

Los Angeles County Sheriff's Department  
Compton Station

# Strategic Plan



This plan was prepared by Nola Joyce, with the support of the Violence Reduction Network, Bureau of Justice Assistance National Training and Technical Assistance Center, and the Center for Naval Analyses.

February 2017



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# Message from the Captain

Dear Friends,

Acknowledging that reducing crime in Compton is the job of the Los Angeles County Sheriff's Department (LASD) Compton Station and its state and federal partners, in 2016, law enforcement leaders in the City of Compton sought to develop a strategic plan. With the support of the Department of Justice Violence Reduction Network (VRN) initiative, Compton leaders developed a strategic plan, allowing for critical planning beyond current policing methods and offering a five-year strategy that compliments and improves current efforts.



This strategic plan is important for translating LASD's mission and values into goals and strategies. The plan outlines an overarching strategic plan outcome for which all subsequent activities focus on and strive for—*Compton is a safe city where residents trust their Sheriff Deputies and work with them to increase public safety and drive economic growth*. To achieve this strategic outcome, three goals have been identified and are outlined within this plan to provide the City of Compton with direction for the coming years:

- Reduce Crime to the Lowest Levels
- Increase Community Collaboration
- Promote Locally Driven Economic Growth

These goals and associated strategies are described later in this strategic plan, following introductory background information on the City of Compton and an overview of the strategic plan's purpose and planning process.

This strategic plan focuses on LASD's Compton Station. However, public safety in the City of Compton is the collective responsibility of LASD, residents, non-profit organizations, business owners, city employees, community members, and elected officials. Furthermore, public safety is just one of three goals articulated in this plan. Thus this plan serves as a foundational starting point for collaboration between the sheriff's department and the community to achieve the aforementioned goals over the next five years. Achieving these goals and the strategic outcome requires leadership from across Compton and will only transpire if all stakeholders are engaged.

I look forward to working with you to achieve a safer and more prosperous Compton.

Respectfully,

A handwritten signature in black ink that reads "Michael E. Thatcher". The signature is written in a cursive, slightly slanted style.

Michael E. Thatcher  
Captain, Los Angeles Sheriff's Department – Compton Station

## LOS ANGELES COUNTY SHERIFF'S DEPARTMENT MISSION

- to enforce the law fairly and within constitutional authority;
- to be proactive in our approach to crime prevention;
- to enhance public trust through accountability;
- to maintain a constitutionally sound and rehabilitative approach to incarceration;
- to provide a safe and secure court system;
- to maintain peace and order;
- and to work in partnership with the communities we serve to ensure the highest possible quality of life.

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## LOS ANGELES COUNTY SHERIFF'S DEPARTMENT CORE VALUES

COURAGE - COMPASSION - PROFESSIONALISM - ACCOUNTABILITY – RESPECT

*With integrity, compassion, and courage, we serve our communities-- protecting life and property, being diligent and professional in our acts and deeds, holding ourselves and each other accountable for our actions at all times, while respecting the dignity and rights of all.*

Earning the Public Trust Every Day!



## LASD, COMPTON STATION STRATEGIC PLAN OUTCOME

Compton is a safe city where residents trust their Sheriff Deputies and work with them to increase public safety and drive economic growth.

# City of Compton Overview

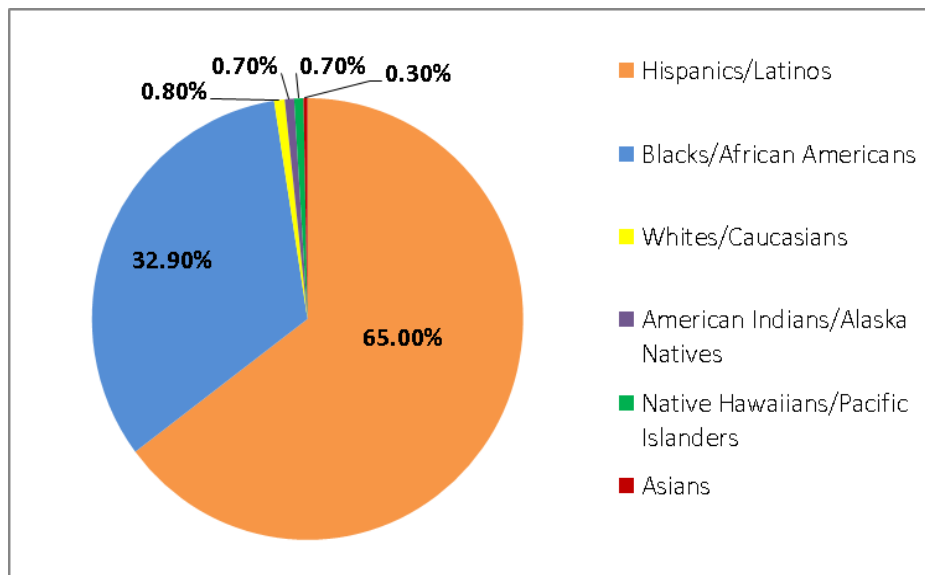
## Our Community

The Los Angeles County Sheriff's Department Compton Station provides police services to the City of Compton, which is one of the largest cities in the Southeast Los Angeles County, California region. The city encompasses approximately 10.6 square miles and has a population of 96,455.<sup>1</sup>

The city is governed by a City Council, overseen by a Mayor and an appointed City Manager, who is charged with implementing policies set by the Council and managing the City's departments.

Compton offers attractive geographic benefits to residents and businesses. The city is known as the "Hub City" due to its central location within the Los Angeles County. Compton is also known as a Gateway city because it is part of the nation's major entrance from international communities of Central and South America, Asia and the Pacific Rim.<sup>2</sup>

Compton is an ethnically diverse, growing, and changing community. The city's population consists of Hispanics/Latinos (65.0 percent), Blacks/African Americans (32.9 percent), Whites/Caucasians (0.8 percent), American Indians/Alaska Natives (0.7 percent), Native Hawaiians/Pacific Islanders (0.7 percent), and Asians (0.3 percent). Additionally, about 30 percent the population is foreign born.



<sup>1</sup> U.S. Census Bureau. (2016, January 3). *Quick Facts, Compton City, California*. Retrieved from U.S. Census Bureau: <http://www.census.gov/quickfacts/table/PST045215/0615044,00>.

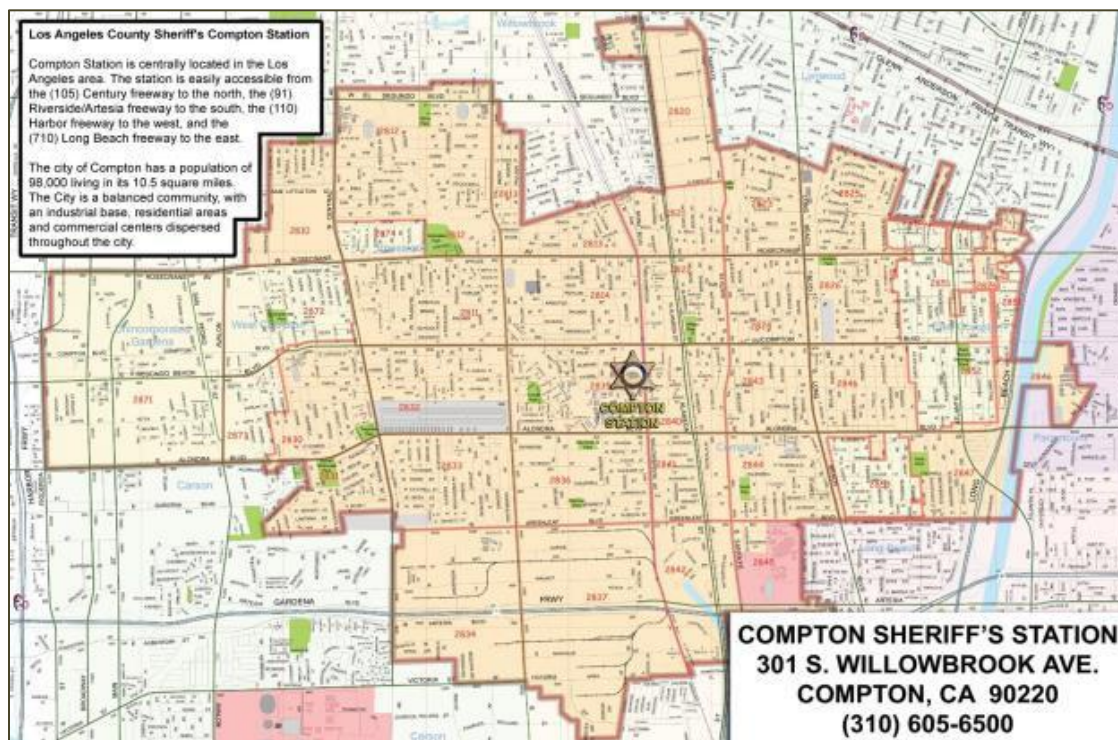
<sup>2</sup> City of Compton. (2016, July 1). *Approved Budget for City of Compton FY 2016-2017*. Retrieved from City of Compton: <http://www.comptoncity.org/civicax/filebank/blobdload.aspx?BlobID=27057>.

