

IACP Smaller Law Enforcement Agency Technical Assistance Program

Smaller Agency Conference Track 2014

Serving the Leaders of Today, Developing the Leaders of Tomorrow





Assessing and Improving Analytic Capacities in Smaller Law Enforcement Agencies

Moderator: James “Chip” R. Coldren, Jr.

Mark Spawn, New York State Associations of Chiefs of Police

Mark Seifert, University of Delaware

Roberto Santos, Port St. Lucie Police Department

Nola Joyce, Philadelphia Police Department

Vivian Elliott, CNA Corporation



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Analytics in the Smaller Agency

Importance of leveraging analytics:

Economize personnel/resources

Evidence-based decision-making

Deploying resources wisely

Analytics in the Smaller Agency

Challenges in using analytics

Records systems and “language”

Ability to share, especially across jurisdictions

Analytical expertise

Analytics in the Smaller Agency

Lessons learned

Regional collaboration (shared CACs)

State-supported networks

When implemented, embraced by
police, politicians and community



Assessing and Improving Analytic Capacities in Smaller Law Enforcement Agencies

Mark Seifert, University of Delaware





University of Delaware Campus and Public Safety

Using Research, Planning
and Analysis to Take
Policing to the Next Level

University of Delaware Police Department – Agency Profile

- *Location:* Newark, DE. 2 miles from the Interstate 95 corridor and between Philadelphia and Washington, DC.
- *Agency Staffing:* 50 Sworn Officers; 20 Civilian Personnel
- *Enrollment:* 24,000 undergraduates
- *Population:* 40,000 in the City of Newark
- *Crime Profile:* Low incidence of Part I Violent Crime



Case Study: August 19, 2013



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You are the Chief. What are your next steps?

Take 2-3 minutes to think about this video and assume the following:

- You are the Chief of the University of Delaware Police Department.
- You have just arrived on the scene of the incident. Assume the following:
 - No one was injured in the shooting. All suspects have fled. Witnesses are on-scene and being debriefed by responding officers.
 - A Lieutenant from your department who is responsible for Patrol Operations is taking steps to secure the scene, physical evidence, interview witnesses and direct uniform operations.
 - Your Criminal Operations Commander is attending the FBI N.A. It is now your responsibility to direct the criminal investigation.
 - What immediate steps and what long term actions will you take to ensure a successful criminal investigation?

R/P/A...a Model that works



Research

Planning

Analysis

Applying Best
Practices

Data Collection

Research

Evaluation

Performance
Measurement

Human Resources
Planning

Regional
Collaboration

Planning

Allocation of
Personnel

Coordination of
Technology Assets

Fusion Center

Mapping

Analysis

Leveraging Existing
Information

Pattern Analysis

Key Factors in Solving the Case

R/P/A Model:

- Quick analysis of available information
- Regional collaboration (federal, state, local agencies all had a role)
- Partnerships with multiple agencies
- Regional model of criminal investigation. Multiple agencies; multiple investigators
- Use of Fusion Center to disseminate suspect information; collate tips and data mine key pieces of information.
- Use of technology assets (surveillance cameras; license plate readers; multiple databases)





