” message, usually delivered by police and prosecutors, is accompanied by a “soft” message that emphasizes the community’s willingness to help individuals change, and the availability of services (e.g., job training, drug treatment) for those interested in engaging in more pro-social behavior. Focused deterrence also involves “custom notifications,” where small teams of law enforcement officers and community members meet with particularly high-risk individuals in an effort to deter violent behavior. At these face-to-face meetings with offenders, the following messages are communicated:

- The shootings, firearm-related homicides and gun violence are wrong and need to stop;
- The community needs them alive and out of prison and with their loved ones;
- Any future gun violence will be met with clear, predictable and certain consequence; and
- Help is available to all who are willing to accept help.

Jurisdictions that specifically adopted the focused deterrence strategy were supported by hands-on technical assistance from the National Network for Safe Communities and the John F. Finn Institute.

“The development of collaborative relationships with not only law enforcement, but community groups, faith-based organizations, service providers and research partners supported through the GIVE Initiative has had a very positive impact within Niagara County. The combined knowledge and efforts of these differing groups working together has enabled us to develop innovative strategies to reduce gun violence and violent crime. The funding and support provided by Governor Cuomo and the Division of Criminal Justice Services allows us the ability to intervene early on and provide support to individuals that will enable them to transition out of a life of violence, as well as provide targeted review and stringent prosecution of those offenders who choose to continue the violence.”

Caroline A. Wojtaszek
District Attorney
Niagara County District Attorney’s Office

Crime Prevention Through Environmental Design (CPTED)

Crime Prevention Through Environmental Design (CPTED) is defined as a multi-disciplinary approach for reducing crime through urban and environmental design and the management and use of built environments. It operates around four principles: natural access control, natural surveillance, territorial reinforcement and maintenance.

The primary goal of the training is to provide law enforcement, code enforcement, individuals and organizations that are involved in community crime prevention programs with information needed to create their own initiatives to prevent crime through environmental design. The training also allows law enforcement to practice what they had learned by performing a safety assessment of a neighborhood and evaluating how CPTED principles could be used.

Jurisdictions are encouraged to focus their CPTED efforts in identified hot spots within their jurisdiction in order to engage with the community and reduce crime in those areas.

Case Study: CPTED

During the summer of 2018, the City of Syracuse experienced a dramatic increase in gang and gun violence in a one block area surrounding the Southwest Community Center. There were reports of open air drug sales involving members of the 110 Street gang and numerous incidents of shots fired involving three people being struck with gun fire. A problem analysis of the area revealed several factors that were contributing to the increase in activity.

- 110 gang drug sales in the 200 block on Lincoln Avenue.
- 110 gang members loitering in and on the property of the Southwest Community Center drawing acts of violence and drug activity to the Community Center.
- Dense foliage and underbrush between the Southwest Community Center, 200 block of Lincoln Avenue, and the convenience store at the corner of South Avenue and Tallman Street.

The Syracuse Police Department worked in cooperation with the executive staff from the Southwest Community Center, OCAC and the District Attorney's Office to create a trespass list of the top sixty 110 gang member offenders. Each of the 110 members were served with the trespass notice banning them from the Center property. In addition, the Syracuse Police Department worked with the CPTED, Multi-Agency Service Team (MAST), to clear a significant amount of brush and foliage that was being used to hide narcotics and weapons. The dense foliage was also being used to hide routes of travel between the Southwest Community Center, 200 block of Lincoln Avenue, and the convenience store at the corner of South Avenue and Tallman Street. Lastly, the Gang Violence Task Force and Syracuse Police Department's Special Investigations Division worked in conjunction to conduct two search warrants on October 19, 2018 in the 200 block of Lincoln Avenue, resulting in numerous arrests for various felony and misdemeanor charges. In an OCAC three-month post assessment of the above efforts there was a 66% reduction in shots fired incidents in the one block area around the Community Center.

Ron Rockwood, Director
Onondaga Crime Analysis Center (OCAC)

Street Outreach

Street outreach is both a proactive and reactive element of the GIVE initiative. Outreach workers have ties within the community and are sometimes individuals who formerly engaged in street-level violence. Street outreach workers respond to shootings to prevent retaliation, detect conflicts, and then resolve them peacefully before they lead to additional violence. In addition, they engage individuals linked to gun violence and then work with case managers to connect them with resources – such as educational institutions and job training services – to help them break patterns of violence. Street outreach workers also collaborate with neighborhood organizations and other community groups to organize events and public education activities that promote anti-gun violence messages. The goal of the outreach strategy is to change behaviors, attitudes and social norms related to gun violence by using culturally appropriate staff to deliver those key messages.

In 2018, six sites – Buffalo, Hempstead, Jacobi, Rochester and Syracuse – were granted additional funds to add staff, increasing total SNUG funding to \$4.8 million annually. A logo was designed for clothing, signs, decals, hats, and public education materials for use in the 11 communities across the state. Program oversight, data collection systems, and resources for staff training were fully formalized. Training and technical assistance were provided to ensure the key elements of the program model were delivered as designed and two employee training programs were developed: a 40-hour course required for all new SNUG employees and a 40-hour intensive management program required for all SNUG supervisors.

SNUG

In 2018, Rochester was having an increase in shootings during the summer months on the Westside of the city. The outreach worker supervisor and his staff on Rochester's Westside were out canvassing when they were alerted to a gunfight that had just taken place involving members of one gang that they were familiar with and one member in particular that they were trying to bring on as a participant.

The team tracked down this one young man and found him with a couple of his friends. The outreach workers brought the group back to their office to discuss the shooting. The outreach worker team immediately began using their mediation skills and explained the consequences that these young men would face if they retaliated. They were not only able to talk this group out of a continuation of the violence, but they were also able to track down the phone number to a leader of the other group. The SNUG team was able to end the dispute immediately and no further shootings took place.

The outreach worker supervisor gained a new participant and has been working with him since last summer. During that time, the young man has re-enrolled in high school and has improved his grades such that he is currently on schedule to graduate from high school in June with his class.

Jeff Clark, Director
NYS SNUG Outreach

SNUG Outreach teams engage residents, religious leaders and law enforcement to change social norms and behaviors that perpetuate violence. Anytime a shooting involving injury occurs in a SNUG target area, a SNUG team responds to the shooting scene and the hospital to begin work on stopping any retaliatory measures that may arise. They also work with the family of the victim to connect them to resources such as the NYS Office of Victim Services to assist them with financial relief which can include medical and funeral expenses, loss of earnings or support, and counseling costs.

Training in 2018:

In 2018, DCJS sponsored several Problem-Oriented Policing (POP) Workshops and Procedural Justice Train the Trainer courses. There were 117 people trained at the POP Workshops.

Forty-one people were trained as procedural justice instructors. These instructors in turn provided 1,176 hours of procedural justice training to 1,863 students.

Class Title	Dates	Location
Problem-Oriented Policing	01/16/18-01/17/18	Nassau County
Problem-Oriented Policing	01/18/18-01/19/18	Orange County
Problem-Oriented Policing	05/23/18-05/24/18	Erie County
Problem-Oriented Policing	05/30/18-05/31/18	Oneida County
Problem-Oriented Policing	09/11/18-09/12/18	Schenectady County
Procedural Justice I&II Train the Trainer	06/05/18-06/08/18	Nassau County
Procedural Justice I&II Train the Trainer	09/25/18-09/28/18	Ulster County
Procedural Justice I&II Train the Trainer	11/06/18-11/09/18	Oneida County

Evidence-Based Policing Class

In the fall of 2018, 26 law enforcement officers completed the first-ever class of "Evidence-Based Policing: Translating Research into Practice," hosted by the NYS Division of Criminal Justice Services. New York is the first state to offer the 10-week course, which is designed to deepen the understanding and practice of evidence-based policing, which involves the development, translation and practical application of research and analysis in policing.

