



Welcome to the National Smart Policing Initiative Meeting

Day 2 *February 7-8, 2012 - Alexandria, VA*

PODCAST: 8:00-8:15 - LAS VEGAS (Birch) and LOWELL (Laurel)
8:15-8:30 - NEW HAVEN (Birch)

This project was supported by Grant No. 2009-DG-BX-K021 awarded by the Bureau of Justice Assistance. The Bureau of Justice Assistance is a component of the Office of Justice Programs, which also includes the Bureau of Justice Statistics, the National Institute of Justice, the Office of Juvenile Justice and Delinquency Prevention, and the Office for Victims of Crime. Points of view or opinions in this document are those of the author and do not necessarily represent the official position or policies of the U.S. Department of Justice.



Welcome and Opening Remarks

James "Chip" R. Coldren, Jr., *CNA Project Director*

February 8, 2012

SMART
POLICING

Data. Analysis. Solutions.



BJA
Bureau of Justice Assistance
U.S. Department of Justice

Smart Policing Initiative Website and Social Media

Vivian Chu, *CNA Research Specialist*
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February 8, 2012

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Agenda

- ❖ Smart Policing Initiative Online Resources
- ❖ Smart Policing Initiative Goes Mobile
- ❖ Smart Policing Initiative Social Networking
- ❖ Social Media and Policing
- ❖ Discussion

Importance and Benefits of Online Presence

- ❖ Global audience
- ❖ 24/7/365
- ❖ Cost effective
- ❖ Technical support
- ❖ Collaboration
- ❖ Immediate information dissemination
- ❖ Multimedia

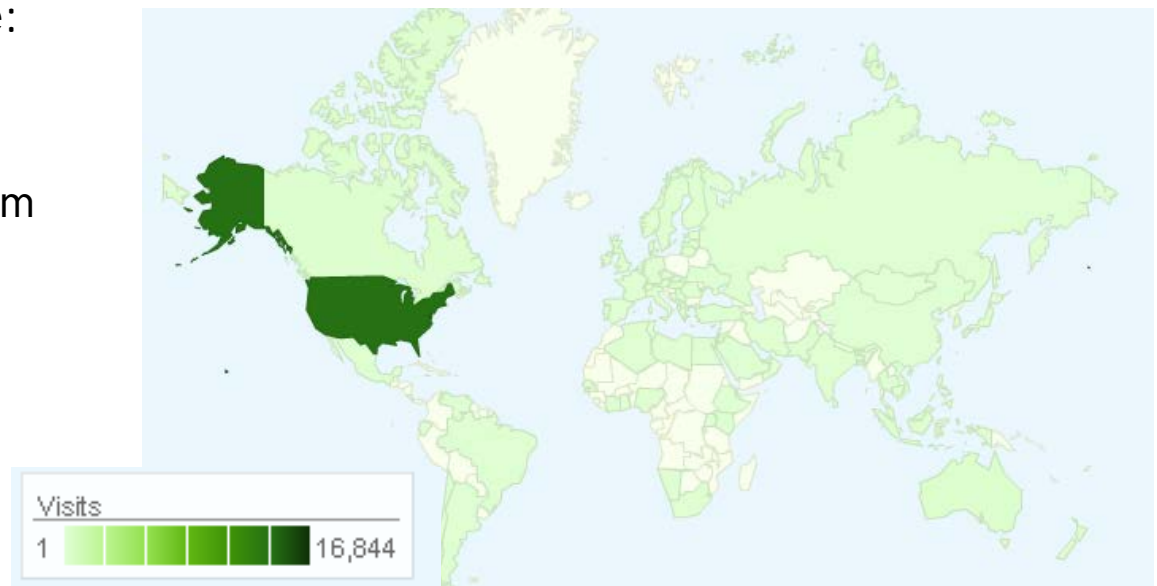


SPI Website Statistics

- ❖ Over 77,000 page views since it launched in June 2010
 - ❖ Around 138 page views per day
- ❖ Approximately 1,300 members on our mailing list
- ❖ Reaches 99 countries/territories worldwide

- ❖ The top 10 include:

1. United States
2. Australia
3. United Kingdom
4. Canada
5. New Zealand
6. India
7. Brazil
8. Russia
9. Taiwan
10. South Africa



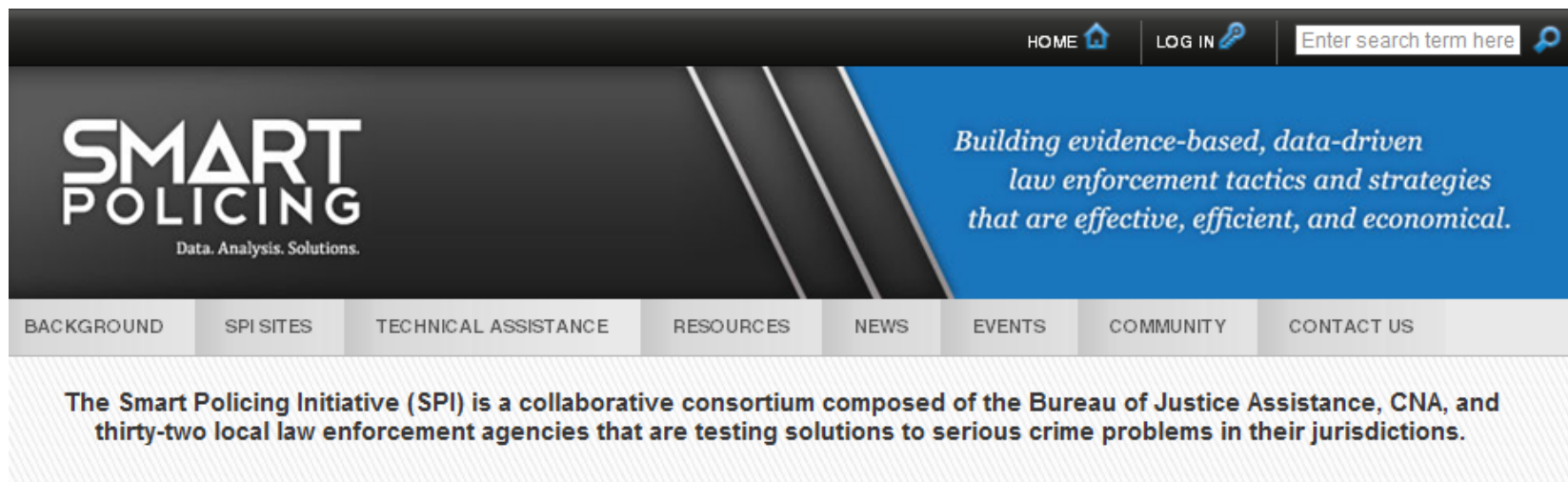
Smart Policing Initiative Website

Key Features

- ❖ “SPI in the News” and “What’s New”
- ❖ Library and Multimedia Resources
- ❖ Training and Technical Assistances
- ❖ SPI Site Pages
- ❖ Events
- ❖ Data Center
- ❖ Community
- ❖ Forum
- ❖ Search SPI website and other DOJ websites

www.smartpolicinginitiative.com

Smart Policing Initiative Website



What is Smart Policing?

As a smaller "laboratory of the States" these agencies work not just for their individual jurisdictions but for all law enforcement agencies interested in providing quality police services. With a research partner of their choice, they are collecting and analyzing data and devising or modifying solutions to problems such as street robberies, juvenile prescription drug abuse, repeat violent offenders, and neighborhood drug markets. The results of their efforts will be carefully evaluated and published for review by other agencies confronted with similar problems.

