



# Leadership – The Winning Formula for Crime Reduction Work

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# Overview

- **Introductions**
- **Guiding Principles**
- **Leadership**
- **Winning Formula – Summed Up**
- **Questions**

# Introductions

- Mike Green, Former DA, Monroe County, NY
- Mike Beller, Former Asst. Chief, Chamblee Police Dpt., GA
- Bob Haas, Former Commissioner, Cambridge, MA
- Anna Goedert, Senior Data Scientist, JSS



# Guiding Principles



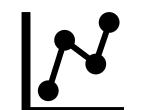
Customer Focused



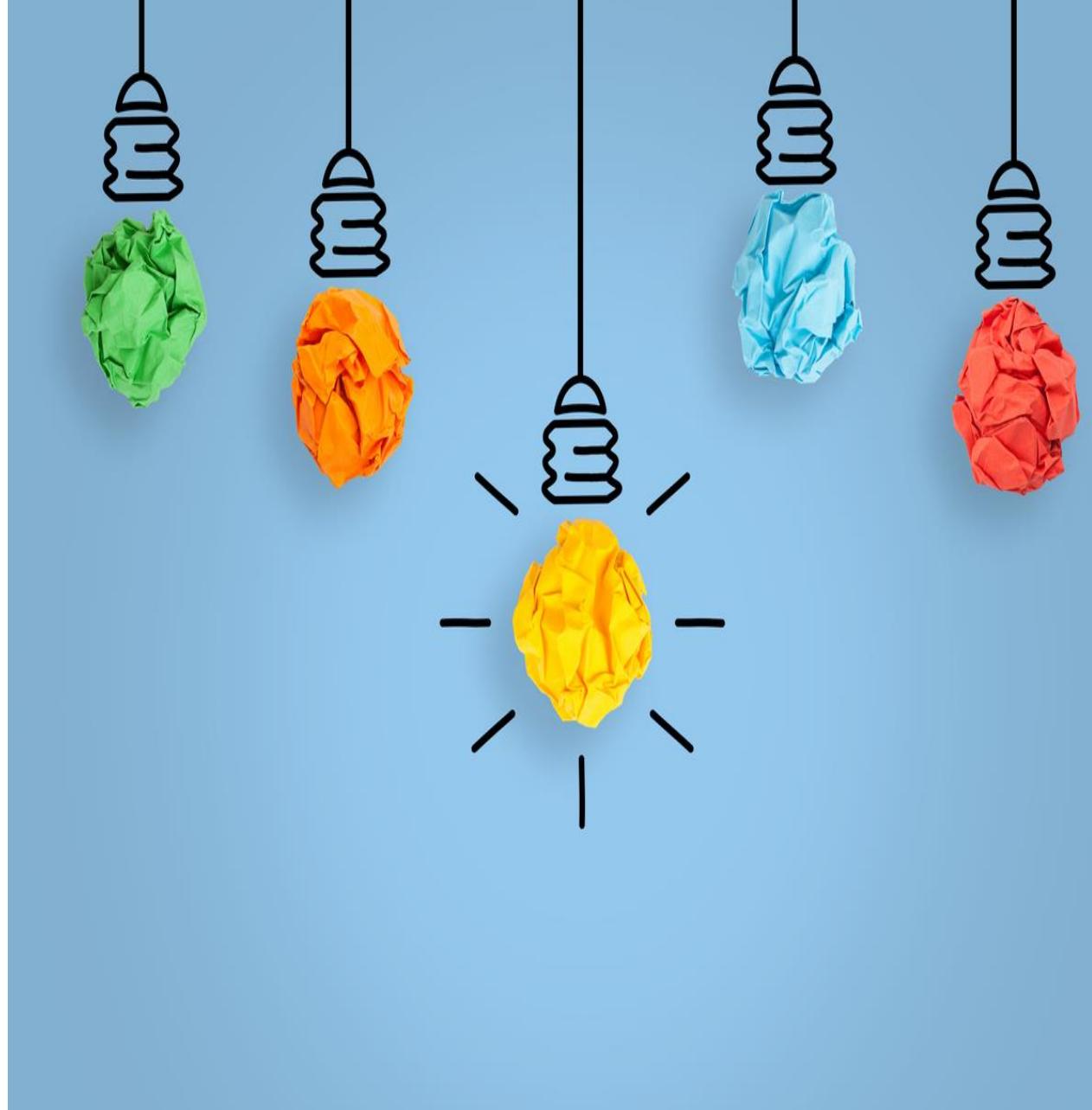
Ease of Use



Leverage Technology

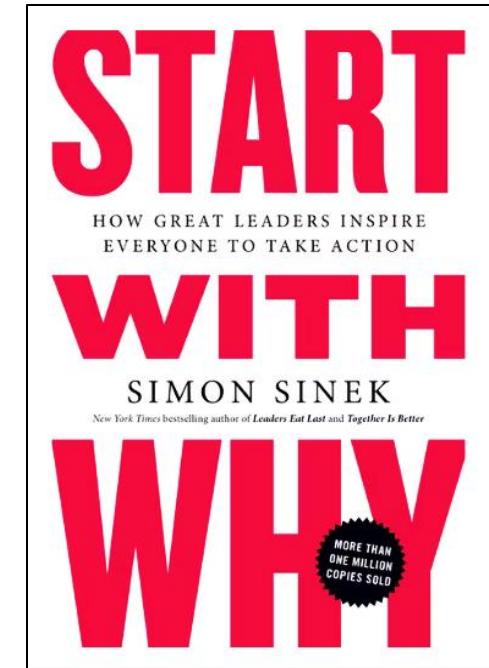


Data-Driven



# Leadership is....

- What is Leadership?
  - Dictionary definition: “the act of leading”
  - To inspire and motivate others



Simon Sinek

- Leaders
- Those who lead

# Why is leadership important?

- Behind any successful organization, is a good leader
- A great crime reduction strategy without someone to lead will fail
- A mediocre strategy with a strong leader will do well
- Ideal: Great Strategy + Great Leadership = Great Results