Between the years of 2000 and 2010, the Hispanics/Latinos population in Compton increased by 18.12 percent and the non-Hispanic/non-Latino population decreased by 16.20 percent. Every age group except for the 20 to 24-year-olds, 45 to 59-year-olds, and 75 and older age group saw a drop in non-Hispanic or Latino origin population.<sup>3</sup> The ethnic diversity in Compton reflects changes occurring across the country.

While Compton is a vibrant city poised to take advantage of its geography and diversity for population and economic growth, it is also a city with challenges that carry over from its rapid demographic changes and recent history. For example, an estimated 26.7 percent of Compton's population lives in poverty. This is double the national percentage. Sixty-one percent of Compton's population that is 16-years-of-age or older reported to be in the labor force. The median household income in 2015 dollars was \$43,507, compared to a California national median household income of \$61,818 and a national median household income of \$53,889. Fifty-five percent of the housing units in Compton are owner-occupied with a median value of \$233,400. Only a little over six percent of the city's population has a bachelor degree or higher with 60 percent being a high school graduate or higher.<sup>4</sup>

## Compton Station, Los Angeles County Sheriff's Department

In 2000, the City of Compton disbanded the Compton Police Department and contracted with the LASD for police services. Since then, LASD Compton Station serves the City of Compton, East Rancho Dominguez, Unincorporated Gardena, and Rosewood. Compton, as shown in the map below, constitutes the largest geographical area for the Station.



<sup>3</sup> U.S. Census Bureau. (2011, December 31). *Compton, California Population*. Retrieved from Census Viewer: <http://censusviewer.com/city/CA/Compton>

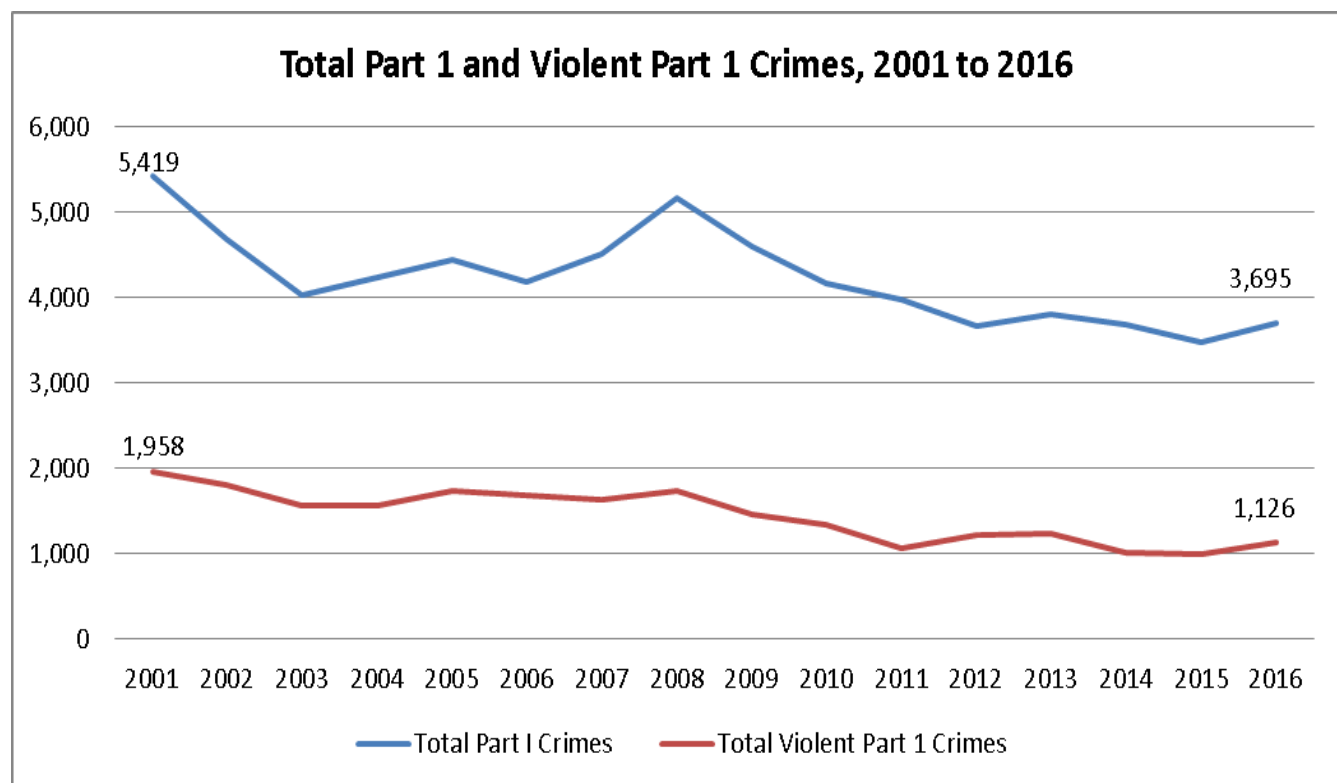
<sup>4</sup> U.S. Census Bureau. (2011, December 31). *Compton, California Population*. Retrieved from Census Viewer: <http://censusviewer.com/city/CA/Compton>

As an organizational element of LASD, Compton Station is governed by the policies and procedures of Sheriff's Department. The Captain of Compton Station is accountable to multiple entities, including the LASD Sheriff, the Compton City Council, and residents of Compton.

Resources provided through the contract between the City of Compton and the LASD include 165 sworn personnel (deputies, sergeants, lieutenants, and captains) and 30 civilian staff. Of this 165, 85 deputies are assigned to Patrol. The demographics of these personnel align similarly with the diversity of Compton, with approximately 70 percent Hispanic, 20 percent African American, and 10 percent White.

The average length-of-service of a deputy in Compton is three years. Deputies tend to be young and new to the policing profession, which brings both benefits and challenges. Their youth brings a tenacity and determination in doing the job. It also means that on-street supervision and mentoring is essential. Supervisors bid into the Station.