Course instructors were Dr. Cynthia Lum, Director of the Center for Evidence-Based Crime Policy at George Mason University, and Dr. Christopher Koper, Principal Fellow at the Center. Drs. Lum and Koper are also professors in the Department of Criminology, Law and Society at George Mason University.

Symposium

In October 2018, DCJS, in conjunction with the Crime Analysis Centers (CAC), sponsored the “Data-Driven Decision Making Symposium”, a two-day symposium held in Albany and attended by more than 370 police officers, prosecutors and other law enforcement professionals from across the state. The conference featured 11 plenaries, panel discussions, breakout sessions, and presentations on topics including: The Judiciary's Role in Evidence-Based Crime Prevention Practices; the Use of Data and Research in Prosecution Strategy and Policy; Procedural Justice in Policy and Practice; Non-Fatal Shooting Initiative Application and Evaluation; and Body Worn Camera Research. Refer to Appendix D for more details.

III. Additional Information Sharing and DCJS Oversight

The Office of Public Safety also coordinates conference calls and facilitates information sharing among jurisdictions, allowing professionals to network with each other and share their successes and challenges. The agency has also taken advantage of live meetings/webinars to connect with GIVE agencies. DCJS provides assistance, support, guidance and oversight to GIVE jurisdictions through the Office of Public Safety (OPS) and the Office of Program Development and Funding (OPDF). Office of Public Safety staff also conduct site visits and work with jurisdictions to identify additional training and support as necessary. Staff from the Office of Program Development and Funding monitor and review grant spending. All GIVE partners must submit work plans that detail how and on what evidence-based strategies grant money will be spent. Those agencies also must submit vouchers for reimbursement that verify their spending.

IV. Evaluation and Assessment

Evaluation and assessment play a key role in GIVE as the state aims to ensure that agencies are using resources wisely and implementing evidence-based practices as designed. The DCJS Office of Public Safety along with the Office of Justice Research and Performance have collaborated and developed evidence-based strategy Self-Assessment Tools (SATs). The GIVE Self-Assessment Tool has been designed to allow GIVE jurisdictions to evaluate their own evidence-based strategy implementation efforts by identifying only those elements most critical to achieving fidelity to the strategy model, and the components of those key elements. This SAT will also serve the purpose of allowing GIVE agencies to fulfill the financial reporting requirements required for participation in the grant-funded program. The SAT was developed with input from subject matter experts from across the country, as well as internal and external GIVE stakeholders.

V. Partner Agencies: Strategy and Funding Overview

GIVE funds personnel, such as prosecutors, police and probation officers, field intelligence officers and crime analysts. The agencies also use grant funding to pay for overtime in connection with special initiatives or enforcement, equipment, technology, training and community outreach.

As noted earlier, jurisdictions receiving GIVE funding were required to develop comprehensive plans for their respective communities that coordinate the efforts of all GIVE-funded partners while integrating the use of evidence-based strategies and community programs to focus on the core principles of people, places, alignment and engagement.

This list details counties, participating agencies and a high-level overview of the grants they share, including jurisdiction-specific details for the number of grant-funded positions:

Albany County

Participating agencies: The Albany Police Department and the county's District Attorney's Office, Sheriff's Office, and Probation Department. GIVE funding supports five full-time employees, seven part-time employees, and two stipends for MSW interns.

Grant Award: \$ 726,884

Broome County

Participating agencies: The Binghamton Police Department and the county's District Attorney's Office, and Sheriff's Office. GIVE funding supports four full-time employees.

Grant Award: \$384,981

Chautauqua County

Participating agencies: The Jamestown Police Department and the county's District Attorney's Office, Sheriff's Office, and Probation Department. GIVE funding supports one full-time employee and partially supports one part-time employee.

Grant Award: \$185,075

Dutchess County

Participating agencies: The Poughkeepsie (city) Police Department and the county's District Attorney's Office, Sheriff's Office, and Probation Department. GIVE funding supports two full-time employees and partially supports two employees.

Grant Award: \$ 342,800

Erie County

Participating agencies: The Buffalo Police Department and county's District Attorney's Office, Sheriff's Office, Probation Department, and Central Police Services. GIVE fully funds eight positions, and partially funds five positions.

Grant Award: \$1,873,914

Monroe County

Participating agencies: The Rochester Police Department and the county's District Attorney's Office, Sheriff's Office, and Probation Department. GIVE funding partially supports 13 positions and fully funds five positions.

Grant Award: \$1,783,009

Nassau County

Participating agencies: Nassau County and Hempstead police departments and county's District Attorney's Office, Sheriff's Office, and Probation Department. GIVE funding fully supports one full-time employee, and partially supports four full-time employees. One part-time employee is also funded.

Grant Award: \$907,098

Niagara County

Participating agencies: The Niagara Falls Police Department and the county District Attorney's Office, Sheriff's Office, and Probation Department. GIVE funding fully supports five full-time positions, and partially funds two full-time positions.

Grant Award: \$681,448

Oneida County

Participating agencies: The Utica Police Department and county's District Attorney's Office, Sheriff's Office, and Probation Department. GIVE funding fully supports five full-time positions and partially supports one full-time position.

Grant Award: \$618,036

Onondaga County

Participating agencies: The Syracuse Police Department and county's District Attorney's Office, Sheriff's Office and Probation Department. GIVE funding fully supports three full-time positions and partially funds seven full-time position.

Grant Award: \$1,187,030

Orange County

Participating agencies: The Newburgh (city) and Middletown police departments and county District Attorney's Office, Sheriff's Office, and Probation Department. GIVE funding fully supports five full-time and partially supports one full-time position.

Grant Award: \$840,521

Rensselaer County

Participating agencies: The Troy Police Department and the county's District Attorney's Office, and Probation Department. GIVE funding fully supports three full-time positions and partially supports two full-time positions.

Grant Award: \$437,641

Rockland County

Participating agencies: The Spring Valley Police Department and the county's District Attorney's Office, Sheriff's Office and Intelligence Center, and Probation Department. GIVE funding supports overtime for detectives and patrol. GIVE funding partially supports one full-time position and one part-time position.

Grant Award: \$102,500

Schenectady County

Participating agencies: The Schenectady Police Department and county's District Attorney's Office, Sheriff's Office, and Probation Department. GIVE funding fully supports seven full-time employees and partially funds two positions.

Grant Award: \$826,605

Suffolk County

Participating agencies: The Suffolk County Police Department and county's District Attorney's Office, Probation Department, and Crime Laboratory. GIVE funding partially supports eight positions.

Grant Award: \$1,046,169

Ulster County

Participating agencies: The Kingston Police Department and county's District Attorney's Office, Sheriff's Office, and Probation Department. GIVE funding fully supports one full-time position, and partially funds three positions.

Grant Award: \$229,900

Westchester County

Participating agencies: The Yonkers and Mount Vernon police departments and the county's District Attorney's Office, Department of Public Safety, and Probation Department. GIVE funding Fully supports six full-time positions, one part-time position, and partially funds one full-time position.

Grant Award: \$1,137,861

Appendix A: Data

The Gun Involved Violence Elimination initiative began on July 1, 2014, with the first year of grant funding awarded through June 30, 2015, the second year awarded through June 30, 2016, the third year awarded through June 30, 2017, and the fourth year awarded through June 30, 2018. The GIVE funding cycle begins in early summer so law enforcement agencies have additional resources when crime traditionally spikes.

Each of the 20 police departments participating in GIVE submit statistics to DCJS on a monthly basis. Those statistics are posted to the [DCJS Website](#) and updated quarterly.

Direct link for bookmarking: <https://www.criminaljustice.ny.gov/crimnet/ojsa/greenbook.html>

Appendix B: 2018 Firearm-Related Crime Activity

- The 20 police departments participating in GIVE reported a total of 705 shooting incidents involving injury for calendar year 2018, a decrease of 8 percent when compared to 2017 (767).
- Shooting incidents for 2018 also decreased 14 percent when compared to the five-year average (2013 through 2017).
- While shooting incidents decreased in 2018, the number of fatalities resulting from those incidents increased by 12 percent, with 120 reported.
- Buffalo (44), Rochester (17), Syracuse (14), Suffolk (12), Albany (10), Nassau (5), Mount Vernon (3), Poughkeepsie (3), Utica (3), Hempstead (2), Newburgh (2), Niagara Falls (2), Binghamton (1), Jamestown (1), and Yonkers (1) accounted for the 120 homicides.
- Shooting homicides declined 6 percent in 2018 compared to the five-year average of 127 (2013 through 2017).