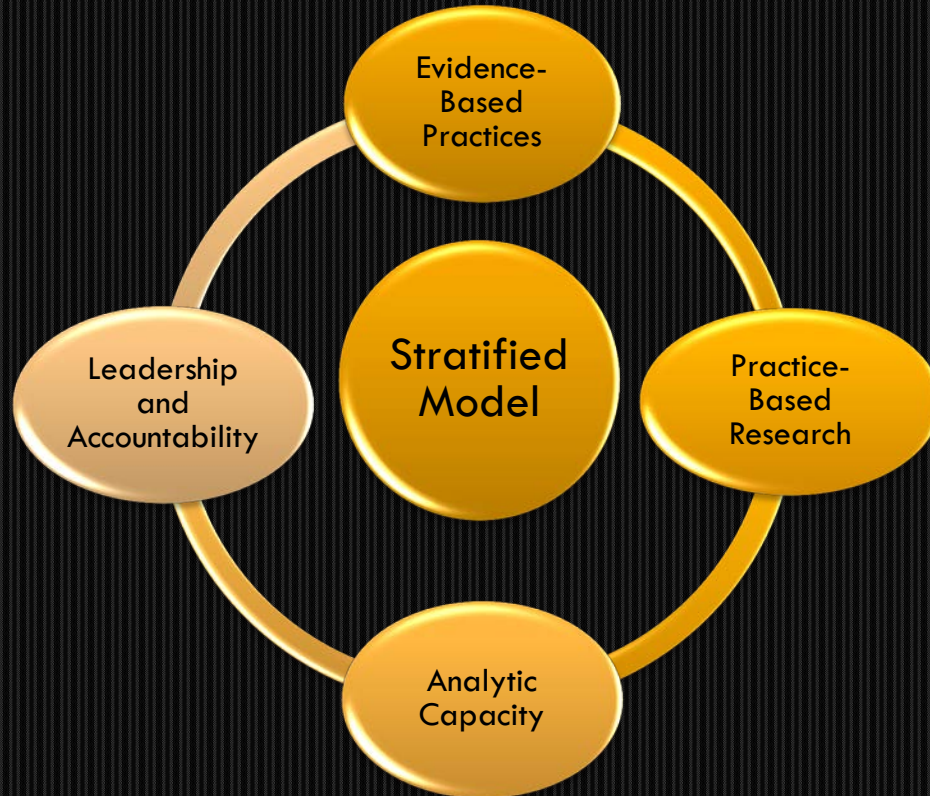
Assessing and Improving Analytic Capacities in Smaller Law Enforcement Agencies

**Roberto Santos, Port St. Lucie Police
Department**

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PRESENTED BY:
DR. ROBERTO SANTOS
PORT ST. LUCIE, FLORIDA POLICE DEPARTMENT
OCTOBER 27, 2014

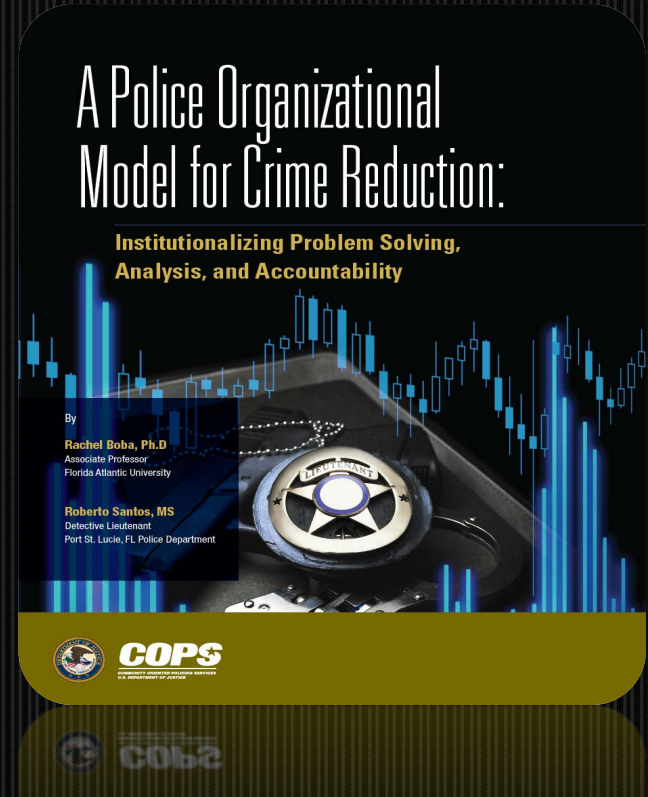
“What Works” and “How to Make it Work”



Stratified Model

of Problem Solving, Analysis, and Accountability

- Developed by Drs. Rachel and Roberto Santos in 2004 with the Port St. Lucie, FL Police Department
- Implemented over last 10 years
- 2008 IACP Law Enforcement/Research Award
- COPS Guidebook for implementation
- COPS funding for implementation (Greensboro, NC)
- State of Maryland Initiative (6 years)
- Many agencies implementing the model from around the United States



Stratified Model Strategies

Incorporates Evidence-based and Practice-based Strategies

Standard Model

- Tactical responses

Hot Spots Policing

- Focus on locations and areas

Problem-Oriented Policing

- Problem solving process
- Long-term tailored responses

Focused Deterrence and Intelligence-Led Policing

- Offender focused
- Data driven/problem solving

Compstat

- Accountability structure

Important Assumptions

1. Problem solving is an effective process for implementing crime reduction strategies
2. Crime analysis is useful and should guide police in implementing crime reduction strategies
3. Systematic accountability is imperative for organizational change and consistency