Since its creation, LASD Compton Station has worked in partnership with the community to reduce crime and enhance the quality of life for residents and visitors alike. Through this dedication, the City of Compton has seen significant decreases in violence since 2001. ***Total Part I Crime in Compton decreased by 32 percent between 2001 and 2016, from 5,419 to 3,695. Violent Part I Crime dropped even more dramatically with a 43 percent reduction, from 1,958 in 2001 to 1,126 in 2016.***

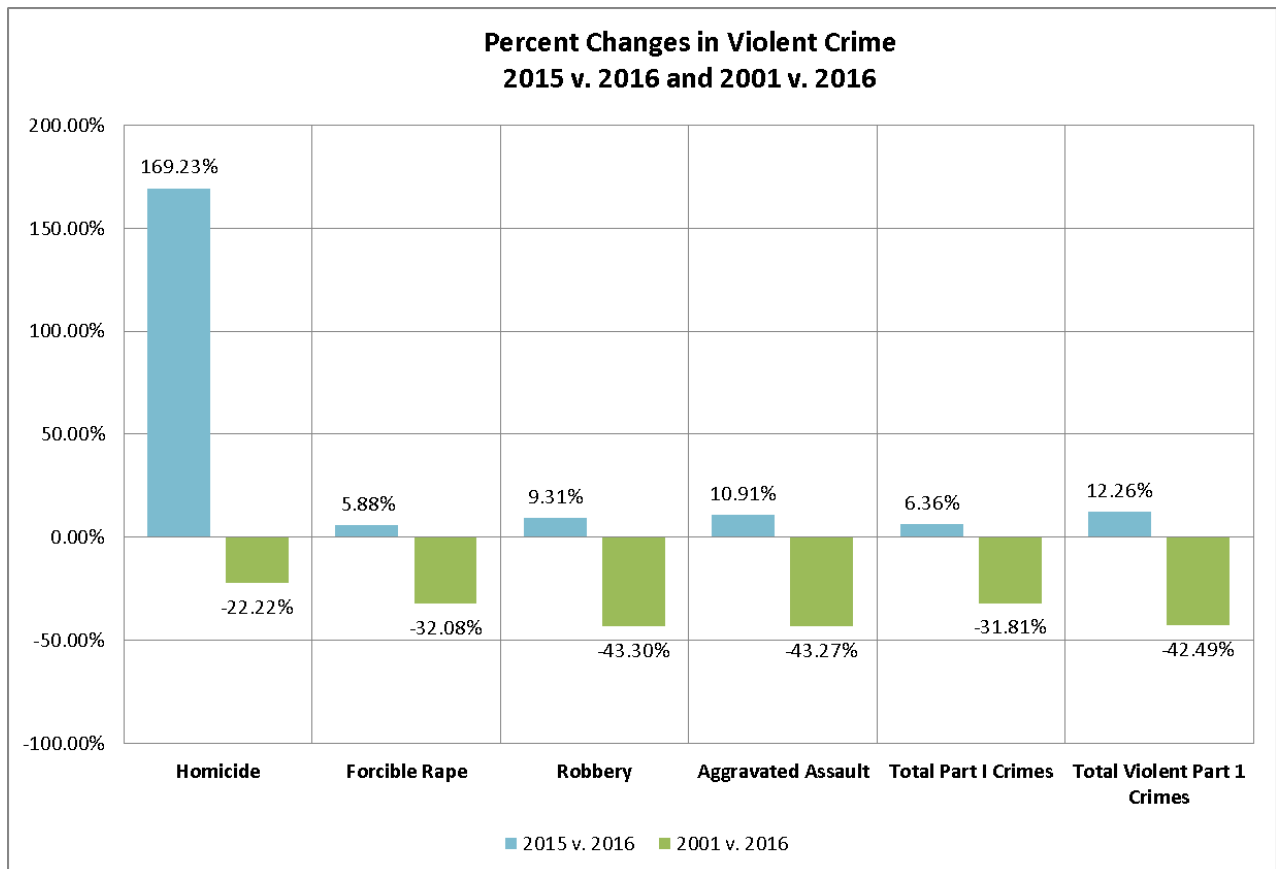


Source: LASD, Crime Analysis

In 2016 the Compton Station had 13,764 reported incidents, which included the Part I



Crime reported above (3,474), Part II Crimes (4,100), and 5,713 noncriminal incidents.<sup>5</sup> A total of 3,239 people were arrested in Compton.<sup>6</sup> Part I Crime in 2016, showed a 6 percent increase over the year prior. Violent crimes in 2016 were up by double digits in all categories, compared to 2015 (increase in homicides by 169 percent, forcible rape by 6 percent, robbery by 9 percent, and aggravated assaults by 10 percent). However, the numbers for 2016 remain double-digit decreases for the City of Compton since LASD began servicing the community. This strategic plan aims to achieve prior historic lows in violence in the city.



Source: LASD, Crime Analysis

<sup>5</sup> Source: LARCIS Management Report 5B, February 1, 2017.

<sup>6</sup> Source: AJIS PA 84, February 1, 2017.

# Strategic Plan

## Overview

The LASD Compton Station Strategic Plan provides direction for crime reduction and community engagement within the City of Compton for the next five years. This plan, which was developed by stakeholders through a change-theory mapping process,<sup>7</sup> consists of an overarching *Strategic Outcome* with associated *Goals, Strategies, Actions, and Measures*.

The *Strategic Outcome* is the intended consequence of the strategic action. It is the result of all the actions necessary to implement the strategies and achieve the goals. The LASD Compton Strategic Outcome is:

**Compton is a safe city where residents trust their Sheriff Deputies and work with them to increase public safety and drive economic growth.**

This is the outcome that will be achieved over the next five years by the work outlined in this strategic plan.

*Goals* are the result of achieving the strategies and will drive toward realizing the outcome. The Compton Strategic Plan has three goals:

1. Reduce Crime to the Lowest Levels
2. Increase Community Collaboration
3. Promote Locally Driven Economic Growth

Each of these goals must be met to achieve the desired outcome.

*Strategies* link the goals to the outcome. These strategies were identified by the stakeholders and are the critical conditions that must be met to achieve the goals. Some strategies impact others while some may stand alone, but all are essential. Each strategy has associated actions that Compton stakeholders will execute over the next five years.

Finally, each goal also has suggested *measures* of success. These measures are indicators of whether the goal is being achieved. Means for measuring these outcomes will be put in place and update regularly.

The remainder of this document describes in detail the three goals identified by Compton partners. Each goal includes a series of strategies<sup>8</sup> and associated actions.

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<sup>7</sup> Organizational Research Services. (2004). *Theory of Change: A Practical Tool for Action, Results and Learning*. Seattle: Organizational Research Services.

<sup>8</sup> The first goal – reduced crime to lowest levels – has more strategies listed than the other two goals. This is because the author is a public safety expert. And it also reflects the recognition that the strategies for increasing community collaboration and locally driving economic growth must come from Compton’s residents, businesses and elected officials.

# Strategic Plan: At a Glance

## STRATEGIC OUTCOME

**Compton is a safe city where residents trust their Sheriff Deputies and work with them to increase public safety and drive economic growth.**

### GOAL 1: Reduce Crime to the Lowest Levels

**Strategy 1.1** Identify and use proven strategies to effectively reduce crime victimization among children and adults.

**1.2** Address chronic violent offenders and places in collaboration with local, state, and federal law enforcement partners.

**1.3** Provide sufficient Compton Station staffing, so there is time to do community policing and crime prevention.

**1.4** Ensure deputies have the training and tools needed to improve community relations and address high-need populations.

**1.5** Increase visibility of deputies and positive police community contacts.

**1.6** Work with schools, the city, churches, and 501(c)-3s to create safe places, activities, and services for adults and youth.

**1.7** Leverage technology, intelligence, and data to prevent and investigate crimes.

**1.8** Use Compton as a “living laboratory” to test technology, strategies, and programs.

#### Measures

- Homicides cut in half.
- Total Part I Crimes cut by 30%.
- More residents report feeling safer.

### GOAL 2: Increase Community Collaboration

**Strategy 2.1** Ensure residents trust LASD, report crimes, and work as true partners to address crime and disorder problems.

**2.2** Ensure residents and deputies meet regularly to discuss and plan joint actions to increase public safety.

**2.3** Encourage residents to work with the city and LASD to address environmental factors that contribute to crime and disorder.

**2.4** Celebrate and share successes among LASD, residents, the city, and around the country.

**2.5** Implement effective reentry programs to deter crimes and promote economic growth.

**2.6** Work to ensure Compton receives a Promise Zone (or similar) award.

#### Measures:

- 40% increase in 911 calls.
- Increased participation in meetings and programs.
- Increased trust in LASD.

### GOAL 3: Promote Locally Driven Economic Development

**Strategy 3.1** Promote business support of LASD and the community in addressing crime.

**3.2** Ensure crime and disorder problems are addressed along major, commercial streets.

**3.3** Promote the tangible benefits for doing business in Compton.

#### Measures:

- Increase in business revenues.
- Larger percentage of Compton residents employed.