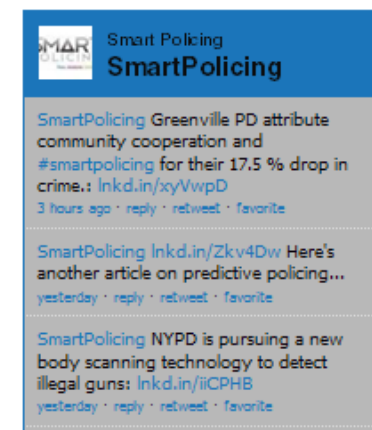


Fall/Winter Quarterly Newsletter

Our newest edition of the [SPI Quarterly Newsletter](#) features case studies on two of our sites, an article on a unique peer-to-peer site visit between two SPI sites, suggested readings from BJA and CNA, a piece on research in the Smart Policing Initiative, bios on our subject matter experts, and more!




SPI in the News



How Does this Help Me?

- ❖ Learn how to incorporate SPI practices and concepts into your department or agency
 - ❖ E.g., organizational change, using intelligence for strategic targeting, or research partnerships
- ❖ Find out how to address a variety of common law enforcement challenges and problems
 - ❖ E.g., abandoned homes, drugs, minority groups, and violent crimes.
- ❖ Collaborate with other SPI sites and the SPI community
- ❖ Request additional assistance

Smart Policing Initiative Website - Site Pages



SMART
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Building evidence-based, data-driven
law enforcement tactics and strategies
that are effective, efficient, and economical.

[BACKGROUND](#)[SPI SITES](#)[TECHNICAL ASSISTANCE](#)[RESOURCES](#)[NEWS](#)[EVENTS](#)[COMMUNITY](#)[CONTACT](#)

This page contains links to the police agency from each SPI site. Revisit this page often, as project updates and podcasts will become available as SPI implementation proceeds.

Phase I Sites







- [SPI Sites Home](#)
- [Boston](#)
- [Glendale](#)
- [Lansing](#)
- [Los Angeles](#)
- [Memphis](#)
- [Palm Beach](#)
- [Philadelphia](#)
- [Reno](#)
- [Savannah](#)
- [Winston Salem](#)

Phase II Sites

- [Baltimore](#)
- [Cincinnati](#)
- [Irvine](#)

Smart Policing Initiative Sites

Phase I Sites - FY 09

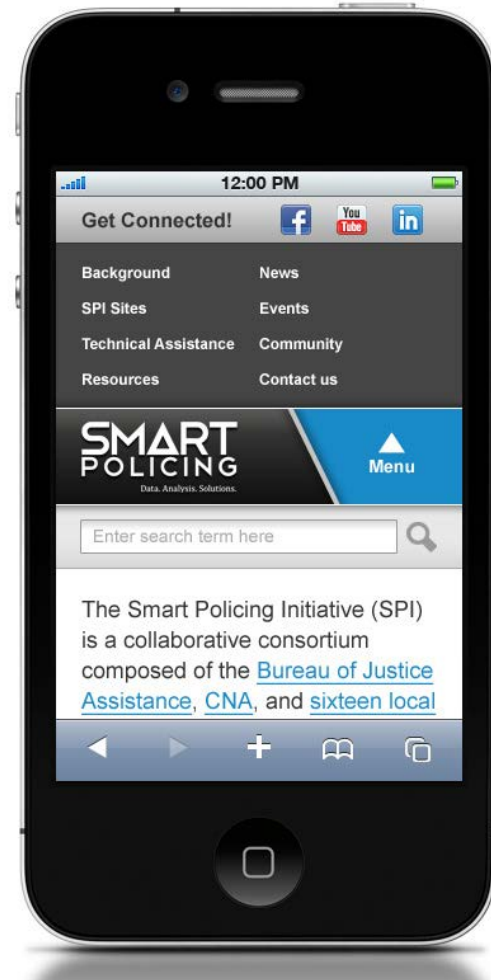
 Boston, MA	 Glendale, AZ
 Lansing, MI	 Los Angeles, CA
 Memphis, TN	 Palm Beach, FL
 Philadelphia, PA	 Reno, NV

Build up your SPI Site Page

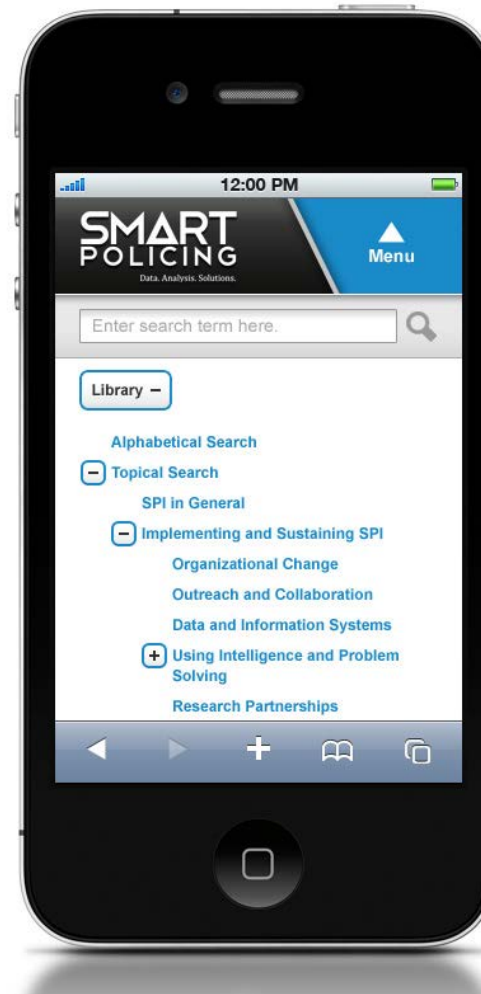
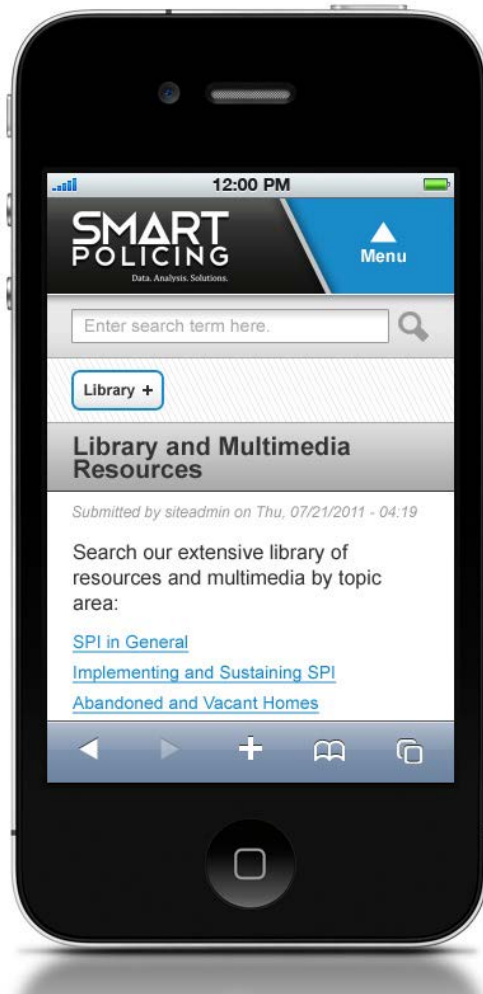
- ❖ Include updates on recent events and news
- ❖ Upload images and videos
 - ❖ E.g., Palm Beach – Community Soccer Tournament video or Glendale – Teens Today segment on Glendale SPI
- ❖ Share resources, challenges, and best practices
 - ❖ E.g., Example MOUs with partner agencies or presentations
- ❖ Share interesting findings from SPI research and evaluations

