Welcome to the Smart Policing Initiative Phase VII Inaugural Meeting

Phoenix, AZ

June 15–16, 2016

Site Introductions and Overview of Agenda

Catherine "Kate" McNamee, BJA Policy Advisor

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

Michael D. White, SPI Subject Matter Expert, Arizona State University

9:00 – 9:30 a.m.   June 15, 2016

Meeting Goals

- Dialogue with BJA and SPI leadership
- Hear from 'successful' SPI sites, and from sites at various stages of implementation
- Record (podcasts) site updates
- Focus on issues of sustainability, analysis, mental health, technology, and collaboration
- Focus on other core Smart Policing principles
- Build the Smart Policing community of practice

Agenda Overview – June 15

- Site Introductions/Agenda Overview
- Keynote Address: Assistant Chief Michael Kurtenbach
- SPI Principles and Practices
- SPI Presentations: Pinellas County, FL and Roanoke County, VA
- SPI Presentations: Shoreline, WA and Miami Beach, FL
- SPI Presentations: Milwaukee, WI and Phoenix, AZ
- Peer-to-Peer Networking
- Sustainability Practices in SPI
- Closing Remarks

Agenda Overview – June 16

- Welcome and Opening Remarks for Day 2
- Police-Community Collaboration
- Roundtable Sessions on Smart Technology and Mental Health
- Successful SPI Initiatives: Kansas City, MO and Lowell, MA SPIs
- Research and Coordinator Roundtables
- Peer-to-Peer Networking
- Closing Remarks and Evaluation

Phoenix Police Department Keynote Address

Assistant Chief Michael Kurtenbach

Kate McNamee (Facilitator)

9:30 – 10:00 a.m.   June 15, 2016

Break

10:00 – 10:15 a.m.

June 15, 2016

SPI Principles and Practices

Kate McNamee, BJA Policy Advisor

Chip Coldren, CNA SPI Project Director

10:15 – 10:45 a.m.   June 15, 2016

SPI Goals

- Establish and expand evidence-based programming in police agencies

- Establish sustainable research partnerships

- Foster effective and sustainable collaborations

- Use technology, intelligence, and data in innovative ways

- Advance the state of policing practice and science

Smart Policing Principles in Action

- Focus

- Innovation

- Research Partnerships & Methodologies

- Technology

- Collaboration

- Sustainability

Smart Policing Principles in Action

- Los Angeles, CA
- Lowell, MA
- Kansas City, MO
- Cambridge, Everett, & Somerville, MA
- Indio, CA

SPI Site Presentations

Pinellas County, FL and Roanoke County, VA

10:45 – 11:45 a.m.   June 15, 2016

Chronic Consumer Mitigation Project

Pinellas County (FL) Sheriff's Office

Grant Specialist Meghan Lomas, Pinellas County Sheriff's Office

Corporal Thomas Kelley, Pinellas County Sheriff's Office

Dr. M. Scott Young, University of South Florida

June 15, 2016

Outline

- Introduction

- Target Problem

- Approach

- Impact Evaluation Plan

- Anticipated Results/Outcomes

- Training and Technical Assistance

- Questions

Introduction – Pinellas County, FL

- 2010 Census Population: 916,542
- 6 million visitors annually
- 280-square-mile peninsula
- 24 municipalities

Photo Credit: Visit St. Petersburg/Clearwater

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Introduction – The Pinellas County Sheriff's Office (PCSO)

- Over 2,800 employees
- Responsibilities include:
  - Primary Law Enforcement Services
    - Unincorporated areas
    - 13 contract municipalities
  - Detention and Corrections
    - 1 jail serving all law enforcement agencies
    - Pinellas Safe Harbor
  - Judicial Operations
    - Misdemeanor Probation
  - Child Protection Investigations

Introduction – Florida Mental Health Act

- Baker Act
  - Initiation of Involuntary Examination
    - Court – ex parte order (1.96%[1])
    - Law enforcement officer (50.18%[1])
    - Professional's certificate (47.86%[1])
  - Held in a receiving facility no longer than 72 hours
  - Crisis stabilization
  - Referrals may be provided upon release
  - No additional follow up

[1]*Figures are for 2014 throughout the State of Florida*

Target Problem

The Washington Post

Morning Mix

Mentally ill Florida man decapitated mother after disagreement about chores

By **Abby Phillip** January 2, 2015 ✉

Christian Jose Gomez, 23, was riding a bike a few blocks away from his home when police caught up with him.

A brief chase ensued and Gomez was taken into custody, where he calmly confessed to a gruesome crime that is one of the worst Pinellas County police had ever seen, according to Sheriff Bob Gualtieri.