Appendix C: Technical Assistance Providers

National Network for Safe Communities at John Jay College

The National Network for Safe Communities at John Jay College provides technical assistance to two New York State cities – Newburgh and Albany – for implementation of the Group Violence Intervention. They also provide technical assistance to the City of Kingston for the implementation of the Intimate Partner Violence Intervention program. The National Network supports cities implementing proven strategic interventions to reduce violence and improve public safety, minimize arrest and incarceration, strengthen communities, and improve relationships between law enforcement and the communities it serves.

John F. Finn Institute for Public Safety, Inc.

The John F. Finn Institute for Public Safety, Inc. is an independent, not-for-profit and non-partisan corporation, whose work is dedicated to the development of criminal justice strategies, programs and practices that are effective, lawful and procedurally fair, through the application of social science findings and methods. The Institute conducts social research on matters of public safety and security – crime, public disorder and the management of criminal justice agencies and partnerships – in collaboration with municipal, county, state and federal criminal justice agencies, and for their direct benefit. The findings of the Institute’s research are also disseminated through other media to criminal justice professionals, academicians, elected public officials and other interested parties, so that those findings may contribute to a broader body of knowledge about criminal justice and to the practical application of those findings in other settings.

The Finn Institute was established in 2007, building on a set of collaborative projects and relationships with criminal justice agencies dating to 1998. The first of those projects, for which we partnered with the Albany Police Department (APD), was initiated by John Finn, who was at that time the sergeant who commanded the APD’s Juvenile Unit. Later promoted to lieutenant and assigned to the department’s Administrative Services Bureau, he spearheaded efforts to implement problem-oriented policing, and to develop an institutional capability for analysis that would support problem-solving. The APD’s capacity for applying social science methods and results thereupon expanded exponentially, based on Lt. Finn’s appreciation for the value of research, his keen aptitude for analysis, and his vision of policing, which entailed the formulation of proactive, data-driven, and – as needed – unconventional strategies to address problems of public safety. Lt. Finn was fatally shot in the line of duty in 2003. The Institute that bears his name honors his life and career by fostering the more effective use of research and analysis within criminal justice agencies, just as Lt. Finn did in the APD.

George Mason University’s Center for Evidence-Based Crime Policy (CEBCP)

George Mason University’s Center for Evidence-Based Crime Policy (CEBCP) seeks to make scientific research a key component in decisions about crime and justice policies.

For the past 10 years, the center has served as an informational bridge to practitioners and the policy community. Relying on rigorous studies in criminal justice and criminology through research-based collaborations, the center's aim is to help prevent crime while improving citizen trust and confidence in the police.

"Our dual mission is to provide high-quality research and to figure out how that research can be translated into practice," said Cynthia Lum, the center's director and a professor in Mason's Department of Criminology, Law and Society.

Appendix D: GIVE Symposium Presentations and Presenters

2018 Symposium Presentations

The Judiciary's Role in Evidence-Based Crime Prevention Practices

This panel discussion addressed the role of the judiciary in evidence-based crime prevention practices. Panel members shared their experiences with collaborating on the Monroe Swift, Certain and Fair model of community supervision, and the collaborative efforts involved in the newly formed Monroe Gun Part. Attendees were provided with meaningful and effective ways to collaborate with their local judicial system to ensure fair and legal engagement of the judiciary.

Featured Speaker – Chief Edward Flynn (Ret.) Milwaukee Police Department

This presentation addressed the future of evidence-based policing. Chief Flynn reflected upon his career in American Policing that has spanned decades and provided his thoughts and insights on the future of evidenced-based policing.

DCJS Knowledge Bank: Overview and Examples

Launched in December 2017, DCJS's Criminal Justice Knowledge Bank provides support and resources to help police, prosecutors and probation professionals expand their use of evidence-based approaches. This presentation discussed the three main components of the Knowledge Bank: Program Summaries, which describe initiatives, practices and strategies from jurisdictions around New York State; Resources, presenting links to national research on evidence-based criminal justice programs and practices; and the Research Consortium, which connects criminal justice professionals with academic partners who can provide assistance on research projects. A presentation regarding research on the effectiveness of the Youth Police Initiative, which brings together at-risk teenaged youth with police officers who patrol their neighborhoods with the intent of building better relationships between the participants, will be conducted by a research partner.

Crime Analysis Center Network Strategic Plan Update

This breakout session presented an overview of the status of the CAC strategic plan and a general vision on how we will move forward. Updates were presented on what has been identified as priorities, and how, as a team, these identified priorities will be addressed.

Use of Data and Research in Prosecution Strategy and Policy

This panel discussion discussed the use of data and research into prosecution strategy and policy. Panel members shared effective ways that the use of data, research and crime analysis can assist in an overall prosecution office strategy.

Open Data Portal

This presentation focused on open data, things to consider, implementation (working with command, community, city hall, etc.), self-assessment, and the path forward. It included a demonstration the Open Data Portal of the Rochester Police Department.

Reducing Crime and Incarcerations

Arrest is the gateway to the criminal justice system and the lead driver of overincarceration. However, when law enforcement officers are granted discretion to determine whether to cite, arrest, or divert individuals, jurisdictions can be more effective in the way they use their jails and other justice system resources. In this breakout session, Dr. Ronal Serpas presented the case for citation in lieu of arrest, shared the reasons why these policies should be implemented more broadly and frequently, and addressed concerns regarding citation policies and police discretion.

Place Based Investigations of Violent Offender Territories (PIVOT)

This presentation addressed the Cincinnati PIVOT strategy which was developed to address small areas where violence has been chronic and sustained. The goal was to disrupt offenders' ability to harm individuals and the surrounding community, using a problem-oriented approach that capitalized both on focused deterrence and place-based network interventions. This strategy focused on identifying place networks that facilitate violence. Panel members shared how the strategy was implemented using data and community partnerships.

Shooting Reviews

This panel discussion addressed shooting reviews and provided background and context as to what the review is and why it is done. Panel members described the partners that are present and how the information gathered in these reviews is helpful to cities whether they are doing focused deterrence work or not. The steps needed to effectively implement shooting reviews and examples of how they are run from pre-meeting planning through the follow up and next steps will be covered.

Examining Non-Fatal Shooting Data

This presentation addressed the importance of examining non-fatal shootings, the benefits of data collection, the research on individuals and networks associated with non-fatal shootings as well as the community factors involved in them.

Front-Line Support for Evidence-Based Practices

This panel discussion addressed what types of support and infrastructure is needed for front-line supervisors to effectively implement evidence-based practices. These included readjusting accountability mechanisms, performance measure and supervisory systems. Panel members shared practical applications and implementation successes in New York.

Procedural Justice in Policy and Practice

This panel discussion explored ways in which agencies can imbed the principles of procedural justice into their agencies policies and practice to increase the communities view of their legitimacy. Panel members shared their first-hand experiences in examining their agencies policies and procedures, and ways in which they updated them to reflect the procedural justice principles of fairness, transparency, giving voice and neutrality. The panel members also shared the role of academic research and partnerships in this process, and lessons learned from their experiences.

Non-Fatal Shooting Initiative Application and Evaluation

This panel discussion provided an update of the Newburgh Non-Fatal Shooting Initiative. Panel members shared their experience in implementing policies and procedures that focused on non-fatal shootings and the effect on clearance rates associated with those policies and procedures. The research partner shared the process used to evaluate the work and discussed the positive outcomes achieved so far, as well as lessons learned that other agencies can use to improve clearance rates in their own jurisdiction.