# Goal 1 **Reduce Crime to the Lowest Levels**

## Strategy 1.1: **Identify and use proven strategies to effectively reduce crime victimization among children and adults**

- Assign an analyst to routinely research and report out on best practices and evidence based practices and how Compton Station could use them.
- Review the *Final Report of The President's Task Force on 21st Century Policing* to determine the feasibility of implementing the recommendations outlined in the report.
- Identify a research partner to help assess new strategies and implementation.
- Develop and distribute an annual community survey to determine satisfaction levels, legitimacy, and trust of LASD policing
- Collect and analyze appropriate data to measure outcomes.
- Hold quarterly meetings to discuss progress, lessons learned, and challenges to strategic plan implementation.
- Update this strategic plan annually to ensure that information learned from research, actions, and feedback continually work toward reducing crime victimization.

## Strategy 1.2: **Address chronic violent offenders and places in collaboration with local, state, and federal law enforcement partners**

- Use hot-spot analysis and intelligence-driven policing to deploy law enforcement resources.
- Complete and use the VRN-supported gang assessment to identify high-risk offenders. Ensure such an assessment is kept current to maximize usefulness.
- Continue to partner with the U.S. Marshal's Task Force, Federal Bureau of Investigation /Operation Safe Street Task Force, LASD Task Force, and other enforcement initiatives to address violence.
- Continue to meet with federal partners to discuss enforcement and investigation activities and outcomes.
- Continue to collaborate with Los Angeles County District Attorney's Office and U.S. Attorney's Office to ensure appropriate attention on high risk, violent offenders.
- Continue to use civil enforcement efforts, like nuisance abatement - to address and reduce criminal activity.
- Identify and develop resources to prevent witness and victim intimidation.

**Strategy 1.3: Provide sufficient Compton Station staffing, so there is time to do community policing and crime prevention**

- Analyze current staffing allocation and determine the feasibility of increased patrol officers.
- Determine whether volunteers and civilians can improve staffing efficiency.
- Work with community representatives to help define the level of policing that is desirable.
- Work with the Mayor and other City Council members to explore a higher staffing level based on the above work.
- Prepare contract amendments for consideration.

**Strategy 1.4: Ensure deputies have the training and tools needed to improve community relations and address high-need populations**

- Use the last year of the VRN to identify and bring in training such as VALOR, Blue Courage, Procedural Justice, and Crisis Intervention Teams.
- Assign an analyst to remain current on training opportunities and help obtain new training.
- Identify deputies and sergeants who are informal leaders and develop a mentoring program (e.g., Camden's Blue Guardian).
- Work with city departments, community-based organizations, courts, and non-profit agencies to help develop alternatives to arrest for individuals with substance abuse, mental illness, and homelessness.
- Train officers on the nexus between mental health, substance abuse, homelessness, and criminal activity.

**Strategy 1.5: Increase visibility of deputies and positive police community contacts**

- Assign deputies to specific sectors within Compton so they can meet and build enhanced relationships with the residents and businesses in that area.
- Require deputies to participate in community meetings that occur in their patrol area.
- Continue to allow deputies' participation in school and prevention programs.
- Explore the use of foot or bike patrols.
- Explore diversion options to arrest, especially for juveniles and first-time property offenders.
- Develop and implement community policing and problem-oriented policing to address quality of life and issues.

**Strategy 1.6: Work with schools, the city, churches, and 501(c)-3s to create safe places, activities, and services for adults and youth**

- Continue and increase the Youth Athletic League, Gang Resistance Education And Training (G.R.E.A.T.), and Cops & Kids programs.
- Hold Citizen Police Academies.
- Expand the Town Sheriff Program and Neighborhood Watch.
- Promote LASD participation in the Mayor/city's programs like MBK Intervention and Prevention efforts and Compton Empowered.
- Work with the community advisory committee to identify other areas for collaboration.

**Strategy 1.7: Leverage technology, intelligence, and data to prevent and investigate crimes**

- Explore how other cities are using closed-circuit television cameras to prevent and investigate crimes. Begin to modify current use as required.
- Maximize the benefit of the National Integrated Ballistic Information Network through LASD and the Bureau of Alcohol, Tobacco, Firearms and Explosives, and partner with the Los Angeles Crime Gun Intelligence Center.
- Share and use the technology assessment to improve and advance LASD Compton Station's technology.
- Continue to seek funding for a gunshot detection system that integrates cameras and detection.
- Implement and integrate closed-circuit television cameras, gunshot detection, criminal databases, and 911 center into a Real Time Crime Center

**Strategy 1.8: Use Compton as a "living laboratory" to test technology, strategies, and programs**

- Continue to raise the visibility of the Compton Station innovations through meetings, demonstrations, and media.
- Explore ways in which Compton Station can benefit departmental policing operation of LASD.
- Prepare a proposal for the Sheriff that outlines the benefits of using the Compton Station as a 'laboratory.'
- Develop a statement outlining how deputies have opportunities to learn all aspects of policing. Learning these unique experiences can take up to five years, thus encourage deputies to stay at the Station for this time period to maximize learning.
- Identify opportunities from Los Angeles County business community, foundations, and other entities that will allow the Compton Station to continue to be innovative.



## Goal 2 Increase Community Collaboration

### Strategy 2.1: **Ensure residents trust LASD, report crimes, and work as true partners to address crime and disorder problems**

- Identify and participate in opportunities where LASD can work with the city, faith-based programs, and not-for-profits to address crime and disorder problems prioritized by the community.
- Contact the U.S Department of Justice's Community Relations Service to explore how they might assist in building collaboration across racial and ethnic groups and the police and the community as a whole.
- Implement an annual community survey that measures the level of satisfaction, trust, and legitimacy.
- Work with the Commission for a Better Compton to identify ways of increasing community involvement in public safety issues.
- Determine how similar cities have increased community involvement and trust.
- Implement a joint effort between LASD, Community Commission, and the city to increase community partnerships with LASD.

### Strategy 2.2: **Ensure residents and deputies meet regularly to discuss and plan joint actions to increase public safety**

- Identify community-based meetings in which LASD could participate and bring public safety concerns up for discussion.
- Assign deputies and sergeants to specific geographic areas to build local knowledge and relationships.
- Extend the Captain's Community Commission into neighborhoods where residents, businesses, and deputies can meet and do joint problem-solving.

### Strategy 2.3: **Encourage residents to work with the city and LASD to address environmental factors that contribute to crime and disorder**

- Contact the Los Angeles LISC to start a discussion about how to increase community involvement in the criminal justice process.
- Provide LASD, residents, and business Crime Prevention through Environmental Design (CPTED) training.
- Implement strategies resulting from LISC and CPTED efforts.

**Strategy 2.4: Celebrate and share successes among LASD, residents, the city, and around the country**

- Develop a media and communication strategy.
- Work with the Community Commission and the city to identify ways of increasing the awareness of Compton's progress.
- Identify a 'home' where social media efforts can be maintained.
- Develop ways that all partners can provide success stories to be shared.
- Work to participate in national programs like Smart Policing, LISC, and others.

**Strategy 2.5: Implement effective reentry programs to deter crimes and promote economic growth**

- Support the city's Vocational Incubator that focuses on employment training for ex-offenders and re-entry population.
- Work with the community to understand the benefits of hiring reentering individuals (e.g., discuss ban the box and other mechanisms for promoting these efforts).
- Work with Probation and Parole to help support offenders in obtaining and using services.
- Work with partners to establish and support a job training center in Compton.

**Strategy 2.6: Work to ensure Compton receives a Promise Zone (or similar) award**

- Explore opportunities for major initiatives and federal and private funding.
- Work with organizations like LISC to demonstrate capability and commitment.
- Apply for major community grant award(s).
- Implement grant(s).





