



# Research, Analysis, and Planning Capacities in American Police Departments: Results of a Recent PERF Survey

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## 21<sup>st</sup> Century Policing

- ❖ Policing in the 21<sup>st</sup> century includes endemic and emerging challenges
- ❖ Police need to know “what works”
- ❖ Recent infusion of police management with research, planning, and analysis (community policing, Compstat, intelligence-led policing, or Smart Policing)
  - ❖ Not uniformly supported, valued, and utilized by agencies of all types and sizes
  - ❖ Need to foster these capabilities

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# Why research, planning, and analysis?

- ❖ Use for crime analysis, intelligence, AND management decisions
  - ❖ Better understand problems with evidence and data
  - ❖ Give leaders confidence in their decisions
  - ❖ Increase efficiency through strategic deployment of resources and personnel
  - ❖ Shows impact of decisions
  - ❖ Prioritize issues
  - ❖ Increase learning and drive innovation
  - ❖ Secure more funding
  - ❖ Build partnerships and provide a bridge to other members in the community
  - ❖ Increase safety for the community and officers
  - ❖ Improve job satisfaction
  - ❖ Allow agencies to thrive/survive
  - ❖ Help agencies overcome perception that their organizations are run in an arbitrary manner

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# LEOPRD

- ❖ LEOPRD = Law Enforcement Organization of Planning and Research Directors
- ❖ Bureau of Justice Assistance federally funded program since 2006
  - ❖ Supported by PERF from 2006-2011; now supported by CNA
- ❖ Purpose: Improve the research, planning, and analysis capacities of law enforcement agency directors and executives.

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## LEOPRD Surveys

- ❖ Two surveys conducted by PERF to better understand the current state of research, planning, and analysis in police agencies across the nation.
- ❖ Conducted the *2007 Law Enforcement Planning and Research Directors' Forum Survey*
  - ❖ Suggested directors are well-educated and skilled, but are not contributing as much as they could to operations and don't have mechanisms for sharing information amongst themselves

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# LEOPRD Surveys

- ❖ *Planning and Research Survey in 2008*

- ❖ Objective

- ❖ Provide insights into the current stature of planning and research units
    - ❖ Promote and educate agencies and their executives on the value of research, planning, and analysis

- ❖ Assessed

- ❖ State of Planning and Research units, their capabilities, level of activities, and level of use.

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# *2008 Planning and Research Survey*

- ❖ Method
  - ❖ Open and closed-ended questions
  - ❖ Three sections
    - ❖ Agency Background
    - ❖ Planning and Research Unit Background and Activities
    - ❖ Planning and Research Role in Agency
  - ❖ Online and paper/mail versions
  - ❖ Sent to Chief of the 200 largest state and local law enforcement agencies in the U.S. to give to appropriate person to fill out
- ❖ Completed surveys from 118 agencies

# Results - Sample of Agencies

Variable	Average	Range
Population	700,000	59,422 to 8,214,426
Geographical area	647 sq miles	21 to 8,173 sq miles
Officer to citizen ration	556	149 to 4,839
Number of sworn officers	1,693	275 to 36,141
Number of civilians	670	30 to 14,828
Number of dispatched calls for service in 2006	468,554	10,772 to 5,040,887
Number of arrests in 2006	34,952	752 to 372,717
Number of uniform crime report, Part I, in 2006	28,095	366 to 205,522
Number of uniform crime report, Part II, in 2006	31,991	1,100 to 2,78486

## ❖ Policing Strategies

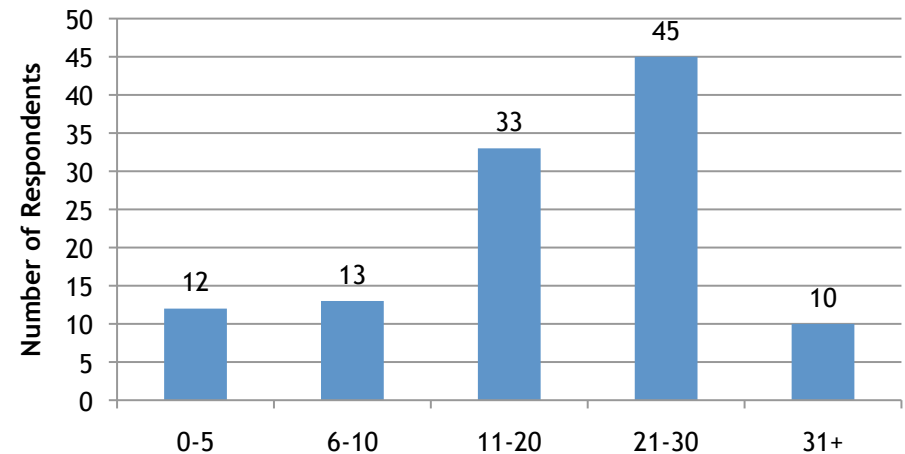
- ❖ 87% community policing
- ❖ 74% problem-oriented policing
- ❖ 63% hot spots policing
- ❖ 69% compstat
- ❖ 56% intelligence-led policing