Measuring Police Proactivity

This presentation reviewed the importance of proactive policing and the challenges of targeting, tracking and measuring police proactivity for effective implementation. Empirical results from the Police Proactivity Lab at George Mason University were presented.

Safer Neighborhoods Through Precision Policing

This panel presentation discussed the Albany Police Department's work on the Safer Neighborhoods Through Precision Policing Initiative. Panel members shared their experiences with policy review, assessments, training and technical assistance that identified promising strategies that reduce crime, protect officers' safety and wellness, establish productive interagency partnerships with law enforcement and community stakeholders and implement innovative and effective technologies to assist the department safeguard neighborhoods.

Identifying Problems and Testing Solutions

This presentation addressed rapid-cycle research, and the BetaGov learning model. Dr. Angela Hawken shared examples of her work in rapid-cycle research and showed how you can become a "pracademic," and identify and test strategies in your backyard.

NYSIC Threat Identification and Prioritization

This presentation addressed the information that comes into New York State Intelligence Center, how threats are identified and prioritized, and the intelligence gaps that exist. It also included an open discussion on how information can flow better both to and from the NYSIC.

Overdose Detection and Mapping Application Program (OD-Map)

This presentation demonstrated the value of adding overdose information to the application, built by the Washington-Baltimore HIDTA, and highlighted some success stories from the Cheektowaga Police Department.

Technology Use in Evidence-Based Policing

This presentation addressed the linkage between research and practice as evidence-based practices hinge on the value of anecdotal and formalized evidence from measurable policing functions – from implementing guidelines to crime prevention. Valarie Findlay shared how the use of evidenced-based practices could improve data analytics across many programs – crime prevention and interdiction, investigative functions in analysis and intelligence gathering, from tip consolidation to complex field intelligence.

Advancing Police/Parole/Probation Partnerships

Informal partnerships between police and community supervision officers have existed since the inception of probation and parole, but not until the 1990s were they formalized (e.g., Night Light, Accountability Tours) and empirically documented. This workshop discussed the role of law enforcement in intervention and reentry, including five distinct forms of partnership implemented throughout the US and Canada. Commonalities across jurisdictions were highlighted, research on practices and impact reviewed, and finally continued shortcomings and concerns identified. Recommendations for engaging with law enforcement effectively were provided.

GIVE Focus Group

This focus group discussion included executive representatives from each of the GIVE partnering agencies hosted by Executive Deputy Commissioner Mike Green and DCJS staff members. This discussion provided executive partners the opportunity to share with DCJS information on what is working well with GIVE; what can be improved; and what DCJS can do to further support your GIVE-related efforts locally.

Program Evaluation for Crime Analysts

This presentation discussed the Current and Potential Role of Crime Analysts in Evaluations of Police Interventions. Additionally, the discussion covered some basics of Program Evaluation and what analysts should know before implementing programs. This included types of Program Evaluations and the differences between Evaluations and Performance Metrics.

Body Worn Camera Research

This presentation focused on the research of the implementation of body-worn cameras in a midsize upstate New York jurisdiction as well as in the New York City Police Department. The researchers shared the results of their work and the implications for other agencies with body-worn camera programs or for agencies considering their use.

Building Trust between Crime Analysts and Law Enforcement

This plenary session addressed the importance of building trust between the police, prosecutors, and crime analysts in pursuing investigations and prosecutions. Panel members shared insight into the positive relationships that they have built and fostered, as well as cited specific cases where the work of the crime analysts has played a critical role in successful investigation and prosecution outcomes.

2018 Symposium Presenters

Ian Anderson, Intelligence Analyst, New York State Police

Ian Anderson currently serves as an intelligence analyst with the New York State Police (NYSP) Counter Terrorism Center (CTC) at the New York State Intelligence Center (NYSIC), where he has been stationed the last seven years. Prior to his transfer to the NYSP in January 2017, Mr. Anderson held the same title at the NYSIC while employed by the New York State Division of Homeland Security and Emergency Services' (DHSES) Office of Counter Terrorism (OCT). Mr. Anderson's research and professional practice focus on intelligence analysis, the global jihadist

movement and terrorist behavior. Mr. Anderson also currently serves as an Adjunct Professor at the University at Albany – teaching on the topics of homeland security, terrorism and political violence. Mr. Anderson graduated from the Rockefeller College of Public Affairs & Policy (2009) with a Master’s in Public Administration (MPA) focusing in Homeland Security Studies and earned his BA in Political Science from the University of Albany (2007).

Aliese Alter, ODMAP Program Manager, Washington/Baltimore HIDTA

Aliese Alter is the ODMAP (Overdose Detection Mapping Application Program) Program Manager for the Washington/Baltimore HIDTA. As the Program Manager, she is responsible for outreach and implementation for ODMAP nationwide. Ms. Alter also has experience working as a Detective in the Richmond, Virginia, area where she held a variety of assignments to include: Patrol, Recruitment and Special Victims Unit.

Leigh Bates, Chief of Criminal Justice Research & Evaluation, NYS DCJS

Leigh Bates has more than 10 years of experience in criminal justice research and policy analysis in New York State. As the Chief of Criminal Justice Research and Evaluation at the Division of Criminal Justice Services’ Office of Justice Research and Performance, she has assisted with numerous criminal justice initiatives, including the state's interagency effort to assess the impact of New York's 2009 drug law changes. Her current projects focus on assessing criminal justice programs and practices to improve their alignment with the evidence base and the principles of effective interventions. Dr. Bates is also overseeing the development of the Criminal Justice Knowledge Bank and Research Consortium, which seek to promote the use of evidence based practices and support local practitioner and researcher partnerships. Dr. Bates holds a Master of Public Administration from the University of Arizona and a Ph.D. in Criminal Justice from SUNY Albany.

James C. Brown, Ph.D., Utica College

Dr. Brown joined the full-time faculty in January 2014 after serving multiple senior administrative roles at Utica College since 2005. Most recently Dr. Brown served as the Vice President for the School of Online & Extended Studies and an adjunct instructor in the School of Arts and Sciences and School of Business and Justice Studies at Utica College. Dr. Brown has also served as Assistant Vice President for Marketing & Communications, Assistant Vice President for Academic Affairs & Dean of the School of Graduate & Extended Studies, and Vice President for Strategic Initiatives. Dr. Brown holds a bachelor’s degree in criminal justice from Utica College (1988), a master’s degree in public administration from Sage Graduate School in Albany (1994), where he was awarded the Outstanding Public Administration Student, and a doctorate in education from the University of Phoenix School of Advanced Studies in educational leadership (2007).

Kyungseok Choo, Ph.D., Utica College

Dr. Choo is involved in numerous federal/state/foreign government funded projects: Juvenile Drug Treatment Court Guidelines; School Safety Intelligence Fusion Center in Miami-Dade School District; Louisiana Safe and Successful Schools Initiative; Sex Offender Authentication; Transnational human trafficking study; Shannon Community Safety Initiative; and Identity Fraud Trends and Patterns. The research results have been published as academic journal articles in Asian Journal of Criminology, Victims and Offenders, Sex Offender Law Report, British Journal of Community Justice, Crime and Criminal Justice International, and Women and Criminal Justice. His book “Gangs and Immigrant Youth” published in 2007 has been well received.

Kathryn Christman, Crime Analyst, Erie Crime Analysis Center

Kathryn (Katie) Christman is a crime analyst at the Erie Crime Analysis Center (ECAC), working on-site at the Buffalo Police Headquarters in Buffalo, NY. Ms. Christman began her career in crime analysis in January 2014, working as a crime analyst at the Onondaga Crime Analysis Center (OCAC) in Syracuse, NY. While working as an analyst for OCAC, she was responsible for analyzing burglaries, arson and counterfeit/forgery incidents. Prior to OCAC, Ms. Christman completed her dual Bachelor Degrees in sociology and history, and received her Master's Degree in Criminal Justice from the University at Albany in December 2013. Currently at ECAC, Ms. Christman is responsible for conducting analysis on shooting and homicide investigations, tracking and reporting NIBIN hits and recovered firearms, and video editing/enhancing.