Stratified Model

of Problem Solving, Analysis, and Accountability

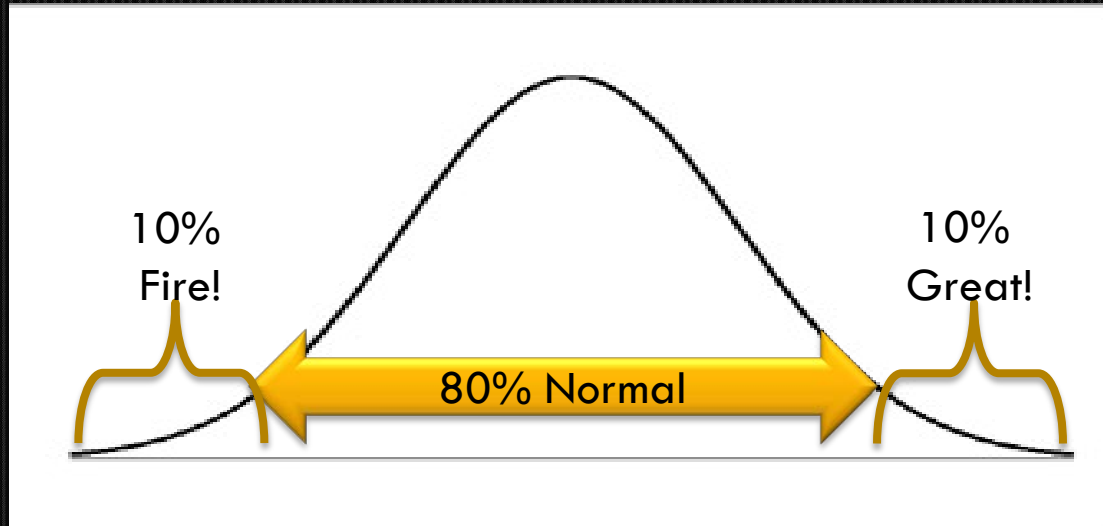
- Problem solving process relevant at every level
- Crime analysis guides all crime reduction efforts
- Crime reduction integrated into the day-to-day operations
- Stratifies responsibility according to rank and division



Stratified Model

of Problem Solving, Analysis, and Accountability

- Creates standards
- Increases minimum expectations



Types of Problems

- Activity and analysis distinguished by complexity to structure stratification

Immediate problems:		Calls for service, Crime, Significant incidents
Short-term problems:		Repeat incidents, Patterns
Long-term problems:		Locations, Areas, Offenders, Victims, Property, Compound problems

Fire Analogy

Individual calls for service and crime...are sparks.