## Results - R&P Directors

- ❖ 62% sworn officers
- ❖ Average of 19 years of LE experience
- ❖ Majority have an undergraduate degree

Years of Experience for P&R Directors

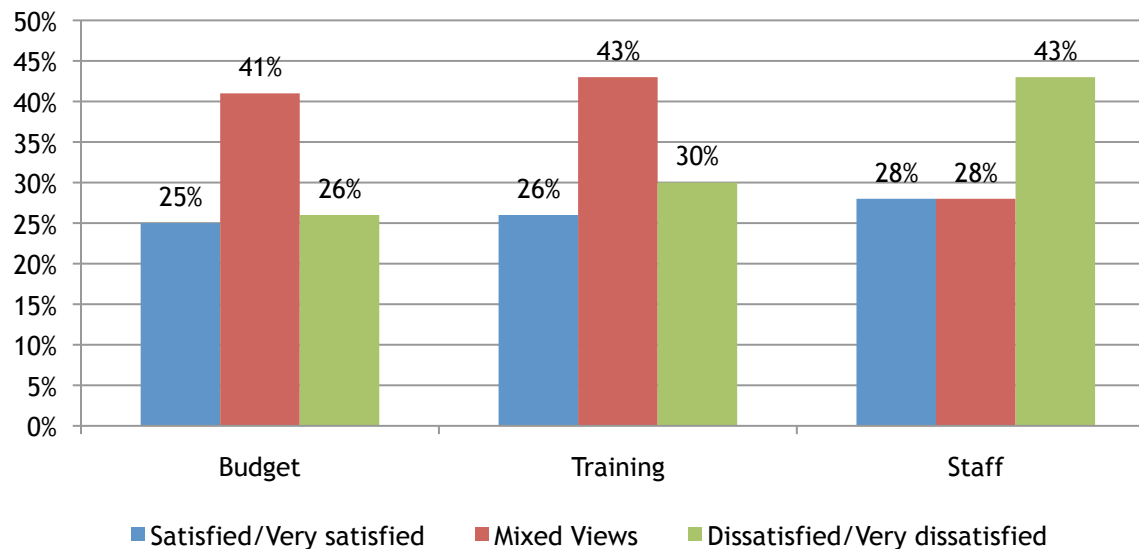


- ❖ Skills: project management (85%), statistical analysis (78%), and program evaluation (70%)
- ❖ 75% surveyed - would benefit from training or certification specific to their role, specifically statistical/research methods and strategic planning

## Results - Units/Structure

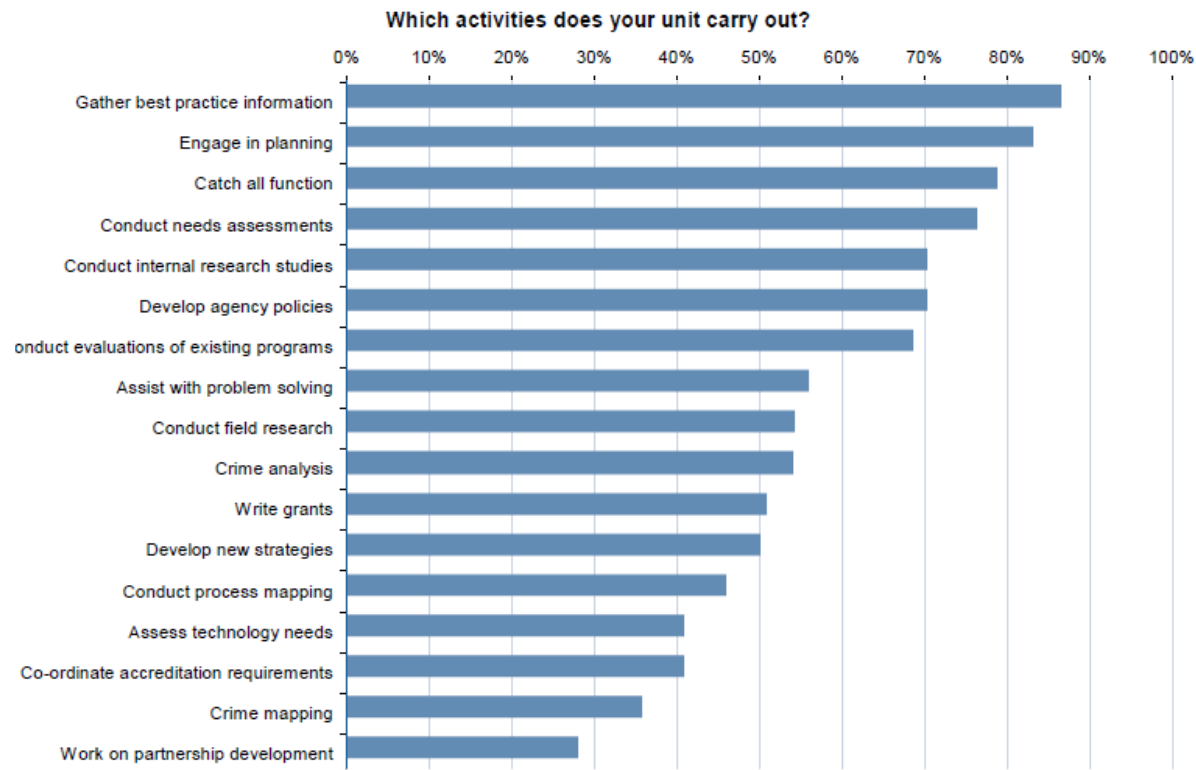
- ❖ Average size of units included: 8 full-time staff, 3 sworn, 4 civilian, and 1 support staff (breakdown varies significantly)
- ❖ Generally, unit is centralized, 92% based in headquarters
- ❖ Funding ranges from \$500 to \$1.7 million, median of \$17,680