SPI Goes Mobile - Goals

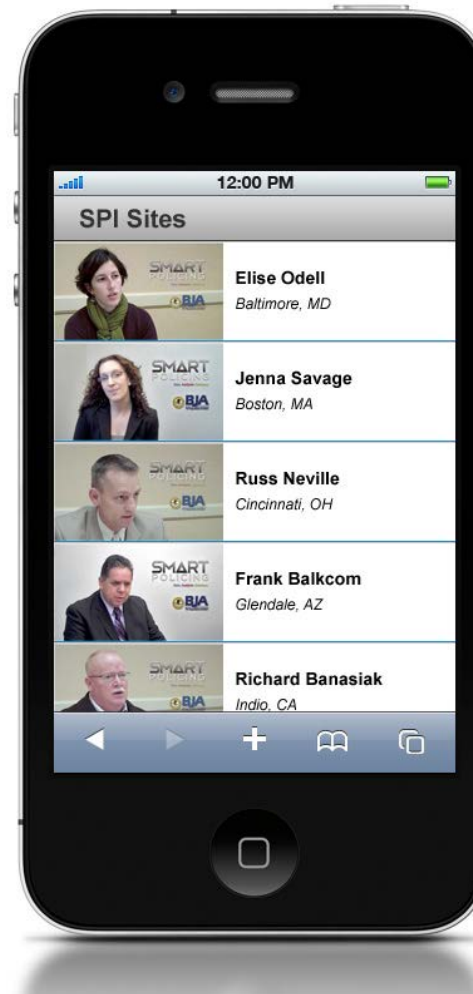
- ❖ Push information to the SPI community and law enforcement officers in the field
- ❖ Make information accessible, easy to obtain
- ❖ Provide content that is streamlined



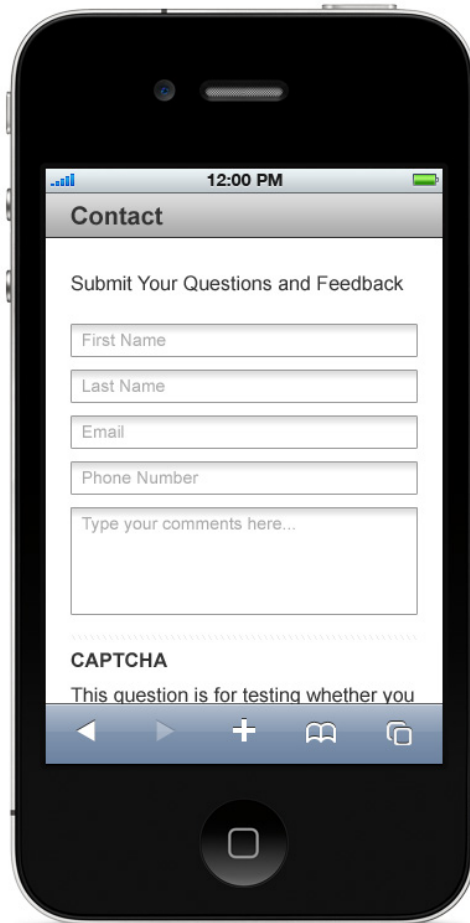
SPI Goes Mobile - Library



SPI Goes Mobile - Multimedia



SPI GOES MOBILE - Contact Us



SPI in Social Networking

Goals include:

- ❖ Expand SPI community
- ❖ Increase collaboration
- ❖ Instantly communicate interesting articles or news related to SPI



Get Connected

❖ LinkedIn Group:

- ❖ <http://www.linkedin.com/groups?about=&gid=4010853>

❖ Facebook Page:

- ❖ <http://www.facebook.com/pages/Smart-Policing-Initiative-SPI/232200310136248?sk=wall>

❖ Twitter Account:

- ❖ <https://twitter.com/#!/SmartPolicing>

❖ YouTube Channel:

- ❖ <http://www.youtube.com/user/SmartPolicing>

❖ National Meeting Hashtag:

- ❖ #SPIFebMeeting



Social Media - What is it Exactly?

Includes Web-based and mobile technologies used to turn communication into interactive dialogue...a group of internet-based applications that build on the ideological and technological foundations of Web 2.0, and that allow the creation and exchange of user-generated content.

** Source Wikipedia*

- ❖ Blogs
- ❖ Social networking sites
- ❖ Photo and video sharing sites
- ❖ Wikis
- ❖ RSS feeds
- ❖ Podcasts



How is Social Media Different from Traditional Media?

- ❖ Immediacy - comes from the source in real-time
- ❖ Interaction - facilitates conversation and interaction among users
- ❖ Audience - reaches traditionally difficult youth
- ❖ Scalable - can be tailored to meet unique needs



Some Facts



- ❖ Over 50% of world's population under 30 years old
 - ❖ 96% of them have joined a social network- *numbers are growing*
- ❖ Social media accounts for *one in every six minutes* spent online.
- ❖ Years to reach 50 million users:
 - ❖ Radio -- 38 Years
 - ❖ TV -- 13 Years
 - ❖ Internet -- 4 Years
 - ❖ iPod -- 3 Years
- ❖ According to Twitter, the *number of tweets per day* is enough to write a 10-million-page book or 8,163 copies of *War and Peace*.
- ❖ *Facebook now tops* Google for weekly traffic in the U.S.
 - ❖ More than 30 billion pieces of content shared on Facebook monthly
 - ❖ Facebook users watch more than 150 years' worth of YouTube video daily
- ❖ *Second-largest search engine* in the world is YouTube
- ❖ The internet has *over 200 million blogs*

Why Is Social Media Important to Policing?

- ❖ Worldwide daily use
- ❖ Provides a rich source of information to support decision-making
- ❖ Can improve voice to the public
- ❖ Allows police to hear what is being said
- ❖ Increases efficiency when budgets are tight
- ❖ Educates people
- ❖ Assists in investigations



Key Areas of Interest in Social Media

- ❖ Social media strategy
- ❖ Reputation management
- ❖ Policy
- ❖ Community outreach
- ❖ Social activists' interference
- ❖ Maintaining public order
- ❖ Mass surveillance