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Target Problem

- 2012 Individuals Use of Multiple Systems and Frequent Flyers – Diane Haynes, USF
  - Criminal Justice Information System:
    - 11% of all individuals had MH or SA/MH diagnosis
    - 25% of "frequent flyers" had MH or SA/MH diagnosis

- PCSO's RMS Data – Calendar Year 2015
  - 2,581 individuals Baker Acted
    - 382 (14.8%) individuals Baker Acted more than once
    - 12 (0.46%) individuals Baker Acted 5 or more times

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PCSO RMS and Arrest Data

2015 Individual Baker Acts vs. Arrests

	Two Baker Acts	Three Baker Acts	Four Baker Acts	Five Baker Acts	Six Baker Acts	Nine Baker Acts	Eleven Baker Acts
Total Individuals	286	66	18	7	3	1	1
No Arrest	184	45	10	5	3	1	1
One Arrest	61	13	5				
Two Arrests	22	4	1	2			
Three Arrests	7	2	1				
Four Arrests	2						
Five Arrests	2						
Six Arrests	2	1	1				
Seven Arrests	1						
Eight Arrests	3						
Nine Arrests	1						
…							
Fourteen Arrests		1					
…							
Sixteen Arrests	1						

2015 Total Law Enforcement Contacts Reported in PCSO's RMS
Individuals with 5+ Baker Acts

Baker Acts ■ Law Enforcement Contacts (excluding Baker Acts)

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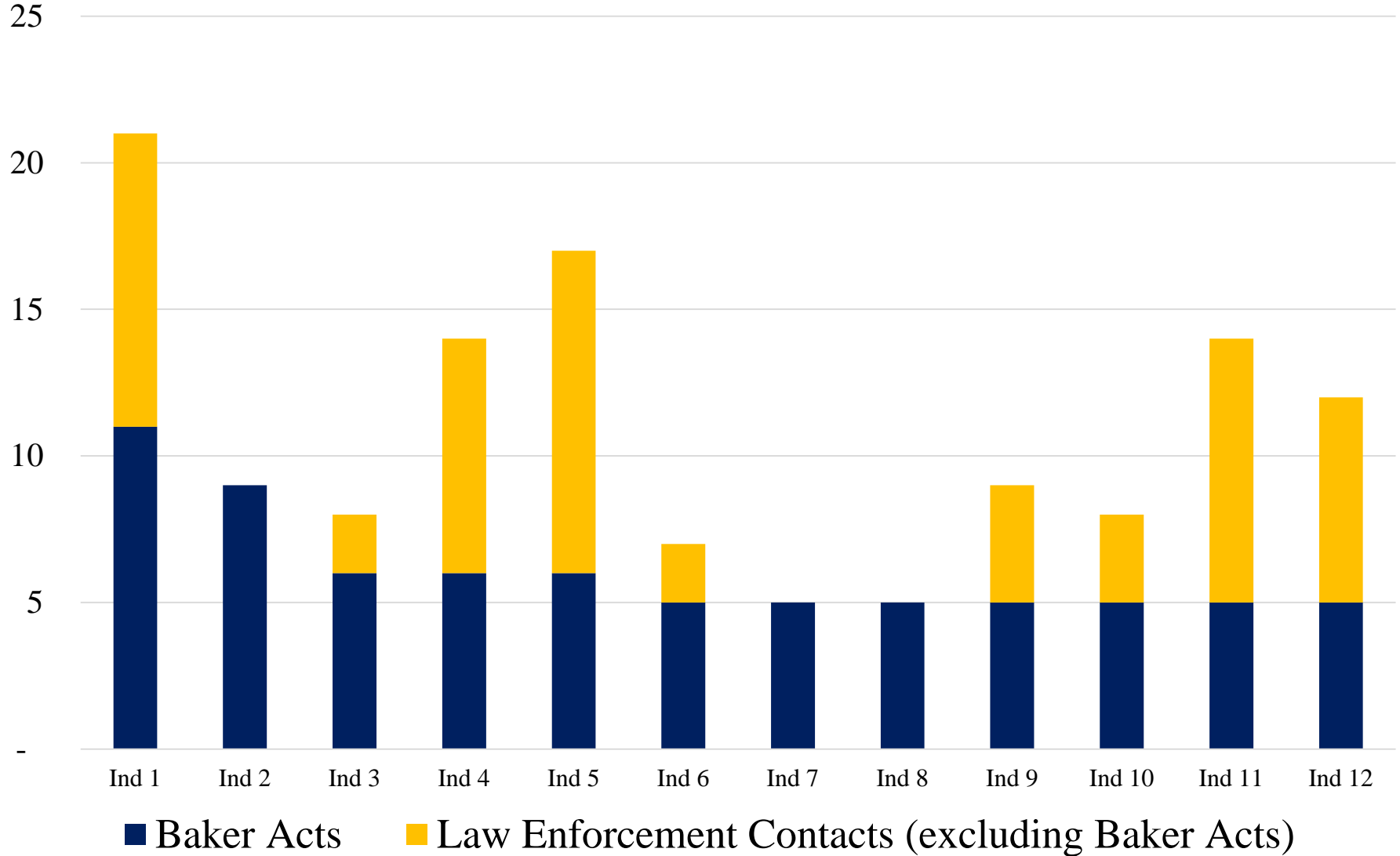
Approach