## Goal 3 Promote Locally Driven Economic Development

### Strategy 3.1: **Promote business support of LASD and the community in addressing crime**

- Establish forums for information sharing and collaboration with business owners to address how to protect their business and employees.
- Develop and implement a strategy with the Chambers of Commerce and business improvement districts to identify public safety concerns impacting economic and business development.
- Create city Watch Program by working with local business to provide private video camera footage to LASD and/or install cameras outside their buildings. Monitor camera footage in real-time and use video to develop actionable intelligence.
- Create a Compton LASD Foundation and reach out to local businesses for financial and other support.

### Strategy 3.2: **Ensure crime and disorder problems are addressed along major, commercial streets**

- Engage owners and employees in community meetings.
- Include owners and employees in CPTED training and work to reduce crime in and around their businesses.
- Encourage business owners to create Business Improvement Districts.
- Work with business owners to hiring off-duty deputies to increase visibility along business corridors.
- Consider using foot or bike patrols in major business corridors.

### Strategy 3.3: **Promote the tangible benefits for doing business in Compton**

- Encourage the Mayor and City Council work with business owners on making Compton 'business friendly.'
- Work with business owners to provide paid internships to Compton's youth.
- Work with business owners to make efforts to employ ex-offenders.

# Conclusion

The LASD has made tremendous strides in crime reduction in its 16 years of service to the City of Compton. This strategic plan acknowledges these important successes and the many strengths of Compton stakeholders in their collaborative efforts to ensure a safe and thriving community.

This plan also acknowledges that policing needs are constantly evolving and that there remain challenges to overcome and areas for improvement. In recent years, Compton has seen periodic spikes in violent crime, like many other cities across the nation. However, this strategic plan aims to leverage prior successes in violence reduction with new innovations and proven practices for public safety. It establishes a proactive landscape for LASD Compton Stations' service efforts and future strategies for the next five years. The goals, associated strategies and action items are intended to serve as a guide as Compton leaders focus on the short-term and long-term needs of both the Department and the community.

The strategic plan is not only a plan, but a process that will evolve collaboratively over time. All stakeholders must contribute to this strategic plan and all will benefit from it. A consistent, positive message about the work of the strategic plan and its impact will also help continue and increase the momentum in implementing the strategies.

As a result, new businesses will see and hear how Compton is becoming safer, people are working together, and the business environment is improving. They will want to move into Compton to take advantage of all this change. The vision of Compton as a safe, vibrant, growing city is achievable. It requires everyone—residents, business owners and their employees, city employees, elected officials, and the LASD to work together to advance this shared vision.



# Appendix: Compton Station, Los Angeles County Sheriff's Department Strategic Plan Action Items and Next Steps

The Los Angeles County Sheriff's Department (LASD) Compton Station can make significant progress in reducing crime by implementing the goals and strategies identified within this five-year strategic plan.

However, deep and sustained progress will only occur when all the stakeholders participate to advance all three goals. This appendix provides additional direction and guidance for the implementation of the strategic plan, including:

- **Strategic Outcome Map** that graphically depicts implementation of the plan.
- **Strategic Plan Action Templates** that include action items and timelines.
- **Supporting Evidence for Key Action Plan Strategies**—a key strategy is one that contributes to achieving several other strategies. Accomplishing the strategic outcome is jeopardized without significant movement on these key strategies.

## Next Steps

It is recommended that this plan be shared with all stakeholders and revisions made based on feedback. The Compton Station Commanding Officer should launch the Commission for a Better Compton and invite community groups, elected officials, city departments, local businesses, non-governmental organizations, and law enforcement to partner in this effort. The Commission for a Better Compton can create three working groups—one around each of the three goals. Each working group should determine what other stakeholders should be asked to participate. The working group should review and modify strategies and actions (Strategic Plan Action Templates are provided to assist with this effort, see pages Appendix 4-15).

The working groups should meet regularly (e.g., monthly or as appropriate) to track progress, ensure promises are kept, and identify next steps. The Commission for a Better Compton should meet at least quarterly to acknowledge progress, identify challenges, and allocate resources to keep advancing the plan. At least once a year the entire plan should be reviewed and updated. Progress against the plan should be made public and celebrated.

The plan acknowledges that Compton has many strengths, but also many challenges. The vision of Compton as a safe, vibrant, growing city is achievable. It requires everyone—residents, business owners and their employees, city employees, elected officials, and the LASD to work together to advance this shared vision. When this is done, as one participant said, “people and businesses will be moving straight into Compton.”

# The Strategic Outcome Map

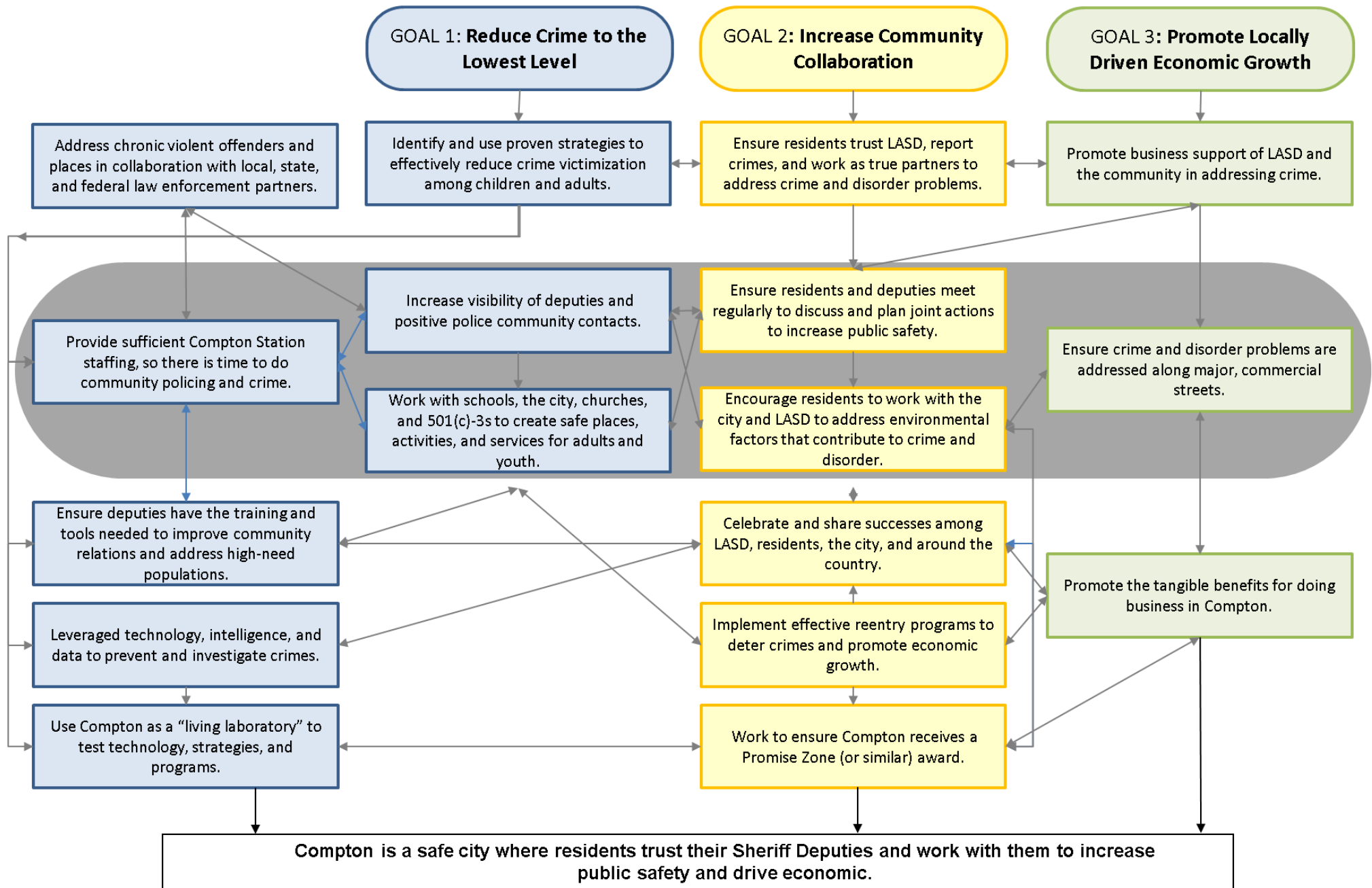
The strategic outcome map is a graphical representation of the outcomes that will result from achieving the listed goals and strategies. It shows how the stakeholders believe the desired change will occur.

