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## 2 PHILADELPHIA POLICE OFFICIALS TO RECEIVE AWARD FROM POLICE EXECUTIVE RESEARCH FORUM

(April 8, 2010, Washington, D.C.)---The Police Executive Research Forum (PERF) has announced that it will present its 2010 Gary P. Hayes Memorial Award jointly to two leaders of the Philadelphia Police Department: Deputy Commissioner Richard J. Ross, Jr. and Chief Administrative Officer Nola M. Joyce.

The award will recognize the work of CAO Joyce and Deputy Commissioner Ross in developing and implementing major crime reduction programs in Philadelphia, including work on Compstat, community policing, problem-solving, and foot patrol initiatives, which in just two years resulted in a 23-percent reduction in homicides, an 11-percent reduction in shootings, a 12-percent reduction in robberies, a 6-percent reduction in rapes, as well as reductions in property crimes.

“Nola Joyce and Richard Ross have the characteristics of past winners of the Hayes Award—they are innovators and outside-the-box thinkers who are not afraid to question conventional thinking,” said PERF Executive Director Chuck Wexler. “We have been following their careers for years, and are very pleased to have this opportunity to recognize their achievements.”

The story of Ross and Joyce’s most recent accomplishments is a fast-paced one, beginning in January 2008, when Michael A. Nutter was sworn in as Philadelphia’s new mayor, and Charles Ramsey was sworn in as the city’s new police commissioner. Mayor Nutter immediately signed an executive order declaring a crime emergency, and gave Commissioner Ramsey a three-week deadline for devising a comprehensive plan to reverse a crime problem that had caused some members of the public and the news media to call the city “Killadelphia.”

Ramsey knew that he could count on Nola Joyce to help him develop the plan; she had worked with him in the 1990s developing the Chicago Alternative Policing Strategy (CAPS), and later she had served as Ramsey’s CAO during his nine-year tenure at the Metropolitan Police Department of Washington, D.C. Ramsey knew he would also need a key executive from within

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the Philadelphia PD for inside knowledge of the department's strengths and weaknesses. He chose Ross, then serving as deputy commissioner for internal affairs and gun control strategies.

Joyce and Ross helped Ramsey devise the crime-fighting plan, quickly analyzing crime patterns, holding Town Hall Meetings, and surveying members of the Police Department to zero in on the key challenges. They found that nearly two-thirds of Philadelphia's homicides were concentrated in only 9 of the city's 23 police districts, so the plan focused more police officers and other resources on those locations.

Furthermore, they found that the Police Department's Compstat program had become stale. Compstat programs are supposed to identify crime patterns as quickly as possible and challenge police commanders to break up those patterns and solve crime problems. But in Philadelphia, Compstat consisted of weekly presentations by various police districts or units about the crimes that had occurred during the previous 28 days. Ramsey, Ross, and Joyce realized that 28 days was too long a retrospective period to have the desired impact. So Compstat was reworked in order to focus on the highest-crime districts, and to immediately analyze major crimes committed within the previous 24 hours, rather than 28 days.

A big part of the crime reduction plan involved pedestrian stops, which can help patrol officers get on top of local crime problems, but which can also aggravate police-community relations if they are not managed carefully. In order to reassure the community that Philadelphia police officers would not engage in any form of racial profiling, officers received refresher training to make sure they understood the laws governing pedestrian stops. As a result, pedestrian stops increased 58 percent in 2008, but complaints against officers rose only 4 percent.

The city's new anti-crime plan produced strong results; violent crime rates in the 9 high-crime districts declined even more significantly than the citywide figures cited above. Murders dropped 26 percent in 2008 alone, and shootings declined 15 percent.

Ross and Joyce also took on a new challenge in 2009: a major research study of the effectiveness of foot patrols, conducted jointly by the Police Department and Temple University. CAO Joyce and Deputy Commissioner Ross worked with Dr. Jerry Ratcliffe to design a randomized controlled trial—the strongest type of research design—in which 120 particular locations with high rates of violent crime were identified. Half of those 120 locations were targeted for foot patrols, and the other 60 were used as control areas. Preliminary results after 12 weeks were that violent crime in the targeted locations decreased 22 percent in comparison to the control areas. The experiment is continuing in 2010.

Joyce and Ross's many other recent initiatives include:

- developing a new community policing model specific to Philadelphia;
- creating Operation Pressure Point, which combines the resources of federal, state, and local law enforcement, other city agencies, and neighborhood town watch groups to reduce violent crimes during the high-crime hours of 6 p.m. to 4 a.m. on weekends;
- working to create a Real Time Crime Center and establishing shooting impact teams that respond immediately to shooting incidents in order to prevent retaliations (Ross); and

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-- working to develop a strategic vision for the Philadelphia Police Department through the year 2020 (Joyce).

“Richard Ross and Nola Joyce have had a profound impact on the department,” said Commissioner Ramsey. “I cannot express the amount of organizational and cultural change that has occurred during the last two years, which was due in large measure to the work, commitment, and intelligence of Richard Ross and Nola Joyce. These two people demonstrate how policing must progress in the future—sworn and civilian members working as equals and in partnership with academics, other law enforcement professionals, agencies, and community residents to secure the peace and safety of every neighborhood.”

The Hayes Award will be presented to CAO Joyce and Deputy Commissioner Ross on April 15 at PERF’s Annual Meeting, to be held in Philadelphia. The award honors the memory of PERF’s first executive director, who helped lead a major wave of improvements in American policing. It is presented annually to law enforcement professionals whose character, record of leadership, and commitment to better policing embody the ideals to which Gary Hayes was committed.

Past recipients of the Hayes Award have included many prominent leaders in policing, including Commissioner Ramsey; William Bratton (former chief in Los Angeles and New York City); Gil Kerlikowske (former chief in Seattle, now director of ONDCP); Dean M. Esserman (Providence); Cathy Lanier (Washington, D.C.); Edward A. Flynn (Milwaukee); Ron Huberman (former assistant deputy police superintendent in Chicago, currently CEO of Chicago’s public schools system); Theron Bowman (Arlington, Texas); Peter Neyroud (National Policing Improvement Agency, London); Michael Simpson (Jamaica); and Sharon Lubinski (Minneapolis, currently U.S. Marshal for the District of Minnesota). There is one previous recipient of the Hayes Award from the Philadelphia Police Department: Inspector Edward J. McLaughlin (retired), who received the award in 1988.

The Police Executive Research Forum is a Washington, D.C.-based national membership organization of progressive police executives from the largest city, county, and state law enforcement agencies. PERF is dedicated to improving policing and advancing professionalism through research and involvement in public policy debate. For additional information, go to [www.policeforum.org](http://www.policeforum.org).

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