Hannah Cochran, Research Analyst, John F. Finn Institute for Public Safety

Hannah Cochran is a Research Analyst with the John F. Finn Institute for Public Safety. She is also a Master's student in the School of Criminal Justice at the University at Albany. Ms. Cochran is a coauthor of *Deconstructing the Power to Arrest: Lessons from Research*, a monograph published by the International Association of Chiefs of Police, and of the Finn Institute report, *Nonfatal Shooting Initiative Evaluation: First Interim Report*. In addition to her work on the nonfatal shooting initiative evaluation, she is collaborating on an evaluation of implicit bias awareness training in the NYPD and on systematic social observations of police-citizen encounters. Ms. Cochran holds a B.A. in both Political Science and Studio Art from Connecticut College.

Valarie Findlay, Research Fellow, Police Foundation

Valarie Findlay is an American Society for Evidenced-Based Policing member and a research fellow for the Police Foundation (USA) with two decades of senior-level expertise in cyber security and policing initiatives. She has worked extensively on federal cyber initiatives and is a member of the Canadian Association of Chiefs of Police eCrimes Cyber Council and AFCEA DC. She has a Master's in Sociology and a Master's in Terrorism Studies with her dissertation addressing the impacts of terrorism on law enforcement in Western Nations and is currently working on her doctorate.

Nina Rose Fischer, Ph.D., John Jay College of Criminal Justice

Nina Rose Fischer has a Ph.D. in Social Welfare Policy, and is an Assistant Professor at John Jay College of Criminal Justice in Interdisciplinary Studies. Her expertise is in youth justice and mixed methods evaluation. She was the Principal Investigator (PI) on an evaluation of a reentry intervention for young women in the juvenile justice system. She continues to be PI of a study of the Safety-First harm reduction drug education curriculum in New York City public high schools. The findings from the spring 2018 pilot led to a new grant to replicate the study in the San Francisco Public Schools. She also continues to be the PI for a study of the Youth Police Initiative in Long Island, NY, Brooklyn, NY at a precinct with significant violent crime and police citizen complaint rate, and in Kansas City, Missouri in a precinct where there have been 157 homicides in the last year. She currently has a book contract to write an ethnography that will provide rich description of an intervention that may bridge the divide between police and youth.

Edward A. Flynn, Retired Chief of Police in Milwaukee

Edward A. Flynn was appointed Chief of Police in Milwaukee in January 2008. At the time of his retirement in February 2018, there were only three chiefs whose tenures exceeded his in the Major Cities Chiefs Association and he was the fifth longest serving chief in the Milwaukee Police Department's 162-year history and the first, since the institution of terms of office, to be reappointed. Flynn served as Secretary of Public Safety from January 2003 until he took command in Springfield. He was responsible for a secretariat employing 10,000 that included the Massachusetts State Police, the Department of Corrections and the Massachusetts Emergency Management Agency. Prior to his appointment as Secretary of Public Safety, he served for five years as the Chief of Police in Arlington, Virginia. In that capacity, he was instrumental in the recovery effort at the Pentagon after the September 11, 2001 terrorist attack. Chief Flynn served on the Boards of Directors of the International Association of Chiefs of Police and the Police Executive Research Forum. He also chaired the Legislative Committee of the Major Cities Chiefs Association. He was a member of the Harvard Kennedy School's Executive Session on Policing and a 1999 recipient of the Police Executive Research Forum's Gary Hayes Memorial Award for Emerging Police Leaders. In May 2016, he received the Police Executive Research Forum's annual Leadership Award recognizing his career achievements. In 2017, the FBI National Executive Institute Alumni awarded him its Penrith Leadership Award. In 2018, the Major Cities Chiefs Association presented him a special recognition award for his contributions to the police profession. Edward Flynn holds a Bachelor of Arts degree in History from LaSalle University in Philadelphia, a Master's degree in Criminal Justice from John Jay College of Criminal Justice in New York and completed all coursework in the Ph.D. program in Criminal Justice from City University in New York. Chief Flynn is a graduate of the FBI National Academy, the National Executive Institute and was a National Institute of Justice Pickett Fellow at Harvard's Kennedy School of Government.

Jamie Giammaresi, Senior Director, Erie Crime Analysis Center

Jamie Giammaresi is Director of the Erie Crime Analysis Center in Buffalo, NY, for the Division of Criminal Justice Services. He was among the first CAC directors and has been with DCJS and helped establish the center in 2007. Prior to his service with DCJS, Mr. Giammaresi served with the Buffalo Police Department, joining in 1982 as a patrolman. He retired in 2004 with the rank and title of Chief of Staff. He graduated from Canisius College with a B.A. Degree, and has attended Senior Management Institute for Police sponsored by the Police Executive Research Forum.

Christian Gossett, District Attorney, Winnebago County, WI

Christian Gossett has been the Elected District Attorney for Winnebago County, Wisconsin, since 2007. During his tenure, Mr. Gossett has worked to find ways to evaluate criminal justice processes and outcomes and to improve system effectiveness. Mr. Gossett has also focused on building community partnerships and creating and implementing programs that serve both the rehabilitative needs of low-level offenders and the quality of life and safety of the community. Throughout his work, Mr. Gossett has advocated for the importance of academic research, science, and evidence-based decision making to criminal justice reform. He has a J.D. from the University of Wisconsin Law School, a B.A. from St. Olaf College in Metaphysics, Philosophical Theology, and Psychology and prior Certification as a Law Enforcement Officer.

Lieutenant Brian Gould, Cheektowaga Police Department

Lt. Brian Gould is currently assigned as a second line patrol supervisor on the afternoon shift at the Cheektowaga Police Dept (first ring suburb of Buffalo, NY). He has been with the Cheektowaga Police Department for 18 years. Lt. Gould has a Master's Degree in Criminal Justice Administration from Hilbert College and is a graduate of the FBI National Academy. In September 2017, Lt. Gould created a pilot program where representatives from public health partner with the police department to provide next day follow up to subject who overdose.

Joseph A. Gramaglia, Deputy Commissioner, Buffalo Police Department

Joseph A. Gramaglia is the Deputy Police Commissioner of Operations for the Buffalo Police Department. In the department for over 22 years, Mr. Gramaglia started as a patrol officer in 1996 working midnights on the west side of Buffalo for 12 years, before being promoted to Lieutenant in 2008 where he was assigned to patrol, remaining on the midnight shift. In July of 2013, he was promoted to Captain and assigned to the Investigative Services Division commanding the Homicide and Sex Offense Squads for the next three years, until 2016 where he was promoted to Chief and assigned to the Central District. The Central District is made up of a wide variety of places including the downtown business core, two entertainment districts, the waterfront/ Canal Side, numerous festivals, parades and celebrations and various neighborhoods with a diverse background of citizens. In May 2018, Mr. Gramaglia was promoted to Deputy Commissioner and is now overseeing all operations of the police department. He holds a Bachelor of Science Degree in Communications from the State University of Fredonia and a Master's of Public Administration from the State University of Buffalo, where his Master's Project was done on police officers' perceptions of body worn cameras in Buffalo and Rochester, which was published in the American Journal of Criminal Justice in 2017.

Laurie A. Grieco, National Network for Safe Communities

Laurie A. Grieco is a Group Violence Intervention Field Advisor for the National Network for Safe Communities. She is responsible for providing technical assistance and support for the National Network's partner jurisdictions, providing strategic advising and data management to sites implementing strategies to reduce violence and community disorder. Ms. Grieco holds an A.D. in Liberal Arts and Humanities from Westchester Community College in Valhalla, New York, a B.S. in Criminal Justice Counseling from Peru State College in Peru, Nebraska, and a M.S. in Criminal Justice from the University of Cincinnati in Cincinnati, Ohio.