The graphical map highlights that there is an interdependence between strategies and goals. Even when LASD Compton Station achieves its goals, the fully desired impact cannot happen without the work of the other key partners—city, community, and business. It also shows that without the help of these stakeholders, the LASD cannot completely achieve its primary goal.

## How to Read the Map

The three goals are listed at the top of the diagram. The goal of increased community collaboration influences the other two goals. In other words, community collaboration will also help reduce crime and drive economic growth. This goal is essential to successfully achieving the strategic outcome. The term “community” includes residents, deputies, elected officials, city employees, community-based organizations, and business interests. The arrows between strategies show how strategies influence other strategies. All parties must develop trust and work together to achieve this plan.

# Los Angeles County Sheriff's Department Compton Station - Strategic Outcome Map



# Strategic Plan Action Templates

These templates lay out what must be done so that Compton residents trust their Sheriff Deputies and work with them to increase public safety and drive economic growth.

Strategies are listed under each goal and for each strategy a set of actions are provided. This is not intended to be an exhaustive list of actions necessary to achieve a strategy, but a starting point. People who are implementing this plan must continually evaluate what actions are necessary and when to advance a strategy. Deputies, residents, business people, city employees, and elected officials must become involved in determining and accomplishing the actions.

Each action should be assigned to an accountable person who is responsible for completing the action. A broad timeline is given for each action. The timelines should be refined to reflect the priorities. In some cases, the action starts in year one and continues through year five.

## Goal 1: Reduce Crime to the Lowest Levels

**Measures of Success:** Homicides are cut in half over five years.

Total Part I Crimes are reduced by thirty percent in five years.

Residents report feeling safer.

### Strategy 1.1: Identify and use proven strategies to effectively reduce crime victimization among children and adults.

*A continuous focus on learning and applying new information is necessary to ensure progress over the next five years.*

#### Action Items:

	Description	Timeline	Responsibility
1.1.1	Assign an analyst to routinely research and report out on best practices and evidence based practices and how Compton Station could use them.	Years 1-5	
1.1.2	Review the <i>Final Report of The President's Task Force on 21<sup>st</sup> Century Policing</i> to determine the feasibility of implementing the recommendations outlined in the report.	Year 1	
1.1.3	Identify a research partner to help assess new strategies and implementation.	Years 1-2	
1.1.4	Develop and distribute an annual community survey to determine satisfaction levels, legitimacy, and trust of LASD policing	Years 1-2	
1.1.5	Collect and analyze appropriate data to measure outcomes.	Years 1-5	
1.1.6	Hold quarterly meetings to discuss progress, lessons learned, and challenges to strategic plan implementation.	Years 1-5	
1.1.7	Update this strategic plan annually to ensure that information learned from research, actions, and feedback continually work toward reducing crime victimization.	Years 2-5	



**Strategy 1.2: Address chronic violent offenders and places in collaboration with local, state, and federal law enforcement partners.**

*The Violence Reduction Network (VRN) has already started work on this strategy. The cooperation started by VRN must continue in years 3 -5.*

**Action Items:**

	<b>Description</b>	<b>Timeline</b>	<b>Responsibility</b>
1.2.1	Use hot-spot analysis and intelligence-driven policing to deploy law enforcement resources.	Years 3-5	
1.2.2	Complete and use the VRN-supported gang assessment to identify high-risk offenders. Ensure such an assessment is kept current to maximize usefulness.	Years 2-5	
1.2.3	Continue to partner with the U.S. Marshal’s Task Force, Federal Bureau of Investigation /Operation Safe Street Task Force, LASD Task Force, and other enforcement initiatives to address violence.	Years 1-5	
1.2.4	Continue to meet with federal partners to discuss enforcement and investigation activities and outcomes.	Years 1-5	
1.2.5	Continue to collaborate with Los Angeles County District Attorney's Office and U.S. Attorney’s Office to ensure appropriate attention on high risk, violent offenders.	Years 1-5	
1.2.6	Continue to use civil enforcement efforts, like nuisance abatement - to address and reduce criminal activity.	Years 1-5	
1.2.7	Identify and develop resources to prevent witness and victim intimidation.	Years 2-5	

**Strategy 1.3: Provide sufficient Compton Station staffing, so there is time to do community policing and crime prevention.**

*Long term success will be achieved by LASD collaborating with the community and improving prevention efforts. These efforts require sufficient staffing to respond to calls-for-service, investigate crimes, and conduct community policing.*

**Action Items:**

	Description	Timeline	Responsibility
1.3.1	Analyze current staffing allocation and determine the feasibility of increased patrol officers.	Years 1-2	
1.3.2	Determine whether volunteers and civilians can improve staffing efficiency.	Years 1-2	
1.3.3	Work with community representatives to help define the level of policing that is desirable.	Years 1-2	
1.3.4	Work with the Mayor and other City Council members to explore a higher staffing level based on the above work.	Year 2	
1.3.5	Prepare contract amendments for consideration.	Years 3-5	

**Strategy 1.4: Ensure deputies have the training and tools needed to improve community relations and address high-need populations.**

*Expectations about policing are rapidly changing. The public expects deputies to de-escalate situations and use minimal force. They want to be treated with respect.*

**Action Items:**

	Description	Timeline	Responsibility
1.4.1	Use the last year of the VRN to identify and bring in training such as VALOR, Blue Courage, Procedural Justice, and Crisis Intervention Teams.	Years 1-2	
1.4.2	Assign an analyst to remain current on training opportunities and help obtain new training.	Years 1-5	
1.4.3	Identify deputies and sergeants who are informal leaders and develop a mentoring program (e.g., Camden’s Blue Guardian).	Years 2-3	
1.4.4	Work with city departments, community-based organizations, courts, and non-profit agencies to help develop alternatives to arrest for individuals with substance abuse, mental illness, and homelessness.	Year 2	
1.4.5	Train officers on the nexus between mental health, substance abuse, homelessness, and criminal activity.	Year 2	

**Strategy 1.5: Increase visibility of deputies and positive police community contacts.***Having deputies work proactively with community members and increasing opportunities for positive police contacts will improve legitimacy and trust.***Action Items:**

	Description	Timeline	Responsibility
1.5.1	Assign deputies to specific sectors within Compton so they can meet and build enhanced relationships with the residents and businesses in that area.	Year 2	
1.5.2	Require deputies to participate in community meetings that occur in their patrol area.	Years 1-5	
1.5.3	Continue to allow deputies' participation in school and prevention programs.	Years 1-5	
1.5.4	Explore the use of foot or bike patrols.	Years 3-5	
1.5.5	Explore diversion options to arrest, especially for juveniles and first-time property offenders.	Years 2-5	
1.5.6	Develop and implement community policing and problem-oriented policing to address quality of life and issues.	Years 3-5	

**Strategy 1.6: Work with schools, the city, churches, and 501(c)-3s to create safe places, activities, and services for adults and youth.***Prevention programs, youth programs, and services targeting high-risk individuals contribute to effective crime reductions.***Action Items:**

	Description	Timeline	Responsibility
1.6.1	Continue and increase the Youth Athletic League, Gang Resistance Education And Training (G.R.E.A.T.), and Cops & Kids programs.	Years 1-5	
1.6.2	Hold Citizen Police Academies.	Years 1-5	
1.6.3	Expand the Town Sheriff Program and Neighborhood Watch.	Years 1-5	
1.6.4	Promote LASD participation in the Mayor/city's programs like MBK Intervention and Prevention efforts and Compton Empowered.	Years 2-5	
1.6.5	Work with the community advisory committee to identify other areas for collaboration.	Years 2-5	

**Strategy 1.7: Leverage technology, intelligence, and data to prevent and investigate crimes.**

*Technology can be a force multiplier. The implementation of new technology, especially those perceived to threaten privacy, should be done in consultation with the community.*