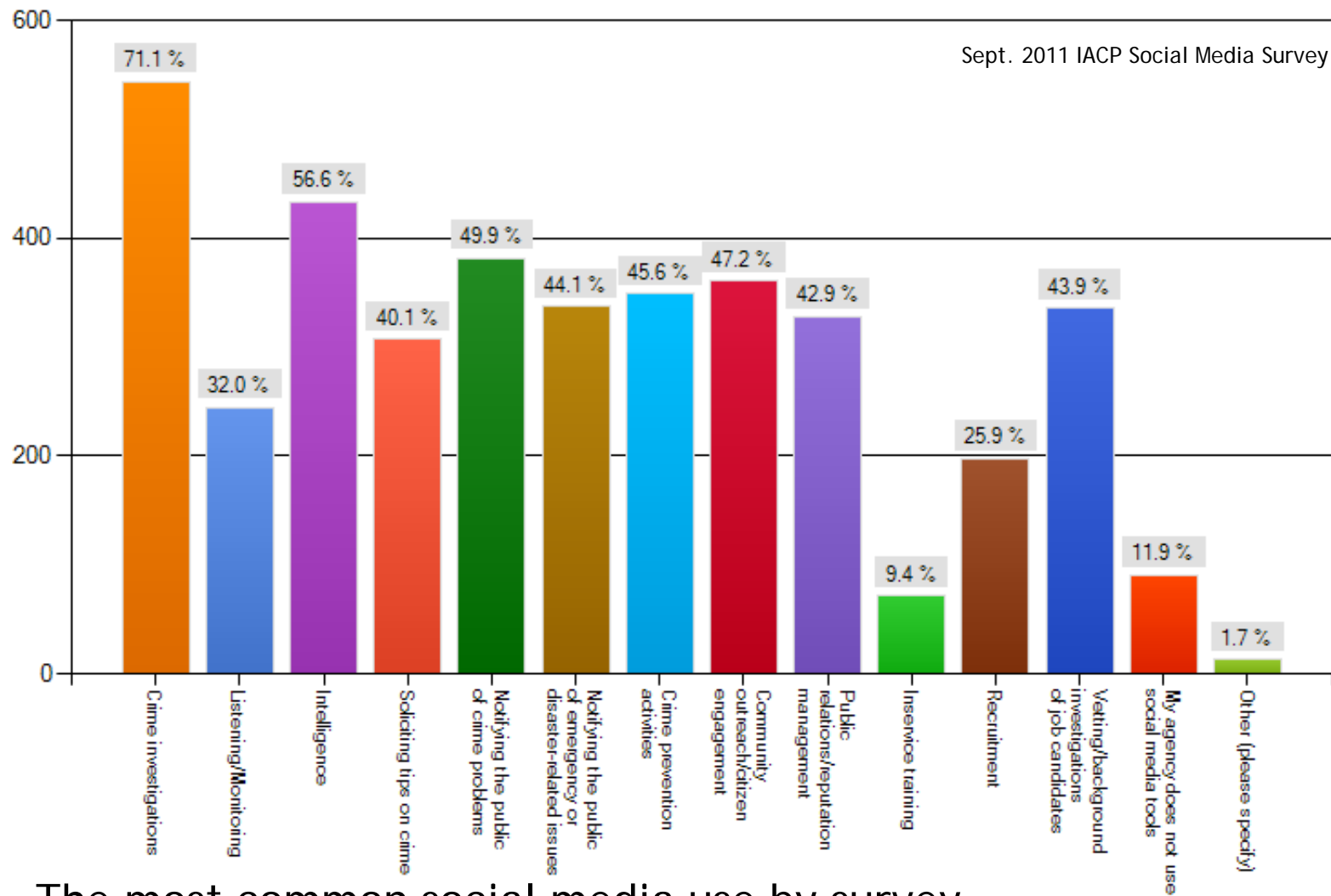


Uses of Social Media by Law Enforcement

- ❖ IACP Survey – September 2011
 - ❖ 800 law enforcement agencies from 49 states
- ❖ 88.1% of agencies surveyed use social media
- ❖ 57.9% of agencies not currently using social media are considering its adoption.
- ❖ 48.6% of agencies surveyed have a social media policy and an additional 22.1% are in the process of crafting a policy.



Social Media Activities by Law Enforcement



- ❖ The most common social media use by survey respondents was for investigations, 71.1%

Why are Departments Resistant to Social Media?



- ❖ Integration and implementation challenges in existing procedures
 - ❖ Change in nature of information type/use requires different provisions
- ❖ Concerns with security, privacy, and/or liability
- ❖ Resource constraints of time or personnel
- ❖ Fear of reputation and negative feedback
- ❖ Perceived as not appropriate for the community served

Examples of Social Media Use by Police Departments and Agencies



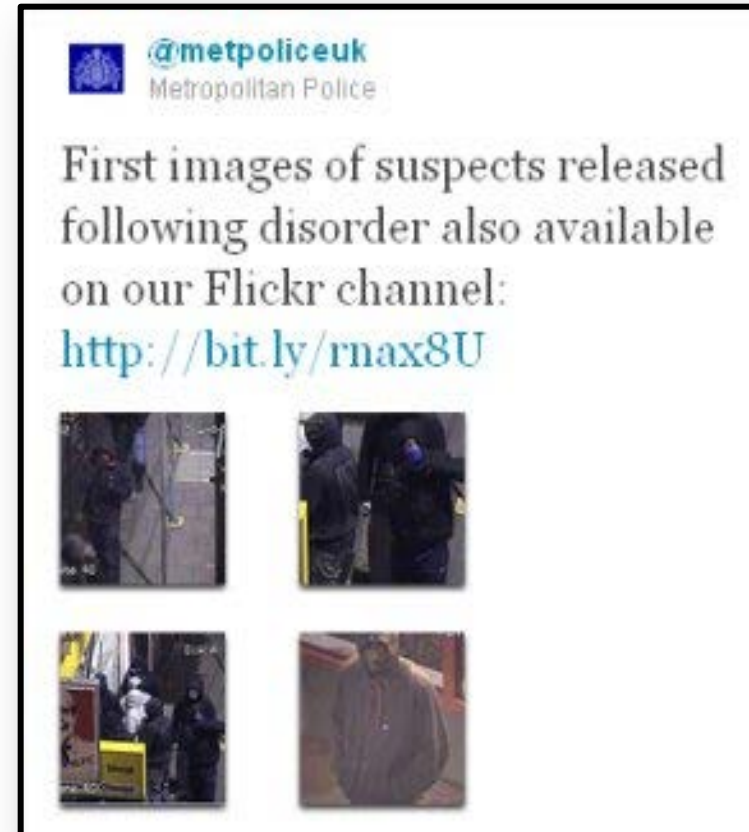
Examples - Police Response to Social Unrest

❖ London

- ❖ Lessons learned from journalist during G20 protests in April 2009
- ❖ Later in 2009 at an English Defense League protest in Birmingham
 - ❖ Police used Twitter to direct protesters to the department's website and YouTube site
- ❖ Riots in August 2011 - used for tracking and surveillance

❖ Vancouver

- ❖ Hockey riots - rioters and onlookers post pictures, videos, and tweets while police use it to catch hooligans



Examples - Police Response to Social Unrest

❖ Occupy Movement

- ❖ Departments including Philadelphia, PA and Boston, MA used social media tools to communicate with the public



PhillyPolice Philadelphia Police

#OccupyPhilly tells @PhillyPolice that this is what the PPD looks like right now. Looks like respectful, peaceful and disciplined.

30 Nov



PhillyPolice Philadelphia Police

"@DPBell: #OccupyPhilly has a permit to relocate to Thomas Paine Plaza , no tents, @PhillyPolice encourages continued peaceful protest.

30 Nov



Boston_Police Boston Police Dept.

#occupyboston The BPD respects your right to protest peacefully. We ask for your ongoing cooperation. j.mp/oQHgzT

10 Oct



Boston_Police Boston Police Dept.

@infobkk This story is inaccurate. Protestors were asked 2 return to their original spot on the Greenway not to vacate completely.

10 Oct

- ❖ Police in California are considering the best uses for social media for anticipated disturbances in spring 2012
- ❖ Police Executive Research Forum encouraged its use to map the movement

Examples - Investigations

- ❖ New York City (NY) Police Department
 - ❖ Created a unit to mine sites for signs of troublesome behavior
 - ❖ Example cases:
 - ❖ Anti-gay beating at house party advertised on Facebook
 - ❖ Facebook feud over \$20 loan that led to alleged stabbing/murder
- ❖ Avon (IN) Police Department
 - ❖ Catching wanted persons using Facebook
- ❖ 2012 Los Angeles (CA) Arsons
 - ❖ Law enforcement and fire agencies joined conversations to push information *and* get tips and track reports of new fires



Examples - Improve Voice to Community

- ❖ Collier County (FL) Sheriff's Office
 - ❖ CCSO2go iPhone app
 - ❖ Increase information disseminated to public in real-time
 - ❖ Leadership's initiative to stay connected with community
- ❖ Dallas (TX) Police Department
 - ❖ iWatch Dallas
 - ❖ Crime-tipping program to engage people reluctant or too busy to use
- ❖ Barre (MA) Police Department
 - ❖ Facebook page for community outreach - provides updates on drills, recovery of stolen property, vehicle break-ins, etc.
 - ❖ Nixle - internet-based community info service/notifications
 - ❖ Model for other departments - Utica, NY



Examples - Other Strategies

❖ Tucson (AZ) Police Department

- ❖ Using YouTube videos of crashes to remind the public to pay attention while driving
- ❖ Other potential use - public input on surveillance footage



❖ Islington Police Department - UK

- ❖ Police hold a 90 minute web chat to discuss important issues around policing and community safety with the people of Islington

Nine Tips for Integrating Social Media

1. Have a strategy

- ❖ Plan which tools to use and how to use them
- ❖ Determine who will manage them
- ❖ Develop a timeline and plan to train officers

2. Create a department policy

- ❖ Critical due to legal risks and management concerns
- ❖ Address issues such as: handling rude comments, implied product endorsement, public information
- ❖ There are a number of models (e.g., IACP, state of Utah, Governing.com, National Association of State Chief Information Officers)



Nine Tips for Integrating Social Media

3. Assign staff

- ❖ At least one person (1-4 hours per day) should monitor and use media tools each day, including weekends
- ❖ Maintain content flow
- ❖ Ideally, officers at all levels produce and/or post content