Robert C. Haas, Retired Police Commissioner, City of Cambridge, MA

Robert C. Haas recently retired after serving nine years as the Police Commissioner for the City of Cambridge, MA. Since his retirement, he is actively working with various police departments around the country as a consultant on various projects principally focusing on organizational change and transformation, community engagement, officer safety and wellness, trauma-informed policing, and internal integrity systems. During his tenure with the Cambridge Police Department, he focused his energies on shifting the police department from a legal enforcement-centric posture to one that fully embraced the philosophical underpinnings of Police Legitimacy. He was responsible for developing several initiatives that focused on various vulnerable populations within the community, and developed strong collaborative relationships with various stakeholders invested in those various initiatives. As the Secretary of Public Safety, he had administrative oversight of eighteen state public safety agencies, to include the Massachusetts State Police, Registry of Motor Vehicles, the Department of Corrections, the National Guard, the

Department of Fire Services, Massachusetts Emergency Management Agency, and Department of Public Safety. Prior to being named Secretary of Public Safety, he served as the Undersecretary for Law Enforcement and Homeland Security. Prior to being invited to serve at the Executive Office of Public Safety, Commissioner Haas served for twelve years as the Police Chief for the Town of Westwood, MA. He had begun his policing career with the Morris Township Police Department in Morris Township New Jersey where he rose through the ranks of the department. Commissioner Haas has a Master's Degree in Criminal Justice Administration from Rutgers University and has completed all the coursework in the Doctorate Program in Law, Policy and Society at Northeastern University.

Gary W. Hackbush, Erie County District Attorney's Office

Gary W. Hackbush is a 25-year veteran of the Erie County District Attorney's Office. He currently supervises the Tactical Prosecution Unit, which focuses exclusively on firearms and firearms related offenses. Prior to leading the Tactical Prosecution Unit, Mr. Hackbush was assigned for almost a decade in the Homicide Bureau. He also has held various positions within the Erie County District Attorney's Office including a felony trials attorney with Narcotics Bureau and Chief of the Supreme Court Bureau. He has earned his Bachelor of Arts Degree in 1989 from the Canisius College and his Juris Doctor in 1992 from the University of Detroit.

Angela Hawken, Ph.D., NYU Marron Institute of Urban Management

Angela Hawken, Ph.D., is a Professor of Public Policy at the NYU Marron Institute of Urban Management and director of the Litmus program. She is the founder and director of BetaGov, a resource center for practitioner-led trials that provides tools to develop and conduct experimental tests of practices and policies in order to increase the pace of innovation in criminal-justice and other policy areas. Additionally, she is the principal investigator of several studies that test "Swift Certain Fair" (SCF) strategies to reduce recidivism and incarceration; she led the advisory teams to the Washington State Department of Corrections (WADOC) in its statewide rollout of Swift and Certain and to the New York State Department of Corrections and Community Supervision (DOCCS) in its RESET parole-reform effort. She works with agencies in 14 states that are implementing and evaluating SCF in community corrections and in custody. Dr. Hawken completed a bachelor's degree, an honors degree, and graduate coursework in economics at the University of the Witwatersrand, as well as a Ph.D. in policy analysis at the RAND Graduate School.

Maris M. Herold, Chief of Police, University of Cincinnati

Maris M. Herold is the Police Chief at the University of Cincinnati. She began serving as Police Chief with the University of Cincinnati after retiring from the Cincinnati Police Department. Her primary focus at UC is police reform, including training and problem-solving. Chief Herold began her career in social work, serving as a sexual assault investigator and as a psychiatric intake worker in a juvenile mental health facility. She transitioned from social work in 1993 and joined the Cincinnati Police Department. Chief Herold held numerous positions within the Cincinnati Police Department, including the Professional Standards Section, Training Section, Community Relations Section, and Crime Analysis and Problem-Solving Unit. She also served as the District 4 Operations Commander. Throughout her tenure, her primary focus was community collaboration and problem solving. Chief Herold holds a Master's Degree in Criminal Justice from Xavier University in Cincinnati, Ohio. She is a graduate of the FBI National Academy, Police Executive Research Forum's Senior Management Institute for Police, and Cincinnati's Regional

Chamber of Commerce WE Leadership Course. Most recently, she received the 2016 Collaborative Agreement Award from members of the Cincinnati Collaborative Agreement.

Tamara D. Herold, Ph.D., University of Nevada, Las Vegas

Dr. Tamara D. Herold (formerly Madensen) is an Associate Professor of Criminal Justice and Graduate Director at the University of Nevada, Las Vegas. She also serves as an affiliate scholar for the University of Cincinnati/International Association of Chiefs of Police – Center for Police Research and Policy. She received her Ph.D. with an emphasis in Crime Prevention from the University of Cincinnati. Her publications propose, extend, or test crime science models and help translate research findings into practice and policy. Dr. Herold's work is published in various outlets, including *Criminology* and *Justice Quarterly*. She has published numerous practitioner-focused research papers, including two COPS Office Problem-Oriented Policing Guides and problem-solving research monographs submitted for the Herman Goldstein Excellence in Problem-Oriented Policing Award. A finalist for the award in 2012 (with the Las Vegas Metropolitan Police Department – School Violence Initiative), she received the award in 2017 for co-developing P.I.V.O.T. (Place-based Investigations of Violent Offender Territories), a crime reduction strategy aimed at eliminating criminogenic infrastructures in violent, persistent hot spots.

Lieutenant Kishon Hickman, New York City Police Department

Kishon Hickman attended New York University's Polytechnic Institute, in Brooklyn, NY, where he received a B.S. in Mathematics. He taught Math and Physics at Rice High School in Manhattan for two years before joining the New York City Police Department. Kishon served as a uniformed patrol officer in the Bronx's 50th Police Precinct. He was promoted to the rank of Detective in the Organized Crime Control Bureau's Narcotics Division as an investigator until his promotion to Sergeant. In the rank of sergeant, Kishon has served in Harlem's 32nd Precinct Operation Impact, the Supervisor of The Bronx's Juvenile Robbery Squad, and the Narcotics Supervisor of East Harlem's 25th Precinct. In August 2013 Kishon was promoted to the rank of Lieutenant and is assigned to the NYPD's Office of the Chief of Community Affairs as the Special Projects Lieutenant. Kishon is also active in academia. After joining the NYPD, he earned a Master's Degree in Police Management (magna cum laude) from Seton Hall University and a Doctorate in Education (Ed.D.) from St. John Fisher College. He is a tenured member of faculty at SUNY Rockland's Criminal Justice & Mathematics Departments. Kishon is a member of the International Association of Chiefs of Police (IACP), The American Academy of Professional Law Enforcement (AAPLE) and the NYPD Guardians Association.

Natalie Hipple, Ph.D., Department of Criminal Justice at Indiana University

Dr. Natalie Hipple is an Associate Professor in the Department of Criminal Justice at Indiana University. She is also a subject matter expert for the Bureau of Justice Assistance's Strategies for Policing Innovation initiative. Her research interests include gun violence, problem solving policing, incident reviews, restorative justice, and evaluation of criminal justice programs. Dr. Hipple has published numerous articles and reports most recently appearing in *The Journal of Crime and Justice*, *Policing and Society*, and *Violence and Victims*. She is currently the principal investigator for a national evaluation of the Innovations in Community Based Crime Reduction/Byrne Criminal Justice Innovation (CBCR/BCJI) program.

Commander Eric Holmes, Chief of Staff, Pittsburgh Bureau of Police

Eric Holmes, has served the City of Pittsburgh as an accomplished and respected law enforcement professional for over 20 years, currently holding the rank of Commander and serving as the Pittsburgh Police Chief of Staff and Executive Officer. Commander Holmes earned his B.A. degree in Communications from Slippery Rock University in 1993. In 2018 he earned his M.S. degree in Criminal Justice Administration from Point Park University. He belongs to a number of professional and volunteer activities (past and present) to include Alpha Phi Alpha Fraternity, Inc., Academy of Criminal Justice Sciences, Boy Scouts of America Rights of Passage, Leadership Pittsburgh, Robert Morris University Criminal Justice Advisory Committee, YWCA Community Board of Directors, and he serves as a Commissioner on the City of Pittsburgh Commission on Human Relations. In June 2008, the Eric L. Holmes Criminal Justice Scholarship was established at Slippery Rock University.