**Action Items:**

	Description	Timeline	Responsibility
1.7.1	Explore how other cities are using closed-circuit television cameras(CCTV) to prevent and investigate crimes. Begin to modify current use as required.	Years 1-2	
1.7.2	Maximize the benefit of the National Integrated Ballistic Information Network through LASD and the Bureau of Alcohol, Tobacco, Firearms and Explosives, and partner with the Los Angeles Crime Gun Intelligence Center.	Years 1-5	
1.7.3	Share and use the technology assessment to improve and advance LASD Compton Station’s technology.	Years 1-5	
1.7.4	Continue to seek funding for a gunshot detection system that integrates cameras and detection.	Years 1-2	
1.7.5	Implement and integrate CCTV, gunshot detection, criminal databases, and 911 center into a Real Time Crime Center.	Years 3-5	

**Strategy 1.8: Use Compton as a “living laboratory” to test technology, strategies, and programs.**

*Every large organization needs a place where new programs, technology, and strategies can be pilot tested prior to roll-out to the entire organization. Compton Station can be that place for LASD.*

**Action Items:**

	Description	Timeline	Responsibility
1.8.1	Continue to raise the visibility of the Compton Station innovations through meetings, demonstrations, and media.	Years 1-5	
1.8.2	Explore ways in which Compton Station can benefit departmental policing operation of LASD.	Years 1-2	
1.7.3	Prepare a proposal for the Sheriff that outlines the benefits of using the Compton Station as a ‘laboratory.’	Year 2-3	
1.8.4	Develop a statement outlining how deputies have opportunities to learn all aspects of policing. Learning these unique experiences can take up to five years, thus encourage deputies to stay at the Station for this time period to maximize learning.	Years 2-3	
1.8.5	Identify opportunities from Los Angeles County business community, foundations, and other entities that will allow the Compton Station to continue to be innovative.	Years 1-5	

## Goal 2: Increase Community Collaboration

Measures of Success: A 40 percent increase in 911 calls.

Increase in the number of residents participating in Town Sheriff, Neighborhood Watch and community meetings.

Increase percentage of residents expressing trust in LASD.

### Strategy 2.1: Ensure residents trust LASD, report crimes, and work as true partners to address crime and disorder problems.

*Residents and businesses must work in partnership with LASD to address crime and disorder problems and help maintain progress.*

#### Action Items:

	Description	Timeline	Responsibility
2.1.1	Identify and participate in opportunities where LASD can work with the city, faith-based programs, and not-for-profits to address crime and disorder problems prioritized by the community.	Years 1-2	
2.1.2	Contact the U.S Department of Justice's Community Relations Service to explore how they might assist in building collaboration across racial and ethnic groups and the police and the community as a whole.	Year 1	
2.1.3	Implement an annual community survey that measures the level of satisfaction, trust, and legitimacy.	Years 2-5	
2.1.4	Work with the Commission for a Better Compton to identify ways of increasing community involvement in public safety issues.	Years 1-2	
2.1.5	Determine how similar cities have increased community involvement and trust.	Years 1-2	
2.1.6	Implement a joint effort between LASD, Community Commission, and the city to increase community partnerships with LASD.	Years 2-5	

**Strategy 2.2 Ensure residents and deputies meet regularly to discuss and plan joint actions to increase public safety.**

*A proven way to develop trust between police and community is to have regular meetings where police and community discuss and identify ways of solving problems.*

**Action Items:**

	<b>Description</b>	<b>Timeline</b>	<b>Responsibility</b>
2.2.1	Identify community-based meetings in which LASD could participate and bring public safety concerns up for discussion.	Year 1	
2.2.2	Assign deputies and sergeants to specific geographic areas to build local knowledge and relationships.	Year 2	
2.2.3	Extend the Captain’s Community Commission into neighborhoods where residents, businesses, and deputies can meet and do joint problem-solving.	Years 2-5	

**Strategy 2.3 Encourage residents to work with the city and LASD to address environmental factors that contribute to crime and disorder.**

*A key resource for this strategy is the Los Angeles Local Initiatives Support Corporation (LISC). LISC works with local leaders to invest in housing, health, education, public safety, and employment.*

**Action Items:**

	<b>Description</b>	<b>Timeline</b>	<b>Responsibility</b>
2.3.1	Contact the Los Angeles LISC to start a discussion about how to increase community involvement in the criminal justice process.	Year 1	
2.3.2	Provide LASD, residents, and business Crime Prevention through Environmental Design (CPTED) training.	Years 2-5	
2.3.3	Implement strategies resulting from LISC and CPTED efforts.	Years 2-5	

**Strategy 2.4 Celebrate and share successes among LASD, residents, the city, and around the country.**  
*Celebration of success is critical in maintaining momentum and pride. Recognition of success should go beyond Compton. Regional, state and national recognition will help advance all three goals.*

**Action Items:**

	Description	Timeline	Responsibility
2.4.1	Develop a media and communication strategy.	Years 1-2	
2.4.2	Work with the Community Commission and the city to identify ways of increasing the awareness of Compton’s progress.	Year 1	
2.4.3	Identify a ‘home’ where social media efforts can be maintained.	Years 2-3	
2.4.4	Develop ways that all partners can provide success stories to be shared.	Years 1-5	
2.4.5	Work to participate in national programs like Smart Policing, LISC, and others.	Years 2-5	

**Strategy 2.5 Implement effective reentry programs to deter crimes and promote economic growth.**

Evidence-based reentry and rehabilitation programs can reduce recidivism, improve outcomes for people returning to their communities after incarceration, and promote economic growth.

**Action Items:**

	Description	Timeline	Responsibility
2.5.1	Support the city’s Vocational Incubator that focuses on employment training for ex-offenders and re-entry population.	Year 1	
2.5.2	Work with the community to understand the benefits of hiring reentering individuals (e.g., discuss ban the box and other mechanisms for promoting these efforts).	Years 1-5	
2.5.3	Work with Probation and Parole to help support offenders in obtaining and using services.	Years 1-5	
2.5.4	Work with partners to establish and support a job training center in Compton.	Years 3-5	

**Strategy 2.6 Work to ensure Compton receives a Promise Zone (or similar) award.**

*Promise Zone is an example of a major federal award that will help move Compton forward on all three goals.*

**Action Items:**

	<b>Description</b>	<b>Timeline</b>	<b>Responsibility</b>
2.6.1	Explore opportunities for major initiatives and federal and private funding.	Year 1	
2.6.2	Work with organizations like LISC to demonstrate capability and commitment.	Years 2-3	
2.6.3	Apply for major community grant award(s).	Year 3	
2.6.4	Implement grant(s).	Years 3-5	



### Goal 3: Promote Locally Driven Economic Development

**Measures of Success:** Increase in business revenues.

Increase in the percentage of Compton residents employed.

#### Strategy 3.1 Promote business support of LASD and the community in addressing crime.

*LASD should work with business owners and their employees to prevent crime.*

##### Action Items:

	Description	Timeline	Responsibility
3.1.1	Establish forums for information sharing and collaboration with business owners to address how to protect their business and employees.	Year 1	
3.1.2	Develop and implement a strategy with the Chambers of Commerce and business improvement districts to identify public safety concerns impacting economic and business development.	Years 1-2	
3.1.2	Create city Watch Program by working with local business to provide private video camera footage to LASD and/or install cameras outside their buildings. Monitor camera footage in real-time and use video to develop actionable intelligence.	Years 1-2	
3.1.3	Create a Compton LASD Foundation and reach out to local businesses for financial and other support.	Years 3-5	

#### Strategy 3.2 Ensure crime and disorder problems are addressed along major, commercial streets.

*Businesses will locate and stay in areas that are safe for themselves, their employees, and their customers.*

##### Action Items:

	Description	Timeline	Responsibility
3.2.1	Engage owners and employees in community meetings.	Year 1	
3.2.2	Include owners and employees in CPTED training and work to reduce crime in and around their businesses.	Years 1-2	
3.2.3	Encourage business owners to create Business Improvement Districts.	Year 2	
3.2.4	Work with business owners to hiring off-duty deputies to increase visibility along business corridors.	Years 2-3	
3.2.5	Consider using foot or bike patrols in major business corridors.	Years 3-5	

**Strategy 3.3 Promote the tangible benefits for doing business in Compton.**

*This strategy encompasses actions of promoting positive reputation of the City of Compton and helping to develop a job ready workforce.*

**Action Items:**

	<b>Description</b>	<b>Timeline</b>	<b>Responsibility</b>
3.3.1	Encourage the Mayor and City Council work with business owners on making Compton ‘business friendly.’	Year 1	
3.3.2	Work with business owners to provide paid internships to Compton’s youth.	Years 1-2	
3.3.3	Work with business owners to make efforts to employ ex-offenders.	Year 2	

# Supporting Evidence for Key Action Plan Strategies

## Strategy 1.3: Provide sufficient Compton Station staffing, so there is time to do community policing and crime prevention.