Fire Analogy

Short-term repeat incidents and patterns...are when sparks become small fires



Fire Analogy

Long-term problems...when small fires become forest fires

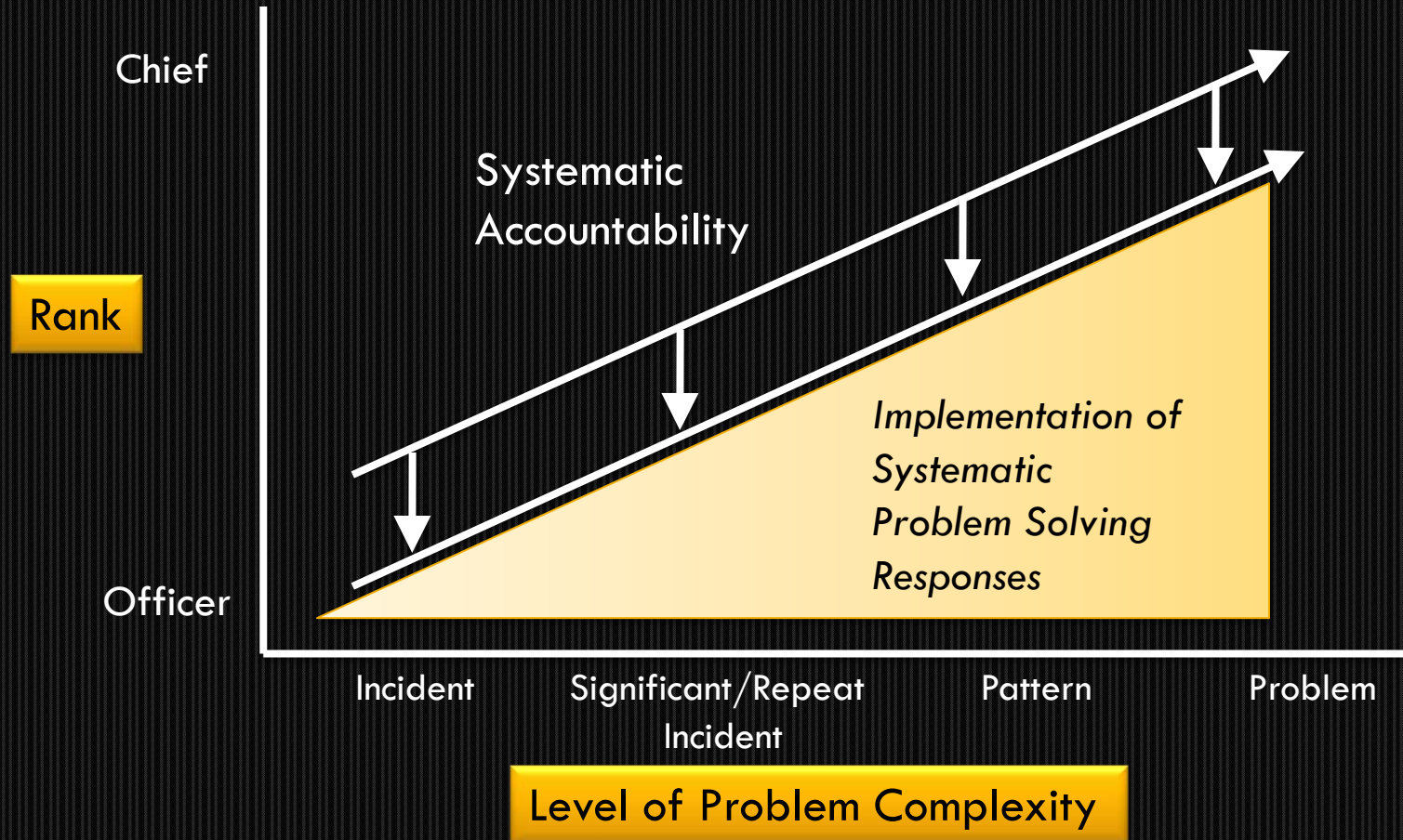


Fire Analogy

Goal of crime reduction is to prevent sparks from becoming fires
and small fire from becoming large fires



Stratified Model



Accountability



Boba, R. & Santos, R.G. (2011). *A police organizational model for crime reduction: Institutionalizing problem solving, analysis, and accountability*. Washington DC: Office of Community Oriented Policing Services.

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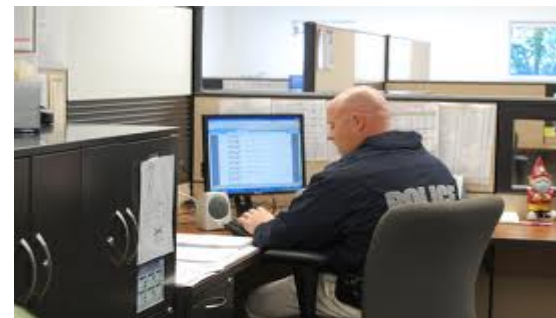


Assessing and Improving Analytic Capacities in Smaller Law Enforcement Agencies

Nola Joyce, Philadelphia Police Department



Embedding data, evidence, and research into daily operations



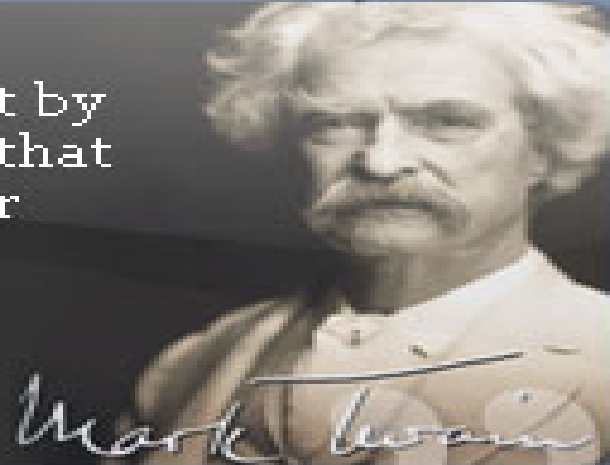
Changing the DNA of a Police Organization