4. Technology is not the answer

- ❖ Content, content, content!
- ❖ Engage when the department can do so regularly



Nine Tips for Integrating Social Media

5. Abandon fear

- ❖ Overcome concern that too much information will get out
- ❖ E.g., Bellevue (NE) Police Department encourages use by all officers (including school resource officers and detectives)

6. Do not abandon the effort

- ❖ Stay committed, you don't want lose credibility
- ❖ Don't start until you have plan and resources in place

7. Avoid anonymity

- ❖ Social media tools are meant to enhance communication
- ❖ Create a name and presence
- ❖ Add photos of officers to make the interaction more human



Nine Tips for Integrating Social Media

8. Twitter is two-way

- ❖ Not a one-way communication tool
- ❖ Follow other accounts and engage in conversation

9. Get help if you need it

- ❖ Get advice from other agencies or an expert
- ❖ Find someone to help plan, implement, and manage
- ❖ Train staff and encourage use
- ❖ There are a number of good sites
 - ❖ IACP Center for Social Media - <http://www.iacpsocialmedia.org/>
 - ❖ ConnectedCOPS - <http://connectedcops.net/>



More Ideas for Getting Started

- ❖ Post information about wanted suspects
 - ❖ Examples - [Colorado Springs Police Department](#) and [Evesham Township Police Department](#)
- ❖ Promote your agency's events
- ❖ Run campaigns for agency initiatives
- ❖ Encourage dialogue with some lighthearted humor
 - ❖ Example - [Houston Police Department's](#) "Beat the Caption"
- ❖ Communicate news of officers doing great work
- ❖ Stream or post videos of your press conferences



Players in the World of Social Media

- ❖ Some organizations involved:
 - ❖ International Association of Chiefs of Police
 - ❖ Social Media in the Internet and Law Enforcement (SMILE)
 - ❖ National Sheriffs' Association
 - ❖ Alabama Association of Chiefs of Police
 - ❖ New Jersey State Association of Chiefs of Police
 - ❖ Texas Crime Prevention Association
- ❖ A few of the top departments involved:
 - ❖ Seattle (WA) Police Department
 - ❖ Richmond (VA) Police Department
 - ❖ Oklahoma County (OK) Sheriff's Office



Final Thoughts

- ❖ Social media is becoming more commonplace
- ❖ Police cannot afford to be left behind
- ❖ Social media does not replace what is already being done
- ❖ Creating a presence takes a plan and time



Discussion

- ❖ Does your department engage in social media tools?
 - ❖ If so, have you seen any benefits? What are your greatest challenges?
 - ❖ If not, why not, and are you considering using it?
- ❖ How can social media be used to enhance Smart Policing and the Smart Policing Initiative?





Lesson: Current and Emerging Technologies

James Coldren, *Smart Policing Project Director*

Charles Stephenson, *SPI Subject Matter Expert and Technologist*

February 8, 2012

Agenda

- ❖ Introduction to SMART Paradigm and Technologies Role
- ❖ Current and Emerging Technologies
- ❖ Assessing the Impact of Technologies
- ❖ Discussion of Technologies

Next Evolution in Policing

- ❖ SMART Paradigm
 - ❖ Strategic Management
 - ❖ Analysis and Research
 - ❖ Technology

Current and Emerging Technologies

- ❖ Wearable Video Cameras
- ❖ License Plate Recognition
- ❖ Gunshot Detection
- ❖ Mobile Bio-metric Identification

Wearable Video Cameras

- ❖ What is a wearable video camera?
 - ❖ A wearable camera is designed specifically for law enforcement agencies that require video documentation. Camera clips or attaches in some fashion to a police uniform to record the actions of the wearers and those around them.
- ❖ What do wearable video cameras provide?
 - ❖ Increased officer safety, documentation of traffic violations and citizen behavior, possible reduced time in court, evidence for internal investigations, increased likelihood of successful prosecutions.
 - ❖ They also provide insight into how well training is working and if policies are being implemented.

Wearable Video Cameras

- ❖ Example of technology
 - ❖ VieVu - PVR-LE2 Camera System
 - ❖ Wearable police camera that clips to uniform
 - ❖ Uses software system to securely store and manage video files
 - ❖ Software utilizes a Digital Signature process that marks each video with a digital hash certificate to prove that the video has not been altered "FIPS 140-2 compliant"
 - ❖ VidLock security prevents unauthorized access if the camera is lost or stolen



Wearable Video Cameras

- ❖ Example of technology
 - ❖ Wolf Commander Enterprises - Wolfcom 3rd Eye
 - ❖ Wearable camera that replaces standard radio handset microphone
 - ❖ Audio & Video/still image recording
 - ❖ Full 1080P HD resolution with IR mode, built-in infrared LED's for recording in darkness
 - ❖ GPS Geotag, photos have time, date, and location stamped into each image file
 - ❖ Supports Motorola and Kenwood radios



Wearable Video Cameras

- ❖ Example of technology
 - ❖ Reveal Media Ltd. - Product: RS3-SX Camera System
 - ❖ Attachable camera system
 - ❖ Full 1080P HD resolution video recorder with articulated camera and integrated evidence management software
 - ❖ Front facing screen
 - ❖ Weatherproof enclosure
 - ❖ Can also be used in-car, for handheld inspections and table-top for interviews etc.



License Plate Recognition

- ❖ What is license plate recognition technology?
 - ❖ A mature technology that uses a camera or cameras to read license plates of parked and moving vehicles and then checks them against a database.
 - ❖ Commonly referred to as Automated License Plate Recognition (ALPR/LPRs)
- ❖ How does license plate recognition work?
 - ❖ License plate recognition works by using optical character recognition to automatically read license plate characters. The system's software is able to identify the pixel patterns that make up a license plate and translate the letters and numbers on the plate to a digital format.
 - ❖ The plate data is then sent to a database where it is compared to a list of plate numbers that belong to "vehicles of interest". If the system detects a match to an identified vehicle of interest it sends an alert of some type.

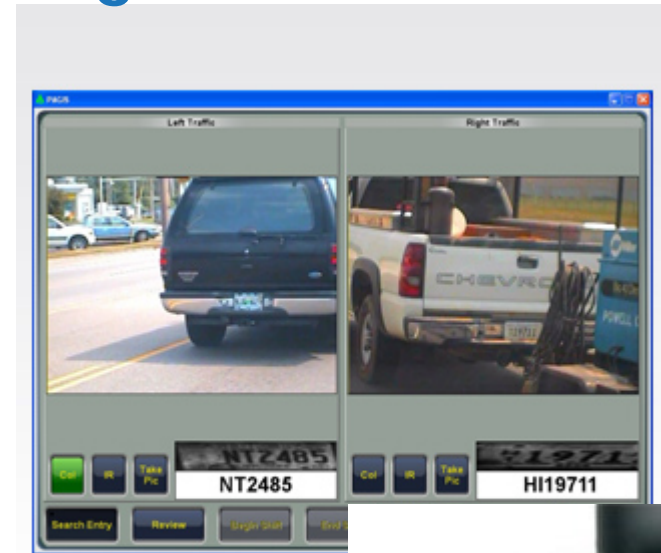
License Plate Recognition

❖ Uses Include:

- ❖ Law enforcement
- ❖ Travel time systems
- ❖ Parking systems
- ❖ Access control
- ❖ Tolling systems
- ❖ Commercial vehicle enforcement
- ❖ Congestion charging
- ❖ Homeland security

❖ Common LE Applications:

- ❖ Stolen vehicle and plate identification
- ❖ Driving with suspended or revoked licenses
- ❖ Wanted felons, BOLO's, and amber alerts
- ❖ Sexual predators and DUI surveillance
- ❖ Surveillance and investigation
- ❖ Drug enforcement
- ❖ Homeland security and interoperability



License Plate Recognition

- ❖ New applications are being developed that utilize multilayered video information and video analytics into enterprise solutions coupling CCTV surveillance, facial recognition, ALPR and object recognition into a fully customizable suite of products.
- ❖ Products will be fully customizable designed to automatically recognize, capture, and report individual events based on user-defined rules providing automatic alerts in real-time and supporting intelligent data-mining.

