



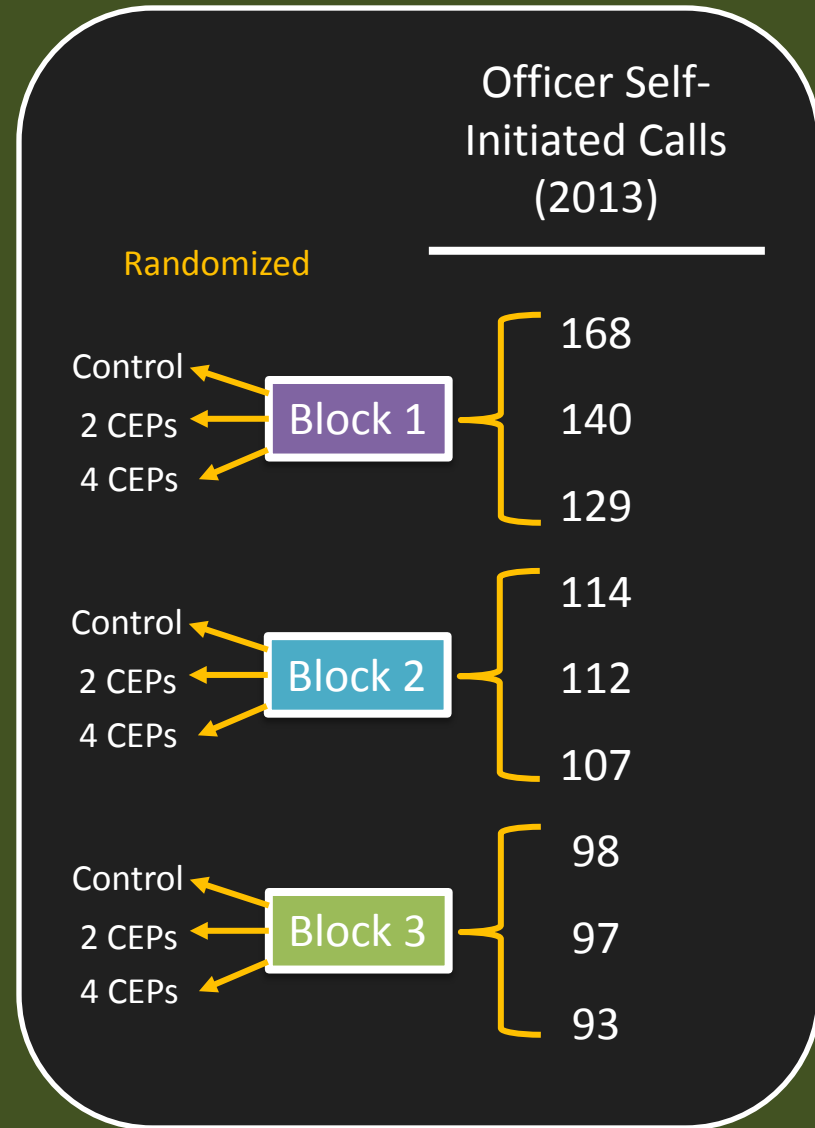
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Challenges with Smart Policing In Portland, OR

Portland's Community Engagement Patrol (CEP) Experiment

- 90 hot spots block randomized
 - Control (n = 30)
 - 2 CEPs per day (n = 30)
 - 4 CEPs per day (n = 30)
- 3 study phases @ 90 days each (year = 2014)
- 16,200 CEP calls pre-loaded into CAD system



Key Challenges with Implementation of Study

- Communication to officers about intervention goals
 - Initial planning (crime) vs. final design (community engagement)
 - Crime reduction (45%) vs. Improved community relationships (32%)
- Training officers in community engagement
 - Lacked resources because SPI grant approved $\frac{3}{4}$ of way through
 - Diffusion – same officers patrolled treatment & controls sites
- Community involvement
 - Locations identified by police - no input from community
 - *“Why are you coming here?”*
- Not all Hot spots are alike
 - High crime dissipated before study – officer frustration
 - Not equally amenable to “community engagement” (e.g., gas stations)

Key Challenges with Police Organization

- Leadership stability



- Commitment to predecessor's projects
- STACSI → PSN → Smart Suite → ???

- Organizational priorities

- DOJ Agreement
- PPB's staffing crisis

- Street-level attitude change

- *"I hope they (CEP calls) don't come back because they take away from real police work."*

Key Challenges with Evaluation

- Documentation of activities during CEPs
 - CAD system managed by different bureau/city commissioner
 - Modifications of RMS were limited by vendor
 - MDT screens do not show all codes – officers defaulted to first item
- Documentation of CEP dosing
 - CAD system allowed for good tracking of call completion & timing
 - AVL data requires major computing power
- Community surveys – assess impact on trust, legitimacy
 - Businesses – mailed surveys & phone calls unsuccessful
 - Residents – low response rate (12%)
- Change in Police RMS
 - 2015 data not comparable – limits assessment of longer term changes

Benefits/Costs of Experimental Designs for Agencies*

■ Potential Benefits

- Agency perceived as innovative – positive capital generated
- Enhances internal capacity for research & analysis
- Development of evidence-based policies & practices → increased effectiveness

■ Potential Costs

- Scale required for sufficiently powered experimental design requires major commitment of institutional resources, social capital
- Strict adherence to treatment fidelity inconsistent with “real world” implementation
- Null or negative findings have potential to decrease morale / impact leadership

* Academic researchers often have very different costs/benefit ratio