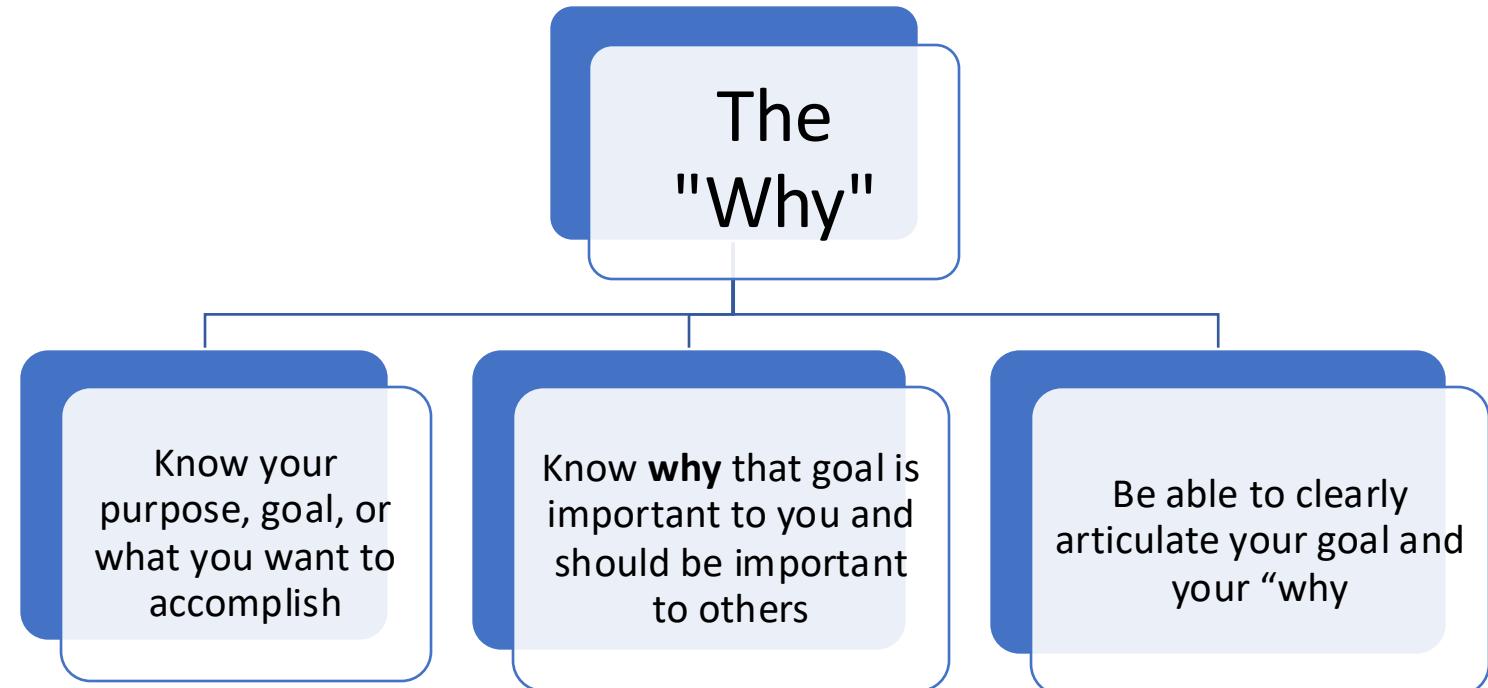
# Example 1: Harlem Children's Zone

- Geoffrey Canada
- Goal: To help children from Harlem succeed
- Why were they so successful where others failed?
  - Canada was **someone who led**



# Keys to Being Someone who Leads a Crime Reduction Effort?

- The Golden Circle model of leadership by Simon Sinek
  - Consists of the why, how, and what



## Example 2: An example of “why” in leadership

New York State Division of  
Criminal Justice Services  
(NYS DCJS)

- Gun Involved Violence  
Elimination (or GIVE) Program
- SNUG street outreach program

- Good program + good leadership = Results
- Number of shooting victims declined in  
GIVE jurisdictions
  - From 1000+ per year in 2014 to less  
than 700 in 2024
- The program is still running and nationally  
recognized