Lessons Taught

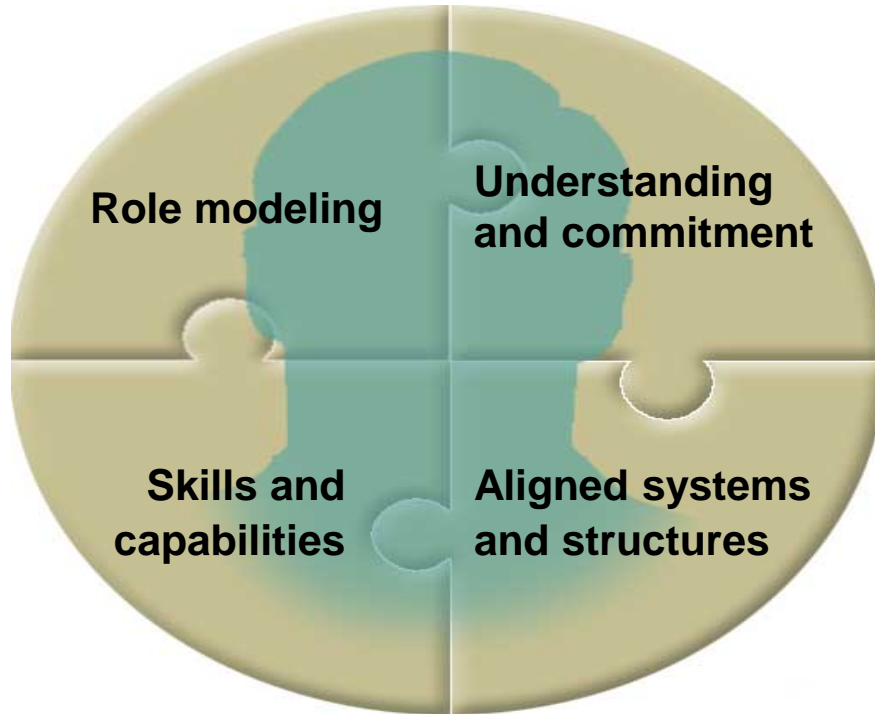
Mark Twain's Quotes by mauwolff

The man who carries a cat by the tail learns something that can be learned in no other way.



Changing Mindsets, Behaviors, Organization

" ... I see my superiors, peers, and subordinates behaving differently"



" ... I have the skills and competencies to behave in the new way"

"... I know why I need to change and in what way"

"... The structures, processes, and systems reinforce the desired change"

Be Willing To

01

Learn.

02

Adapt.

03

Innovate.

Change is...

Hard work that requires

- Patience,
- Persistence, and
- Partnerships

Acknowledge Your Lessons, Celebrate Your
Victories, and Share Your Successes



Assessing and Improving Analytic Capacities in Smaller Law Enforcement Agencies

Vivian Elliott, CNA Corporation



Improving Police Agency Analytics: A Key Strategy for the Future

Law Enforcement Organization of Planning and Research Directors

Vivian Elliott, Research Analyst, CNA

October 26, 2014

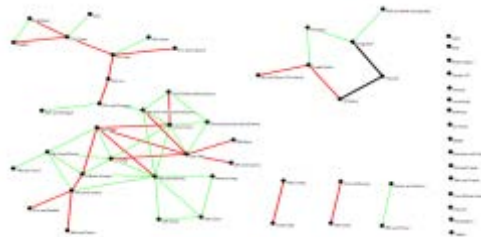
LEOPRD Project

- Bureau of Justice Assistance (BJA)
LEOPRD project
 - Improve law enforcement agencies' integration of research, planning, and analysis into evidence-based policing by focusing on:
 - Developing methodologies and models
 - Educating law enforcement about the benefits
 - Integrating planning and research into decision-making



Defining Research, Planning, and Analysis

- Research – describe and explore new approaches, as well as produce new knowledge.
- Planning – identify gaps and needs in organizational strategies, anticipate and prepare for future needs, and prescribe the process for change.
- Analysis – provide a detailed examination of a concept or process, as well as evidence for why things occur.