Gunshot Detection

- ❖ What is gunshot detection technology?
 - ❖ A technology that use acoustic sensing to identify, discriminate, and report gunshots to the user, normally within seconds of the shot being fired.
 - ❖ Today's gunshot detection systems are comprised of sensors to detect the sound of a gunshot, transmitters to send a message to the police dispatch center, and a computer to receive and display that message.
- ❖ How does gunshot detection technology work?
 - ❖ Gunshot detection systems use a set of sensors linked to a computer that are always on, listening for loud noises. If a loud noise is detected the software determines if the noise is a gunshot. If so, it calculates the location, plots the location on a map, and alerts the user.
 - ❖ Gunshot detection systems cannot detect shots that are fired indoors or that are blocked by a building or other obstruction.

Gunshot Detection

- ❖ What does gunshot detection technology provide?
 - ❖ Rapid response tool
 - ❖ Crime prevention tool through deterrence
 - ❖ A problem-solving tool that provides gunshot detection information that can be cross referenced with other police data (e.g., citizen reports of gunfire) and physical features of a neighborhood (e.g., parks or liquor stores) to identify neighborhood hot spots. If demographics (e.g., income level or gun ownership) are considered, the data can be used to analyze various dimensions of the problem and to evaluate the effectiveness of responses to the problem.

Gunshot Detection

- ❖ History of gunshot detection technologies
 - ❖ Systems became available in late 1990s
 - ❖ Standalone systems
 - ❖ Acoustic sensor technology
 - ❖ User intensive
 - ❖ Wired infrastructure for backhaul
 - ❖ Issues with accuracy and error rate
 - ❖ Small coverage area/high cost of ownership



Gunshot Detection

- ❖ Current gunshot detection technologies
 - ❖ Systems can be integrated with other technologies (e.g., CCTV)
 - ❖ Improved acoustic sensor technology and gunfire classifier/discriminator capabilities
 - ❖ Systems support fixed, portable, and mobile applications
 - ❖ Various backhaul options “wired/wireless”
 - ❖ User owned or subscription services

Gunshot Detection

- ❖ Example of technology
 - ❖ SST - ShotSpotter
 - ❖ Wired and wireless sensor system
 - ❖ Immediate alerts
 - ❖ Precise location within coverage area (latitude/longitude and street address)
 - ❖ Position, speed, and direction of travel (if moving)
 - ❖ Exact time and number of rounds fired
 - ❖ Sequence of rounds fired with time and position data
 - ❖ Type or types of weapons used
 - ❖ Possible or relative caliber of weapons
 - ❖ Number of weapons or shooters
 - ❖ Weapon cyclic rates



Mobile Biometric Identification

- ❖ What is mobile biometric identification?
 - ❖ Technology that captures, stores and automatically confirms the identity of people by comparing patterns of physical or behavioral characteristics in real time against enrolled computer records.
- ❖ How do biometrics work?
 - ❖ Mobile or portable biometric identification devices are designed for intuitive operation - and may incorporate a reader, scanner, and camera for the capture of a biometric identifier (e.g. fingerprint or facial image).
 - ❖ Identifiers are converted by software into digital format for storage and comparison against other records held in a database.

Mobile Biometric Identification

- ❖ What do biometrics provide?
 - ❖ Biometrics augment human interactions by providing an accurate recognition and permitting a more accurate assessment and management of available data to ensure a single accurate identity across federal, state, and local law enforcement enterprise.
- ❖ What are the benefits to law enforcement?
 - ❖ Enabling technology that makes possible: tracking criminal histories and solving crimes, protecting wide-ranging border areas, and screening individuals in high volume transportation conduits.
 - ❖ Provides means to positively identify subjects if listed in database and retrieval of criminal record.

Mobile Biometric Identification

- ❖ Potential uses of biometrics
 - ❖ Gang enforcement operations
 - ❖ Traffic ticketing, cite and release procedures
 - ❖ Narcotic investigations
 - ❖ Missing person inquiries
 - ❖ Positive identification of law enforcement personnel

Mobile Biometric Identification

- ❖ Examples of technology
 - ❖ BI² Technologies - MORIS (Mobile Offender Recognition and Identification System)
 - ❖ iPhone App
 - ❖ Facial recognition
 - ❖ Iris recognition
 - ❖ Fingerprints



Mobile Biometric Identification

- ❖ Examples of technology
 - ❖ Motorola Mobile AFIS (Automated Fingerprint Identification System)
 - ❖ Responses can include facial image, biographic data, criminal history, and wants and warrants information
 - ❖ Mobile AFIS can be configured to submit standards compliant templates (ANSI INCITS 378 or ISO SC37) or images (ANSI INCITS 381 or ISO SC37), enabling search on a variety of AFIS systems
 - ❖ Information can be transmitted across most common wireless protocols including HSDPA, EVDO rev 0/A, GSM/EDGE, 802.11 a/b/g, or Bluetooth®. Local databases can be transferred to the handheld computer via the SDIO interface



Assessing the Impact of Technology

- ❖ Three Es
 - ❖ Efficiency
 - ❖ Does the technology increase efficiency?
 - ❖ What is the amount of time saved?
 - ❖ Effectiveness
 - ❖ Does the technology allow officers to do a better job producing an intended or expected result?
 - ❖ Enabling
 - ❖ Does the technology enable your department to do something that you could not have before?

Discussion of Technologies

- ❖ What technologies has your department implemented recently?
 - ❖ What was the desired outcome?
 - ❖ Did it meet expectations?
- ❖ What technologies is your department considering?
 - ❖ What will it do for the department?
 - ❖ What will it do for the community?

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Break

10:15-10:030

February 8, 2012

PODCAST: PHOENIX (Birch) and PULLMAN (Laurel)



Peer-to-Peer Open Session

10:30 – 11:15

February 8, 2012

This project was supported by Grant No. 2009-DG-BX-K021 awarded by the Bureau of Justice Assistance. The Bureau of Justice Assistance is a component of the Office of Justice Programs, which also includes the Bureau of Justice Statistics, the National Institute of Justice, the Office of Juvenile Justice and Delinquency Prevention, and the Office for Victims of Crime. Points of view or opinions in this document are those of the author and do not necessarily represent the official position or policies of the U.S. Department of Justice.

Instructions

- ❖ Time to network!!
- ❖ Find at least one site and compliment them on their project and contributions to the meeting
- ❖ Find at least one site and explore whether there are commonalities regarding questions you still have, approaches and ideas, concerns about success, and sustainability
- ❖ Do you perceive any “communities of interest” among the sites?; explore this with others and let BJA and CNA know about it



Lesson: Integration and Sustainability

James "Chip" R. Coldren, Jr., *CNA Project Director*

James "Chips" K. Stewart, *CNA Senior Advisor*

Nola Joyce, *CNA Subject Matter Expert and Philadelphia SPI Coordinator*

February 8, 2012

Session Objectives

- ❖ Defining sustainability
- ❖ Planning for sustainability
- ❖ Strategies for integrating sustainability early
- ❖ Examples of sustainability practices in SPI