David M. Hoovler, District Attorney, Orange County

David M. Hoovler, the elected District Attorney of Orange County, oversees an office staff consisting of 45 assistant district attorneys, 12 investigators, and 19 support personnel. The Orange County District Attorney's Office is responsible for prosecuting over 22,000 criminal cases each year. District Attorney Hoovler is a former police detective in Prince George's County, Maryland, and a former Department of Justice trial attorney within the criminal division, which specialized in electronic surveillance-related issues, wiretapping, and complex narcotics conspiracy cases.

Lieutenant Karl Jacobson, New Haven Police Department

Lieutenant Karl Jacobson is the Officer in Charge of the New Haven Police Department (NHPD) Criminal Intel Unit, Shooting Task Force, and Narcotics Enforcement Unit. He oversees the implementation and innovations of the New Haven Police Department's strategies to reduce violence, execute target enforcement, enhance legitimacy, and strengthen relationships between law enforcement and communities. This strategy derived from the National Network for Safe Communities, is called Project Longevity. Lieutenant Jacobson also works with the National Network for Safe Communities, by teaching strategies such as custom notifications. Lieutenant Jacobson and ATF RAC Michael Zeppieri started the daily Intel meetings at the New Haven Police Department, which uses the collaboration of Local Police and Federal Partners with Project Longevity tactics to combat violent crime in New Haven, Connecticut. Lieutenant Jacobson has worked as a police officer for 20 years, he started his career with the East Providence, Rhode Island Police Department, where he stayed for nine years and was a Drug Enforcement Administration Task Force Officer for five years. In New Haven, he worked on the Connecticut State Police Statewide Narcotics Task Force and the FBI Safe Streets Gang Task Force before being promoted to Sergeant six years ago, Lieutenant one year ago, and heading the efforts of Project Longevity. Lieutenant Jacobson has a Bachelor's Degree from Rhode Island College in Justice Studies and Sociology.

Ryan Keck, Center for Policing Excellence

Ryan Keck began his public safety career in 1999, serving as a corrections deputy in both California and Oregon. A self-proclaimed learning and performance "geek," Keck's passion and experience with learner-centered education led him in 2007 to a full-time position at Oregon's Department of Public Safety Standards and Training (DPSST) creating and managing statewide training programs designed to develop critical thinking, emotional intelligence and career

confidence. Keck currently supervises the Center for Policing Excellence at DPSST, which is responsible for promoting research-informed public safety practices statewide via training and technical assistance.

Deputy Chief Art Knight, Chief of Staff, Minneapolis Police Department

Art Knight began his career with the Minneapolis Police Department in 1992, and has served in several investigative roles in addition to working in both the 3rd and 4th Precincts. His investigative experience includes assignments in Public Housing, Sex Crimes, Family Violence and Assault. Most recently, he has served as a Lieutenant in the 4th Precinct and as the leader of the MPD's Procedural Justice Team, which facilitated department-wide training focused on history and how it relates to police interactions today. He has also been a volunteer coach for the Police Activities League for more than 20 years. As the Deputy Chief/Chief of Staff, Knight will be a crucial connection between the MPD and the communities it serves while overseeing the department's progressive initiatives, including the National Initiative for Building Trust & Legitimacy.

Christopher S. Koper, Ph.D., George Mason University

Dr. Christopher S. Koper is an Associate Professor in the Department of Criminology, Law and Society at George Mason University and the Principal Fellow of George Mason's Center for Evidence-Based Crime Policy. Dr. Koper holds a Ph.D. in criminology and criminal justice from the University of Maryland and has nearly 30 years of experiencing conducting criminological research at George Mason, the Police Executive Research Forum, the University of Pennsylvania, the Urban Institute, the RAND Corporation, the Police Foundation, and other organizations. He has written and published extensively on issues related to firearms, policing, federal crime prevention efforts, research methods, and other topics. Dr. Koper has served as a lead or senior-level investigator for numerous projects funded by the U.S. Department of Justice, including Congressionally-mandated assessments of the 1994 federal assault weapons ban and the federal Community Oriented Policing Services (COPS) program. He is the co-creator of the Evidence-Based Policing Matrix, a tool used by policing organizations internationally to visualize research results on police effectiveness and translate those results for practitioners and policymakers. Dr. Koper's work on the methods of patrolling crime hot spots (often referred to as the "Koper curve" principle) is also used by numerous police agencies in the United States and abroad. His new book, with Cynthia Lum, is *Evidence-Based Policing: Translating Research Into Practice* (2017, Oxford University Press).

Cynthia Lum, Ph.D., George Mason University

Dr. Cynthia Lum is a Professor of Criminology, Law and Society at George Mason University and Director of its Center for Evidence-Based Crime Policy. Her research focuses on policing tactics, strategies, technology, and organization, crime prevention and deterrence, and evidence-based crime policy. With Professors Christopher Koper and Cody Telep, she has developed tools to help translate research into practice. For the National Academy of Sciences, Dr. Lum has been appointed a member of its Standing Committee on Traffic Law Enforcement (Transportation Research Board), as well as to the Committee on Proactive Policing. She is a member of the Research Advisory Committee of the IACP, and the Misdemeanor Justice Project at John Jay College of Criminal Justice. Dr. Lum is a Fulbright Specialist in policing and criminology and the co-founder of the International Summer School for Policing Scholars. She is the founding editor of *Translational Criminology Magazine*. Her new book (with Christopher Koper) is *Evidence-Based Policing: Translating Research into Practice* (Oxford).

Adam K. Matz, Ph.D., University of North Dakota

Adam K. Matz, Ph.D., is an Assistant Professor in the Department of Criminal Justice at the University of North Dakota (UND). He previously worked in research positions with the American Probation and Parole Association (APPA), an affiliate of the Council of State Governments (CSG), as well as the Administrative Office of the Courts (AOC) with the Kentucky Court of Justice (KCOJ). His research interests include police-probation/parole partnerships, interagency information sharing, occupational culture, probationer/parolee recidivism and desistance, and the mentoring of youth with an incarcerated parent. His teaching interests include research methods, statistics, correctional alternatives, and evidence-based practices and programs. He has been involved in numerous committees, serving as an Executive Counselor for the Academy of Criminal Justice Sciences (ACJS) Corrections Section and as a former Vice-Chair of the Global Standards Council (GSC) with the U.S. Department of Justice (DOJ). He received his doctorate in Criminology from Indiana University of Pennsylvania (IUP), as well as master and bachelor degrees from Eastern Kentucky University (EKU).

Scott Meadors, Captain, Stockton Police Department

Scott Meadors has been a police officer since 1991 and has had assignments in patrol, field training, and narcotics. As a sergeant, he worked patrol, narcotics, violent crime task force, and internal affairs. As a lieutenant, he managed the county-wide bomb squad and worked as a watch commander. He held assignments as the Field Operations Captain, Investigations Captain, and Special Operations Captain. He is currently the lead trainer for the Stockton Police Department and the State of California on Procedural Justice. He has specifically been involved in the institutionalizing of Procedural Justice within the police department, application of Procedural Justice to Group Violence Intervention Strategies, and the application of Procedural Justice in areas forecasted with high crime.

Derek Miller, Director, Orange County Probation

Director Derek Miller started in Orange County Probation in 1990 as a probation officer supervising adult offender and writing Pre-Sentence Investigations. In 2000, he promoted to Sr. Probation Officer working with Juvenile Delinquency and Persons in need of supervision youth. In 2005, he was promoted to Probation Supervisor of a juvenile probation unit and the Orange County Crime Victims Assistance Program. He was appointed in 2010 as Probation Director overseeing a staff of 60 sworn officers, five full-time and one part-time Crime Victim Counselors, two crime victim case managers and 15 support staff. The department's focus is on the prevention of crime through the utilization of differential supervision and the analysis of the outcomes of interventions provided to the offenders under supervision.