Why Analytics

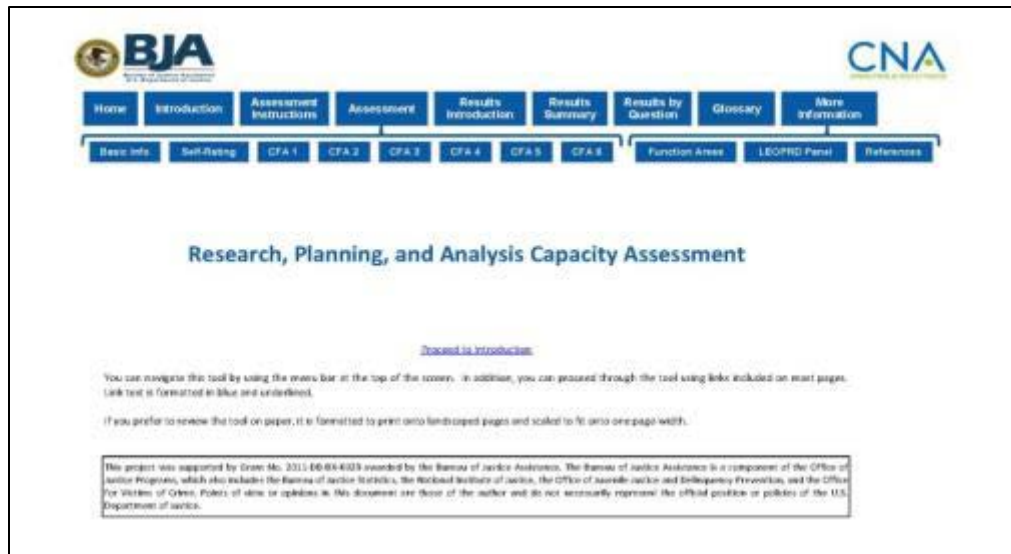
- Improving analytic capacity will position police agencies for improved organizational outcomes:
 - Enhance collaboration
 - Increase cost effectiveness
 - Use technology better
 - Increase financial resources
 - Reduce complaints & lawsuits

Strategies to Enhance Analytics

- Department reorganization
 - Lowell, MA Police Department
- Embedded criminologist and research partnership
 - Boston, MA Police Department and Redlands, CA Police Department
- Evidence-based policing initiatives
 - Smart Policing Initiative and LEOPRD
- Collaboration with other public safety stakeholders