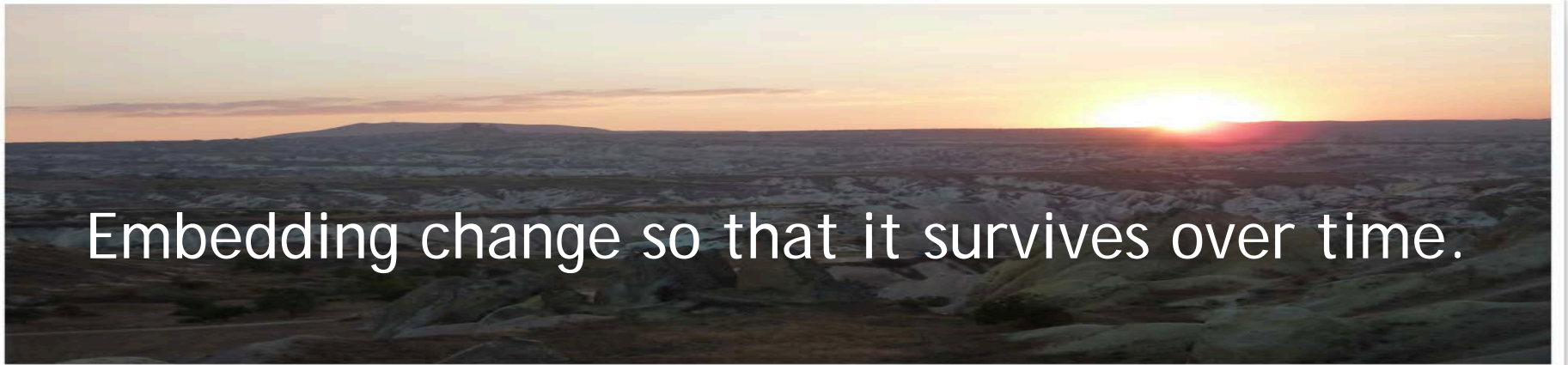
SPI Makes a Difference

- ❖ Research from the first SPI sites
 - ❖ Boston PD SSTs lowered street robberies by 17%
 - ❖ Glendale PD integrating crime analysis into SPI, rewriting performance evaluation criteria
- ❖ These innovations are working
- ❖ It's not over when it's over
 - ❖ The key is integration and sustainability
 - ❖ A strategy for sustainability is required

Defining Sustainability: What Does it Really Mean?

Defining Sustainability

- ❖ Sustainability is about...



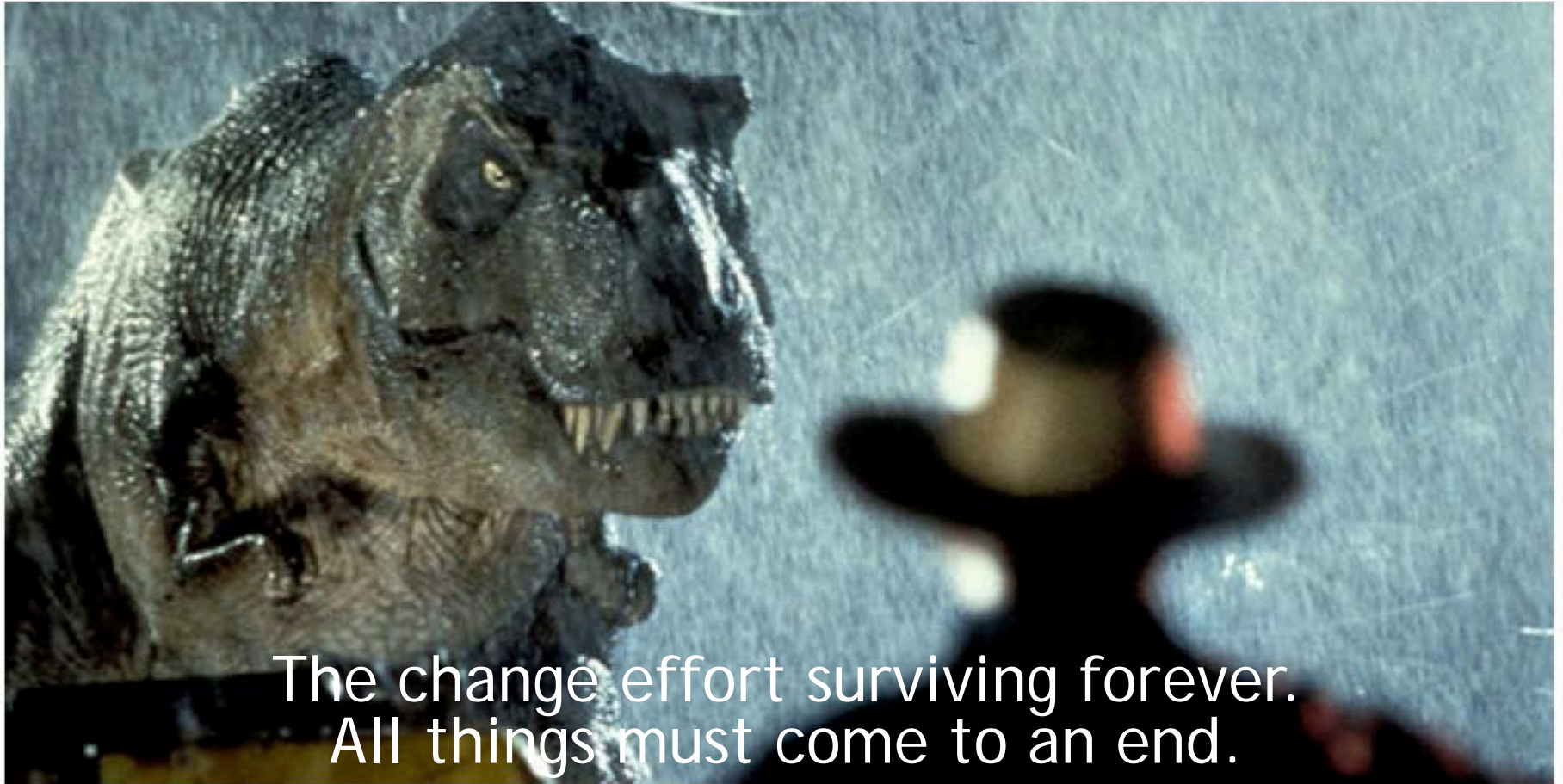
Embedding change so that it survives over time.



Continuing to produce desired or better than expected outcomes.

Defining Sustainability

- ❖ Sustainability is NOT about...



The change effort surviving forever.
All things must come to an end.

Three Rules for Sustainability

01

Learn.

02

Adapt.

03

Innovate.

- ❖ Don't lose sight of why the change was initiated in the first place

Did You Get Where You Needed to Go?



OR



❖ Did you get a little lost along the way?

Scope of Change Initiative

- ❖ What type of change is your primary focus?



Program



Process



Organizational

- ❖ Reorganization of or new: policies, practices, resources, performance evaluation criteria, training

Planning for Sustainability: How Do You Prepare for It?

Planning for Sustainability

- ❖ Sustainability starts now
 - ❖ Plan early and often
- ❖ The bigger the change the greater the effort



Planning for Sustainability

- ❖ Know your strategy and people:
 - ❖ Define success
 - ❖ Talk about accomplishments
 - ❖ Measure outcomes
 - ❖ Find a champion
 - ❖ Influence stakeholders
 - ❖ Demonstrate value
- ❖ And learn, adapt, and innovate

People Love Change (when they want to change, that is.)

❖ Buy-in is easier when...



What's
in it for
me?

Do I have
what it
takes?

Do the
bosses
walk the
walk?

Will I be
rewarded?

❖ You can answer these questions for people

There Are So Many Questions...