There are 165 sworn deputies and 30 civilians assigned to the Compton Station. 86 of the sworn members (52 percent of sworn members) are on patrol.

There is no definitive way of determining the number of officers a policing function needs. A workload analysis is often suggested to help determine appropriate staffing levels. However, this method is costly, takes time, and works best in jurisdictions that get at least 15,000 calls-for-service a year (Maciag, 2016). A report prepared for the International City/County Management Association cites a minimum of 60 percent of the total number of sworn officers in a department assigned to patrol (McCabe, 2013). The same study found that the average department studied had 66 percent of officers assigned to patrol. Using these numbers as a benchmark, there should be between 99 and 109 deputies on patrol in Compton. This requires Compton to increase the number of deputies assigned to patrol by 14-24. This can be accomplished by several methods – reallocating more deputies into patrol, increasing the number of volunteers or civilians to perform administrative functions so deputies can be assigned to patrol, and increasing the number of deputies at Compton Station.

Another method for determining staffing levels is to compare Compton to a similar city that is working hard to improve the community-police relationship. Although Camden, New Jersey is across the country, it is similar to Compton in terms of poverty rate, crime rate, and total land area. Despite these similarities, the Camden County Police Department has a sworn staffing level that is a third greater than Compton and allocates two-thirds more officers to patrol.

### Comparison of Compton to Camden

Variables	Compton	Camden
Population	96,455	76,119
Land square miles	10.6	8.92
Poverty rate	27%	39%
Total Part I Crimes	3,789	4,431
Part I Crime Rate per 10,000 population	39.28	58.21
Violent Part I Crimes	1,148	1,571
Violent Part I Crime Rate	11.90	20.63
Total Sworn	165	440
Sworn per 10,000 population	17.1	57.8
Sworn per 100 violent crimes	14.4	28.0
Percent of Sworn in Patrol	51.5%	80.0%

Several recent studies support that higher staffing levels allow for more flexibility in implementing progressive policing strategies. The Brennan Center for Justice suggested that there are two specific policing strategies that have reduced crime—increases in the number of police and the use of Compstat.<sup>9</sup> Increased policing in the 1990s is estimated to have reduced crime by five percent (Oliver Roeder, 2015). A growing body of empirical research has found that having more officers on the streets can be a crime deterrent (Chettiar, 2015). The question becomes one of how much safety Compton can afford.

The City of Compton's 2016-2017 budget includes a \$19.5 million contract with the LASD for police services. This contract accounts for over a third of the city's budget. The allocation for the Compton Fire Department has the second largest city budget at \$12,454,997. However, Chalfin and McCrary (2012) found that every dollar spent on police is associated with approximately \$1.60 in reduced victimization costs. Police reduce violent crime.

In order to determine if this increase in patrol deputies is feasible, LASD must analyze its allocation of current deputies and determine if volunteers can be used to increase deputies on patrol. Next, they must engage in a discussion with the community and City Council about how the city should be policed (i.e. community oriented policing or simply patrolled).

### **Strategy 1.8: Use Compton as a “living laboratory” to test technology, strategies, and programs.**

Because of its size and unique challenges, Compton Station can serve as a laboratory to pilot innovative ideas, strategies, programs, and technologies before taking them department-wide.

More specifically, Compton Station can test new technologies and data-driven solutions, such as real-time crime analysis, intelligence-driven policing, crime gun intelligence, and new patrol strategies. If successful these new innovations will not only reduce crime in Compton, but can be employed more broadly to other contract cities, yielding positive public safety improvements for the entire county.

### **Strategy 2.1: Ensure residents trust LASD, report crimes, and work as true partners to address crime and disorder problems *and* Strategy 2.2: Ensure residents and deputies meet regularly to discuss and plan joint actions to increase public safety.**

The strategies listed under Goal 2 have an essential and common theme—all stakeholders within Compton must collaborate to improve public safety. Essentially, neighborhood residents, business owners and employees, city employees, elected officials, and LASD must coalesce around the three common goals.

Compton should also harness its strengths and leverage outside resources. For example, the city may wish to engage the U.S. Department of Justice Community Relations Service<sup>10</sup> to help bridge relationships between the community and law enforcement or seek assistance

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<sup>9</sup> Compstat is a performance management system that is used to reduce crime and achieve other police department goals. Compstat emphasizes information-sharing, responsibility and accountability, and improving effectiveness (BJA/Police Executive Research Forum, 2013).

<sup>10</sup> U.S. Department of Justice Community Relations Service website: <https://www.justice.gov/crs>.

from the Los Angeles Local Initiatives Support Corporation (LISC)<sup>11</sup> to build community collaboration and capacity.

## **Strategy 2.4: Celebrate and share successes among LASD, residents, the city, and around the country.**

Success breeds success. There is nothing like success to bring others into the effort. Success is multiplied when it is shared. It is essential that success stories, no matter, how small are shared and passed along. This can be done in physical celebrations, short Tweets, on social and through traditional media. It is important that work is supported and acknowledged. Partners must commit to finding and highlighting what is working in Compton.

A communication strategy should be developed by the stakeholders. This can be as simple as sharing a hashtag or as sophisticated as hosting a social-media platform. The strategy should announce that Compton is the place to be. People across the country, from policing to community development, to businesses, should want to come to Compton to find out how it is being done.

All stakeholders must contribute to this strategic plan and all will benefit from it. A consistent, positive message about the work of the strategic plan and its impact will help continue and increase the momentum in implementing the strategies. New businesses will see and hear how Compton is becoming safer, people are working together, and the business environment is improving. They will want to move into Compton to take advantage of all this change.

## **Strategy 3.1: Promote business support of LASD and the community in addressing crime.**

Compton stakeholders are very aware that economic development and growth must be driven by the needs and wants of the community. A primary interest of the city is to bring in businesses that will increase employment opportunities for residents.

Stakeholders also recognize that increased public safety will bring and keep businesses in Compton, since local crime is among the factors that businesses examine when planning to locate or relocate a business.

Traditionally, addressing crime is a first step for community and economic development. When public safety is integrated into neighborhood and economic development plans, real transformation can happen. LISC reports that communities across the country are finding this to be true (Ryan, 2011).

Furthermore, LISC found that when inter-disciplinary partners from the public safety sectors, community, business, and government work together using public safety strategies like Crime Prevention through Environmental Design (CPTED) or problem-oriented policing, lasting change can happen. They identified three best practices.

First, police officers make great community developers. When police do more than respond to crimes and co-create safety through proactive prevention efforts, public safety and economic development are enhanced.

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<sup>11</sup> The Local Initiatives Support Corporation has an office in Los Angeles, CA. Their website is: [http://programs.lisc.org/los\\_angeles/](http://programs.lisc.org/los_angeles/).

Second, in some neighborhoods, reducing crime may be call to get people and organizations to work together. However, in other neighborhoods it may be necessary to lead with community and economic development. Community and economic development organizations can play an important role in promoting police-community dialogues.

Finally, communities should engage community organizations at all levels. Not-for-profit organizations, city, county and state agencies, and local businesses have the infrastructure and the resources needed for sustained efforts.

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