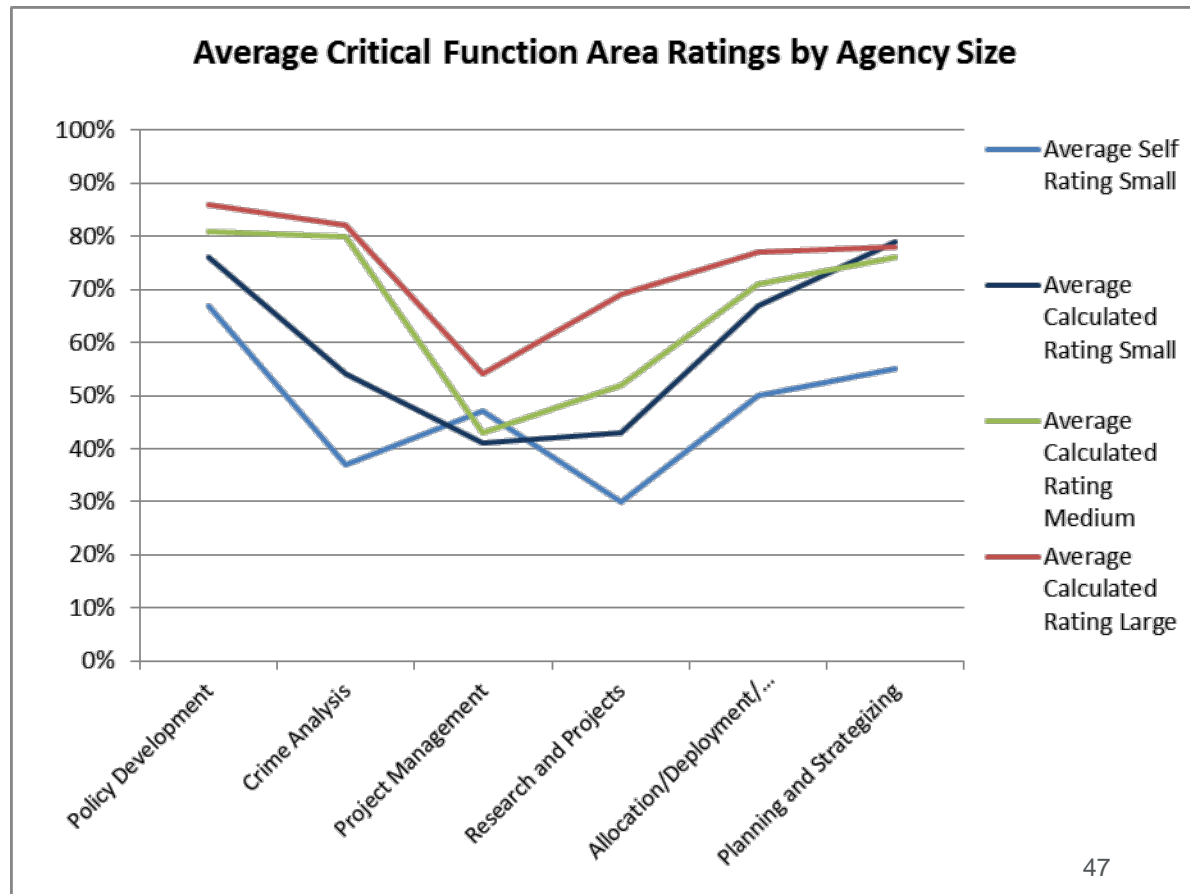
LEOPRD Analytic Capacity Protocol

- Six critical function areas: policy development, crime analysis, project management, research and projects, allocation/deployment/staffing analysis, and planning and strategizing



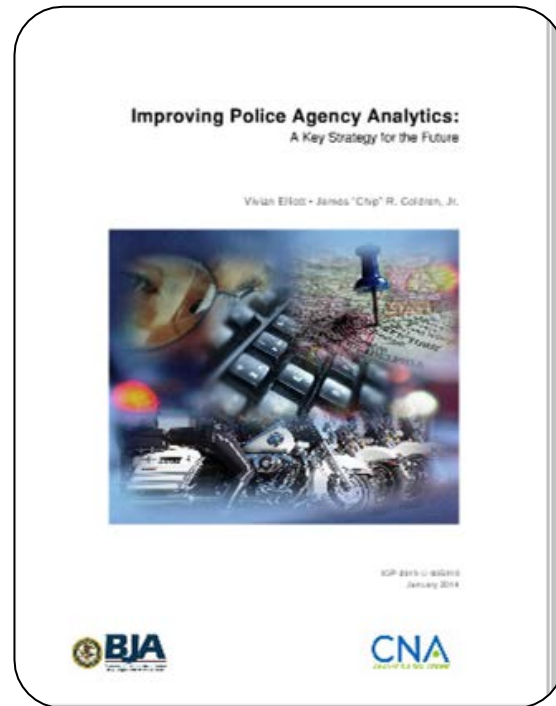
Results from pilot of assessment

- All areas had a significant different between large and small agencies
- Lowest rates were for Crime Analysis and Research/Projects



LEOPRD Case Studies and Resource Guide

- Improving Police Agency Analytics: A Key Strategy for the Future
 - <http://www.cna.org/research/2014/improving-police-agency-analytics>
- Research, Planning, and Analysis Capacity Case Studies and Models
 - <http://www.cna.org/research/2014/research-planning-analysis-capacity-case-studies>
- Research, Planning, and Analysis Resource Guide
 - <http://www.cna.org/research/2014/research-planning-analysis-resource-guide>



Case studies for small agencies

- Case Studies:
 - Boca Raton, FL Police Department
 - Henderson, NV Police Department
 - Lowell, MA Police Department
 - Regional Collaboration – New York's Operation IMPACT and Schenectady Police Department

Analytics model for small agencies

- Structure of analytics
 - Single person, often Chief, or small group of personnel
 - Generally not a stand-alone unit
 - Cross-trained personnel
 - Resources leveraged from regional partners
- Benefits
 - Provide real-time checks of key indicators in agency
 - Address internal and external stakeholder concerns
 - Learn best practices from other agencies
 - Provide assessments of agency policies/programs/plan
 - Collaborate better with constituents
 - Improve application of policing methods and technology

Key Findings

- There is much to be learned
- Analytic capacity and structure take on several different organizational forms
- To date, the variables analyzed, such as agency size, environmental factors, and director's education level, do not explain much about how analytic units are formed and situated
- Developing and enhancing analytic capacities can bring significant benefits to a police agency



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