Director's Satisfaction with the Unit's level of:



- ❖ Only 25-28% directors satisfied with level of funding, training, and staffing

# Results - Units/Function



- ❖ Common functions of units: best practice gathering, planning, and research - carried out by most surveyed units
- ❖ About 80% of the units thought their unit served as a “catch all”

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## Results - Units and its Place in the Org.

### ❖ Involvement

- ❖ 88% of units involved in planning discussion directly with the Chief/Sheriff

- ❖ 2/3 involved in discussions from the outset

- ❖ 73% of unit was involved in evaluating programs discussion directly with the Chief/Sheriff

### ❖ Utilization

- ❖ 72% directors feel their Chief/Sheriff utilize them
- ❖ Greater utilization from Chief/Sheriff versus agency

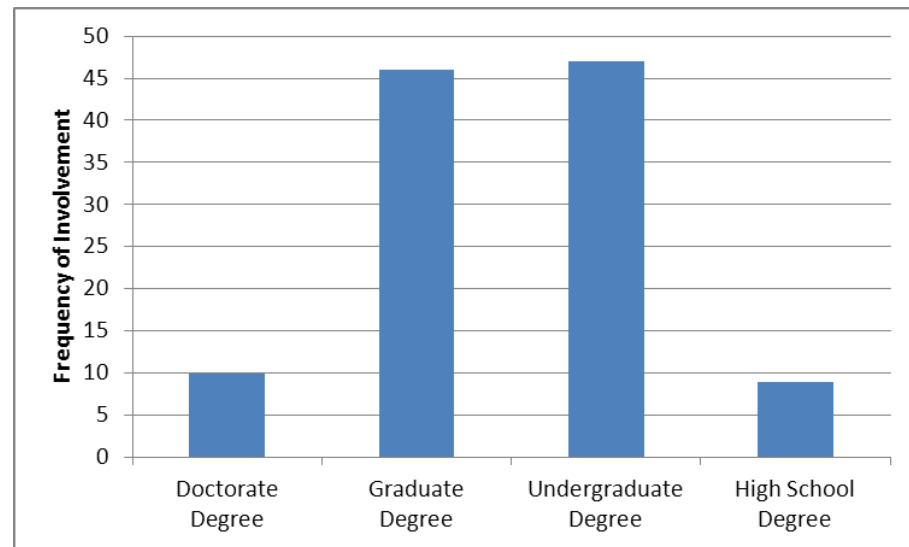
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# Follow-on analysis

- ❖ Objective
  - ❖ See if various factors have an impact of the R&P unit's involvement in agency activities
- ❖ Analysis
  - ❖ Grouped R&P unit involvement factors
  - ❖ Compared “involvement” against the following variables:
    - ❖ Population size, # of sworn officers, # of Part I crimes, educational level of the unit director, if the director is sworn or civilian, and the unit expenditures per sworn officer

# Results

- ❖ Statistically significant variables:
  - ❖ *Educational level of the unit director*
  - ❖ *Unit expenditure per sworn officer*
- ❖ Education level or resources may have some relation to unit development/involvement with research, planning, and analysis



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## What does this mean?

- ❖ We still don't know much about the R & P unit in police agencies, or the conditions under which they excel, or under which they are highly valued organizational components
  - ❖ What are appropriate output/outcome measures?
  - ❖ Varying organizational makeups (unit functions, how used, composition, etc.); is there a preferred setup and does this vary by agency/jurisdiction size?
  - ❖ Role of leadership?
  - ❖ Role of department resources and support?
- ❖ Why is this important? In rough economic times, these units and their employees are at greatest risk of elimination, while they are arguably more needed

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## LEOPRD - What are we doing now?