Honorable Thomas E. Moran, 7th Judicial Supreme Court

Justice Thomas E. Moran was elected to the 7th Judicial Supreme Court bench in 2011. Justice Moran is a Livingston County resident and is presently serving the 7th Judicial District through his assignment to the Monroe County Court - Gun Part. Prior to election to the bench Justice Moran served as Livingston County's District Attorney for 19 years. Justice Moran is a graduate of Rochester Institute of Technology and Syracuse University College of Law. Prior to serving as Livingston County's District Attorney, Justice Moran maintained a private law practice, served as an Assistant Livingston County District Attorney, a Defense Attorney and as a Town Justice for the Town of Livonia. Justice Moran began his career as a Livingston County Deputy Sheriff and then a Brighton Police Officer.

Ashley M. Morgan, Assistant District Attorney, Erie County District Attorney's Office

Ashley M. Morgan, Assistant District Attorney Erie County District Attorney's Office. ADA Morgan is a graduate of Syracuse University College of Law and has been a prosecutor with the Erie County District Attorney's office since 2008. She is currently assigned to the Tactical Prosecution Unit which focuses on prosecuting crimes involving gang-related shootings and firearm possession in the City of Buffalo.

Nicholas J. Petitti, Director of Business Intelligence, Rochester Police Department

Mr. Petitti is the Director of Business Intelligence for the Rochester Police Department. From 2009-2013, he ran the Crime Analysis Unit of the Rochester Police Department and was the managing analyst for the Monroe Crime Analysis Center in Monroe County, NY. Mr. Petitti has worked as an analyst since 2004, primarily focusing on issues associated with gangs and violent crime. Currently, Mr. Petitti oversees strategic analysis, business intelligence, data management, and technology integration efforts for the Department. Mr. Petitti holds a B.S. in Criminal Justice from Rochester Institute of Technology, where he is an Adjunct Lecturer in the Department of Criminal Justice.

Eric L. Piza, Ph.D., John Jay College of Criminal Justice

Eric L. Piza is an Associate Professor at John Jay College of Criminal Justice, City University of New York. He received his Ph.D. from Rutgers University. Dr. Piza is currently involved in applied research projects in partnership with public safety agencies across the United States, focusing on the spatial analysis of crime patterns, crime control technology, and the integration of academic research and police practice. His scholarship has appeared in *Criminology*, *Crime & Delinquency*, *Journal of Experimental Criminology*, *Journal of Research in Crime and Delinquency*, *Journal of Quantitative Criminology*, and *Justice Quarterly*. Dr. Piza was the 2017 recipient of the American Society of Criminology, Division of Policing's Early Career Award.

Megan Quattlebaum, Council of State Governments Justice Center

Before joining the Council of State Governments Justice Center, Megan Quattlebaum most recently served as a research scholar in law and the program director of the Justice Collaboratory at the Yale Law School, where she taught, developed and oversaw research projects, and led the organization's work on behalf of the National Initiative for Building Community Trust and Justice. She has also been a lecturer in law Columbia Law School, and was the Senior Liman Fellow in Residence for the Arthur Liman Center for Public Interest Law at the Yale Law School. She was a practicing criminal and civil defense attorney with Zuckerman Spaeder LLP in New York, and an Arthur Liman Public Interest Fellow and attorney at the Neighborhood Legal Services Association in Pittsburgh. She also served as a clerk for the Hon. Julio M. Fuentes of the U.S. Court of Appeals for the Third Circuit.

Dennis J. Richards, Chief of Detectives, Buffalo Police Department

Dennis J. Richards has been serving as Chief of Detectives in the Buffalo Police Department since 2006. He started his law enforcement career as a civilian report technician in 1977, transitioning to police officer in 1982. He was promoted to the rank of detective in 1992, lieutenant in 1996, and captain in 2004. He received his B.A. and Master of Arts in social policy from SUNY Empire State College, and currently serves as president of the Buffalo Police Athletic League.

Joel Root, Monroe County Probation

Supervisor Joel Root has worked as a Probation Officer for 17 years in Genesee and Monroe County. His current assignment is Supervisor of the Special Operations Unit, overseeing the Swift, Certain and Fair/Nightwatch program, Electronic Monitoring, Probation Intelligence and the Probation Warrant Unit. Past assignments have included Senior Officer and Supervisor of the Sex Offender Unit, Probation Field Intelligence Officer, Search Coordinator, Warrant Officer, Mental Health Officer, general supervision and Sex Offender GPS supervision. He has presented at state conferences on the topics of Probation Search, Crime Analysis/Probation collaboration and Probation Assessments. He has trained with the U.S. Marshal Service and the Federal Bureau of Investigation and instructs a variety of topics for his agency.

Detective Sergeant Joseph Rutigliano, City of Newburgh Police Department

Detective Sergeant Joseph Rutigliano began his law enforcement career with the City of Newburgh Police Department in July of 2003. He has been assigned to specialized units such as Anti-Crime and Narcotics before being promoted to Detective (in the Narcotics Unit) in June 2008. Sergeant Rutigliano remained in The Narcotics Unit until January 2012 when he transferred to General Investigations. In General Investigations Sergeant Rutigliano worked on dozens of Homicides and Non-Fatal Shootings both as a lead detective and as support to the lead detective. Sergeant Rutigliano was Newburgh's Field Intelligence Officer from 2014-2016. Sergeant Rutigliano was promoted to the rank of sergeant in October 2016 and was subsequently assigned upstairs to supervise The Detective Division in April 2017. In addition to his work at the City of Newburgh Police Department; Sergeant Rutigliano has been an instructor at the Orange County Police Chief's Assoc. Police Academy located in New Windsor, NY for four years teaching General Topics, Basic Criminal Investigator School as well as Supervisor's School.

Ronal Serpas, Retired Superintendent New Orleans Police Department

Ronal W. Serpas, Ph.D., is a full-time faculty member and Professor of Practice, Criminology and Justice, Loyola University New Orleans, teaching undergraduate and graduate courses since August 2014. Dr. Serpas recently retired from a 34-year career in American law enforcement. From 2001-2014 he served as the Police Superintendent in New Orleans, LA, Police Chief in Nashville, TN and Chief of the Washington State Patrol. While Superintendent of Police in New Orleans, Dr. Serpas worked closely with the U.S. Department of Justice - Civil Rights Team, the U.S. Attorney's Office, and the FBI to investigate several Federal Criminal Civil Rights cases and other criminal and significant administrative violations of police officers before and after Hurricane Katrina. This work also included the negotiation of the New Orleans Police Department Consent Decree and early implementation of its requirements. Dr. Serpas has published several articles on topics such as police accountability systems, police disciplinary systems, firearm violence in America, challenges in crime following natural disasters, implementing Procedural Justice and Police Legitimacy and evidenced-based Use of Force policy development. Dr. Serpas' expert commentary on crime rates, policing and criminal justice reform has appeared in the New York Times, USA Today, The Hill, NBC News, CBS News, Fox News, The Atlantic Monthly, The Wall Street Journal, The Washington Post, NPR, MSNBC, among other outlets.

Robert Worden, Ph.D., John F. Finn Institute for Public Safety

Dr. Worden is the Director of the John F. Finn Institute for Public Safety. He holds a Ph.D. in political science from the University of North Carolina at Chapel Hill, with specializations in public

administration and public policy. Dr. Worden conducts basic research on police decision-making and behavior and applied research on criminal justice strategies, programs, and reforms. He served on the National Research Council's Committee to Review Research on Police Policies and Practices, and has served since 2001 on the New York State Law Enforcement Agency Accreditation Council. Dr. Worden is the coauthor (with Sarah McLean) of *Mirage of Police Reform* (University of California Press, 2017), and he is also an associate professor of criminal justice at the University at Albany, SUNY.