1. What is the rationale for changing in the first place?
 2. What are the barriers and how will they be managed?
 3. Why should senior and executive leadership care?
 4. What is your communications plan for change effort?
 5. How will you generate and maintain momentum?
 6. What will be measured and how?
 7. How will you build a record of success?
- ❖ Try to address many of them in advance

Strategies for Integrating Sustainability Early

Integrating into the Department

- ❖ Once the SPI planning has begun
 - ❖ Brief the bureau chiefs and commanders
- ❖ Identify a pathway for migration
 - ❖ How to scale the program up to agency-wide
- ❖ Develop interdisciplinary working groups
 - ❖ Attract leaders to work in finding opportunities to work with others or integrating the principles into their units

Building a Strategy

- ❖ Evaluate if the effort is worth sustaining
- ❖ Visionary
 - ❖ Develop a story about “What we can
 - ❖ Articulate the vision often
- ❖ Develop an overarching concept
- ❖ SPI innovations MUST reach beyond the experimental unit
- ❖ Agency-wide training



Making a Difference



- ❖ “Show me” the evidence?
 - ❖ It needs to be replicable
 - ❖ The change is desirable
 - ❖ How the innovation came about
 - ❖ The researcher is an essential partner
- ❖ The “difference” is a product of the approach and methodology
- ❖ Proactively demonstrate the benefits of the change

Identify a Common Ground

- ❖ Agency partners
 - ❖ Collaborations, joint engagements
- ❖ Intradepartmental success
 - ❖ Publicize the victories
 - ❖ Also the attempts
- ❖ Broadening corporate advocacy
 - ❖ Chief must have stories to relate



Infusing Agency Strategy

- ❖ Include Smart Policing as component of agency strategy
 - ❖ In the budget and mission statement
 - ❖ Communicate concepts at all organization levels
- ❖ New element in improving service to community
- ❖ External and internal communications

Building Rapport with Stakeholders

- ❖ Plan outreach and dissemination
 - ❖ Identify common partners in external community
 - ❖ Develop features and benefits to the community using SPI principles.
- ❖ Communicate smart policing concepts



Examples of Sustainability Practices in SPI

Sustainability Practices in SPI

- ❖ Department-wide SPI training
 - ❖ Roll call, online, special sessions, SPI webinars
- ❖ Extensive communication vehicles
 - ❖ Bulletins, newsletters, media
 - ❖ Presentations to command staff, leadership, key units, and divisions
- ❖ Department-wide planning efforts
- ❖ Procedural changes
 - ❖ Integration of SPI into Compstat meetings
- ❖ Performance evaluation
- ❖ Research collaborations
- ❖ Focused community education and outreach

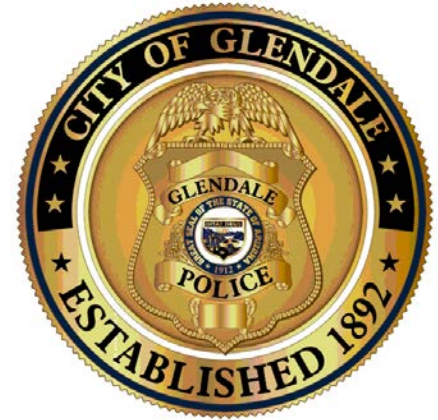
Philadelphia, PA



- ❖ Looking back on the past four years in Philly...



Glendale, AZ



- ❖ Rewriting performance evaluation criteria
- ❖ Conducting outreach to other police agencies in the region
- ❖ Collaborating with community and corporate entities
- ❖ Integrating crime analysis into SPI

Palm Beach, FL

- ❖ Department-wide cultural sensitivity training
- ❖ Ongoing efforts of community outreach



Winston-Salem, NC

- ❖ Focused training sessions on intelligence-led policing



Reno, NV

- ❖ Department-wide working group on intelligence-led policing



Lowell, MA

- ❖ Training in Smart Policing at all levels
- ❖ Revisiting Compstat
- ❖ Outreach to other police agencies in the region



Interactive Activity

- ❖ We know a desired innovation has become sustainable when.....

Interactive Activity

- ❖ We know a desired innovation has become sustainable when.....
 - ❖ Organization behavior changes
 - ❖ Organization policies change
 - ❖ Organization rewards and incentives change
 - ❖ Organization language (meaning) changes, reflects the new policy or practice
 - ❖ The innovation is no longer considered “new”
 - ❖ Resistance lessens or disappears
 - ❖ People anticipate or request the new policy or practice

Integration and Sustainability....Taking Stock

- ❖ What opportunities for formal and informal influence have been created and taken advantage of, or missed?
- ❖ Who are the change agents in your department, and how are they integrated or aligned with Smart Policing (leadership, training, support division, operations division, intel, crime analysis)?
- ❖ What specific things can you do to support sustainability of Smart Policing?

Don't Forget, Sustainability Is...

- ❖ Hard work that requires
 - ❖ Patience,
 - ❖ Persistence, and
 - ❖ Partnerships
- ❖ Acknowledge your lessons, celebrate your victories, and share your successes



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Lunch

12:15-1:15

February 8, 2012



Team Collaboration: Goals and Plans

1:15-2:00

February 8, 2012

Instructions

- ❖ Working with the plan assessment and revision template:
 - ❖ Meet as a project team
 - ❖ Review and discuss pertinent portions of your project plan covered today
 - ❖ Make notes on the template regarding:
 - ❖ Any different thinking at this point
 - ❖ Questions that have come up
 - ❖ Things that need to be addressed upon return
 - ❖ Possible changes or adjustments to your plans and strategies
 - ❖ Not binding!!! This is time for creative thinking.
 - ❖ Give a copy to a CNA representative

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Break

2:00-2:15

February 8, 2012

PODCAST: SHAWNEE (Birch) and YORK (Laurel)

Café Style Wrap-Up

2:15-3:30

February 8, 2012

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Group 1: Plaza Ballroom C

Group 2: Plaza Ballroom C

Group 3: Terrace West Room

Group 4: Laurel Room

Group 5: Birch Room

Group 6: Aspen Room

Group 7: Juniper Room

Instructions

- ❖ Participants assigned to groups (handout)
- ❖ One staff or SME assigned to each group, with note-takers
- ❖ Each group participates in 3 update sessions, 15 minutes each session:
 - ❖ Lessons learned and “takeaways” from the meeting
 - ❖ How they feel their project aligns with Smart Policing concepts
 - ❖ The best ways that BJA and CNA can support them and help them be successful
- ❖ Groups stay in assigned rooms, staff and SMEs rotate
- ❖ Two participant groups for each of the three sessions

	2:30-2:45	2:50-3:05	3:10-3:25
Room 1a/Group 1	Lessons Learned	Align with SPI	Best Support
Room 1b/Group 2	Align with SPI	Best Support	Lessons Learned
Room 2/Group 3	Best Support	Lessons Learned	Align with SPI
Room 3/Group 4	Lessons Learned	Align with SPI	Best Support
Room 4/Group 5	Align with SPI	Best Support	Lessons Learned
Room 5/Group 6	Best Support	Lessons Learned	Align with SPI
Room 6/Group 7	Lessons Learned	Align with SPI	Best Support

	2:30-2:45	2:50-3:05	3:10-3:25
Group 1/Plaza Ballroom C	Lessons Learned <i>Decker</i>	Align with SPI <i>Stewart</i>	Best Support <i>Saizow</i>
Group 2/Plaza Ballroom C	Align with SPI <i>Stewart</i>	Best Support <i>Saizow</i>	Lessons Learned <i>Decker</i>
Group 3/Terrace West	Best Support <i>Saizow</i>	Lessons Learned <i>Decker</i>	Align with SPI <i>Stewart</i>
Group 4/Laurel	Lessons Learned <i>Rickman</i>	Align with SPI <i>White</i>	Best Support <i>Gonzalez</i>
Group 5/Birch	Align with SPI <i>White</i>	Best Support <i>Rickman</i>	Lessons Learned <i>Joyce</i>
Group 6/Aspen	Best Support <i>Gonzalez</i>	Lessons Learned <i>Joyce</i>	Align with SPI <i>White</i>
Group 7/Juniper	Lessons Learned <i>Joyce</i>	Align with SPI <i>Gonzalez</i>	Best Support <i>Rickman</i>

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Engaging with CNA / Wrap-Up / Post Meeting Test and Evaluations

James "Chip" R. Coldren, *CNA Project Director*

February 8, 2012

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Wrapping Up

- ❖ Please complete your post meeting test
- ❖ Please complete your meeting evaluation
- ❖ Remember:
 - ❖ spi@cna.org
 - ❖ www.smartpolicinginitiative.com
 - ❖ Subject Matter Experts
 - ❖ Webinars
 - ❖ We are all invested in your success!!!!