- ❖ Joint effort by BJA, CNA, and subject matter experts beginning in October 2011
- ❖ Identifying new ways to assess and build LE agencies' capacities for research, planning, and analysis in order to meet these challenges
- ❖ Focusing on 6 critical functions
  - ❖ Policy Development      ❖ Research and Projects
  - ❖ Crime Analysis              ❖ Allocation/Deployment/Staffing Analysis
  - ❖ Project Management      ❖ Strategic Planning
- ❖ Developing an assessment tool, case studies/models, and a compendium for resources



# Large Agency Model for LE Planning, Research, and Analysis

## Structure of R/P/A Functions

- Overarching unit with multiple sub-units
  - E.g., Baltimore PD's Planning and Crime Analysis Unit or Philadelphia's Office of Strategic Initiatives and Innovation
- Dedicated full-time personnel, resources, and capabilities
- Collaborate and contribute to and possibly lead regional collaborations, State/Federal resources, and professional associations

## Benefits of R/P/A for Large Agencies

- Continuous formal assessments of strategic plans and goals
- Forward thinking strategic planning initiatives
- Address stakeholder concerns
- Learn best practices from other agencies nationwide
- Provide assessments of agency policies, programs, and plans
- Improve application of policing methods and technology
- Develop and evaluate agency mission and goals

## Differences from other models

- Have centralized R/P/A units with subunits and full-time staff
- Have significant in-house resources and capabilities

Functional Groups	Example Tasks
Policy Development	<ul style="list-style-type: none"><li>• Policy regulation</li></ul>
Crime Analysis	<ul style="list-style-type: none"><li>• Crime/traffic /intelligence analysis</li></ul>
Project Management	<ul style="list-style-type: none"><li>• Strategic mapping</li></ul>
Allocation/Deployment/ Staffing Analysis	<ul style="list-style-type: none"><li>• Patrol allocation</li></ul>
Research and Projects	<ul style="list-style-type: none"><li>• Inspections</li><li>• Program evaluation</li></ul>
Strategic Planning	<ul style="list-style-type: none"><li>• Grant writing</li><li>• Long-term strategic planning</li><li>• Forecasting</li><li>• Program development</li></ul>

# Small Agency Model for LE Planning, Research, and Analysis

## Structure of R/P/A Functions

- A single person (often the Chief) or small group of personnel
- Generally no standalone unit, works with others
  - E.g., crime analysis, grant administration, accreditation, or budgeting)
- Cross trained personnel
  - E.g., planner/information systems manager, dispatcher/crime analyst, traffic services officer/grant administrator
- Leverage regional resources
  - E.g., crime/highway safety, alcohol-related crashes, Delaware Checkpoint Strikeforce

## Benefits of R/P/A for Small Agencies

- Provide Real-time checks of key indicators in an agency
- Address internal and external stakeholder concerns
- Learn best practices from other departments
- Provide assessments of agency policies, programs, and plans
- Better collaboration with constituents
- Improve application of policing methods and technology

## Differences from other models

- Reliance on regional planning units, cross-jurisdictional planning and research
- Reliance on professional associations or State/Federal agencies to keep abreast of trends, laws, technology, policy, and standards
  - E.g., PERF, IACP, NOBLE, National Sheriffs' Association, CALEA, NIJ, BJA, local Criminal Justice Planning Councils
- Greater dependence upon "reactive planning"
- Utilization of constituents (e.g., community) as partners in planning

Functional Groups	Example Tasks
Policy Development	<ul style="list-style-type: none"><li>• Policy regulation</li></ul>
Crime Analysis	<ul style="list-style-type: none"><li>• Addressing community problems</li></ul>
Project Management	<ul style="list-style-type: none"><li>• Strategic mapping</li></ul>
Allocation/Deployment/Staffing Analysis	<ul style="list-style-type: none"><li>• Patrol allocation</li><li>• Deployment studies</li></ul>
Research and Projects	<ul style="list-style-type: none"><li>• Engaging in social media</li></ul>
Strategic Planning	<ul style="list-style-type: none"><li>• Grant writing (may team up with other agencies)</li></ul>

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# Thank you!

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## Push towards data-driven decisions

- ❖ 1950s - Research supporting police research, planning, and analysis
  - ❖ O.W. Wilson - Police Planning, 1952
  - ❖ John Paul Kenney - Police Management Planning, 1959
- ❖ 1990s - movement towards data-drive decision-making strategies and practices
- ❖ Limited research/sharing on the best practices and rapid assessment research regarding research, planning, and analysis for LE agencies