# Two Ways to Influence Human Behavior

## MANIPULATION

Control others

Easier

Impact is short-lived

## INSPIRATION

May take more effort

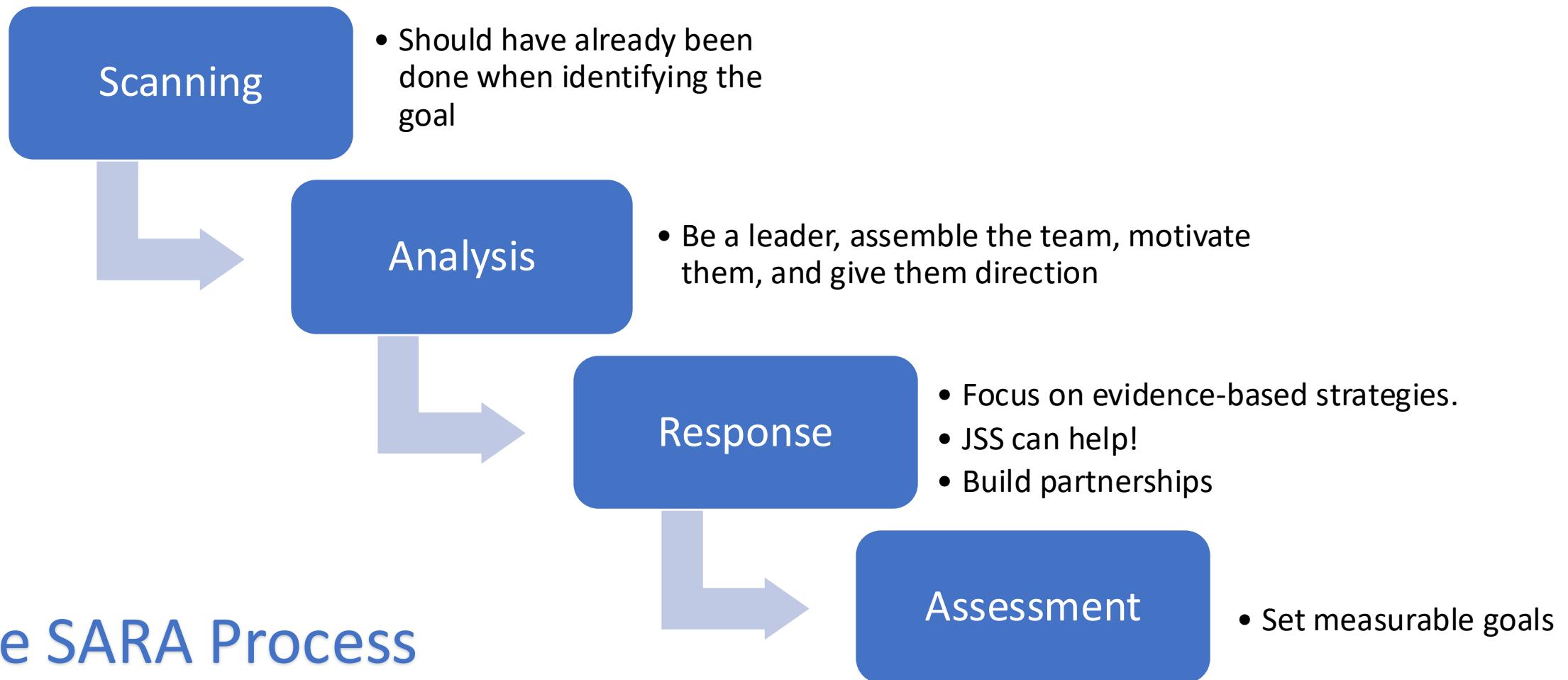
Builds loyalty

Results can last a lifetime



- Model Authentic Leadership
  - Communicate your personal commitment to the purpose, in words and in actions

# How do you put these principles to work to make you effective in leading your crime reduction effort?



# Develop Communication Strategies

- Communicate your “why” to motivate people
- Communicate constantly
- Meet people on their turf
  - Show that you care
  - Create a space to effectively communicate and motivate
- Communicate your successes and failures
  - Anticipate having to adjust
- Remain committed. Take the long view.



# Peel's Principles

- Sir Robert Peel
- Developed in 1829
- 9 Principles of Policing
- To recognize always that "the test of police efficiency is the absence of crime and disorder, not the visible evidence of police action in dealing with them."

## Sir Robert Peel's Principles of Law Enforcement 1829

1. The basic mission for which police exist is to prevent crime and disorder as an alternative to the repression of crime and disorder by military force and severity of legal punishment.
2. The ability of the police to perform their duties is dependent upon *public approval* of police existence, actions, behavior and the ability of the police to secure and maintain *public respect*.
3. The police must secure the willing cooperation of the public in voluntary observance of the law to be able to secure and maintain public respect.
4. The degree of cooperation of the public that can be secured diminishes, proportionately, to the necessity for the use of physical force and compulsion in achieving police objectives.
5. The police seek and preserve public favor, not by catering to public opinion, but by constantly demonstrating absolutely impartial service to the law, in complete independence of policy, and without regard to the justice or injustice of the substance of individual laws; by ready offering of individual service and friendship to all members of society without regard to their race or social standing, by ready exercise of courtesy and friendly good humor; and by ready offering of individual sacrifice in protecting and preserving life.
6. The police should use physical force to the extent necessary to secure observance of the law or to restore order only when the exercise of *persuasion, advice and warning* is found to be insufficient to achieve police objectives; and police should use only the minimum degree of physical force which is necessary on any particular occasion for achieving a police objective.
7. The police at all times should maintain a relationship with the public that gives reality to the historic tradition that *the police are the public and the public are the police*; the police are the only members of the public who are paid to give full-time attention to duties which are incumbent on every citizen in the intent of the community welfare.
8. The police should always direct their actions toward their functions and never appear to usurp the powers of the judiciary by avenging individuals or the state, or authoritatively judging guilt or punishing the guilty.
9. The test of police efficiency is the *absence* of crime and disorder, not the *visible evidence* of police action in dealing with them.

# Procedural Justice

## Core Tenets

Treat people with dignity and respect

Give them voice

Be neutral and transparent

Convey trustworthy motives



# Example 3: Newburgh, NY

- Acting Chief (AC) Dan Cameron
- Goal = Reduce Shootings
- Selected a gun violence intervention (GVI) with personal commitment
  - He assembled a team with state, federal, and community partners
  - Engaged and motivated with his “why”
  - Led other efforts



# Example 3: Newburgh, NY

2010

- Labeled more dangerous than 95% of US cities

2014

- 55 shootings
- AC Cameron took over

2017

- Down to 17 shootings

2018

- 8 shootings

2023

- 15 shootings

2024

- 18 shootings

# Summary of Leadership



**Be a Transformational Leader!**



**Set a GOAL with a compelling “WHY” to support your goal**



**In words and actions, repeatedly communicate your personal commitment**



**Assemble + motivate your team**



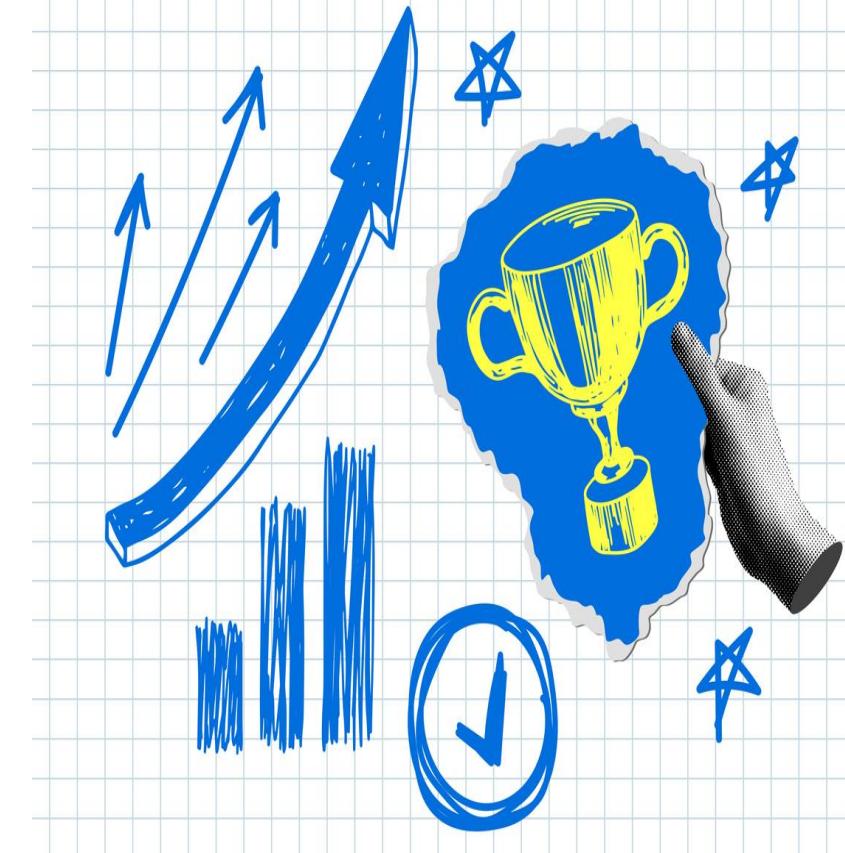
**Use the SARA process and evidence-based strategies**



**Measure progress**



**Communicate**



# Questions?





Thank  
you!