- Mental Health Unit
  - 2 Navigators (SPI funding)
    - Assist clients with service referrals
    - Provide follow-up to ensure that referrals are utilized
  - Up to 4 certified law enforcement deputies (PCSO funding)
- Increased Crisis Intervention Team (CIT) Training (Local Funding)
  - CIT for Patrol Deputies
  - CIT Advanced Refresher Training
  - CIT for Detention Deputies
  - CIT for Communications Personnel

Theory of Change

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Consumer Contact

Follow Up

Declined Participation

Cycle consists of rapport development and will be ongoing

Accepted Participation
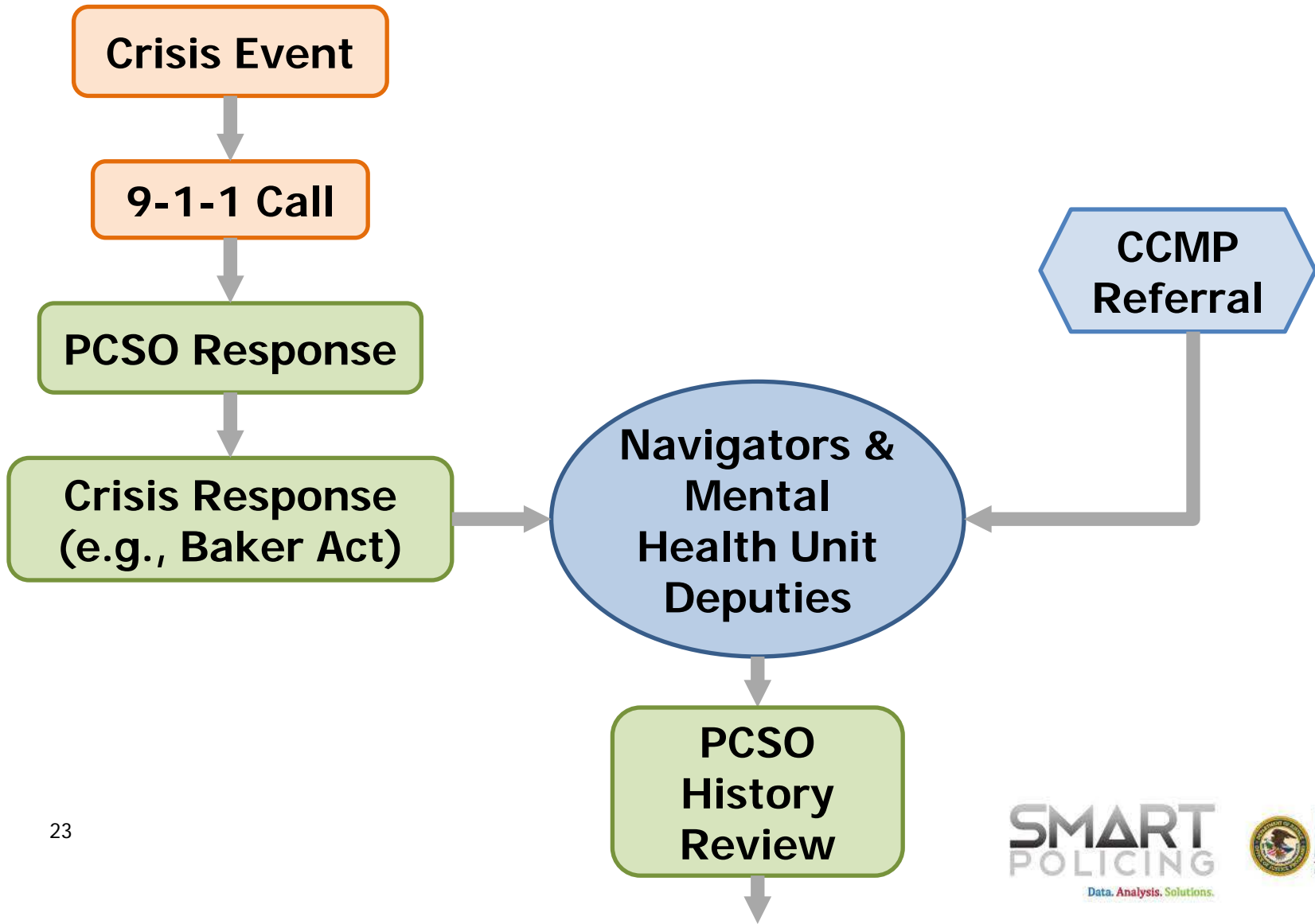
* Contacts may include:
- Family members
- Parole/Probation Officer
- Case Manager
- Public Defender

Mental Health Unit Review (Bi-)weekly

Service referral(s)

Navigator Contact*

Follow Up

Referral(s) not used

Successful Mental Health Management

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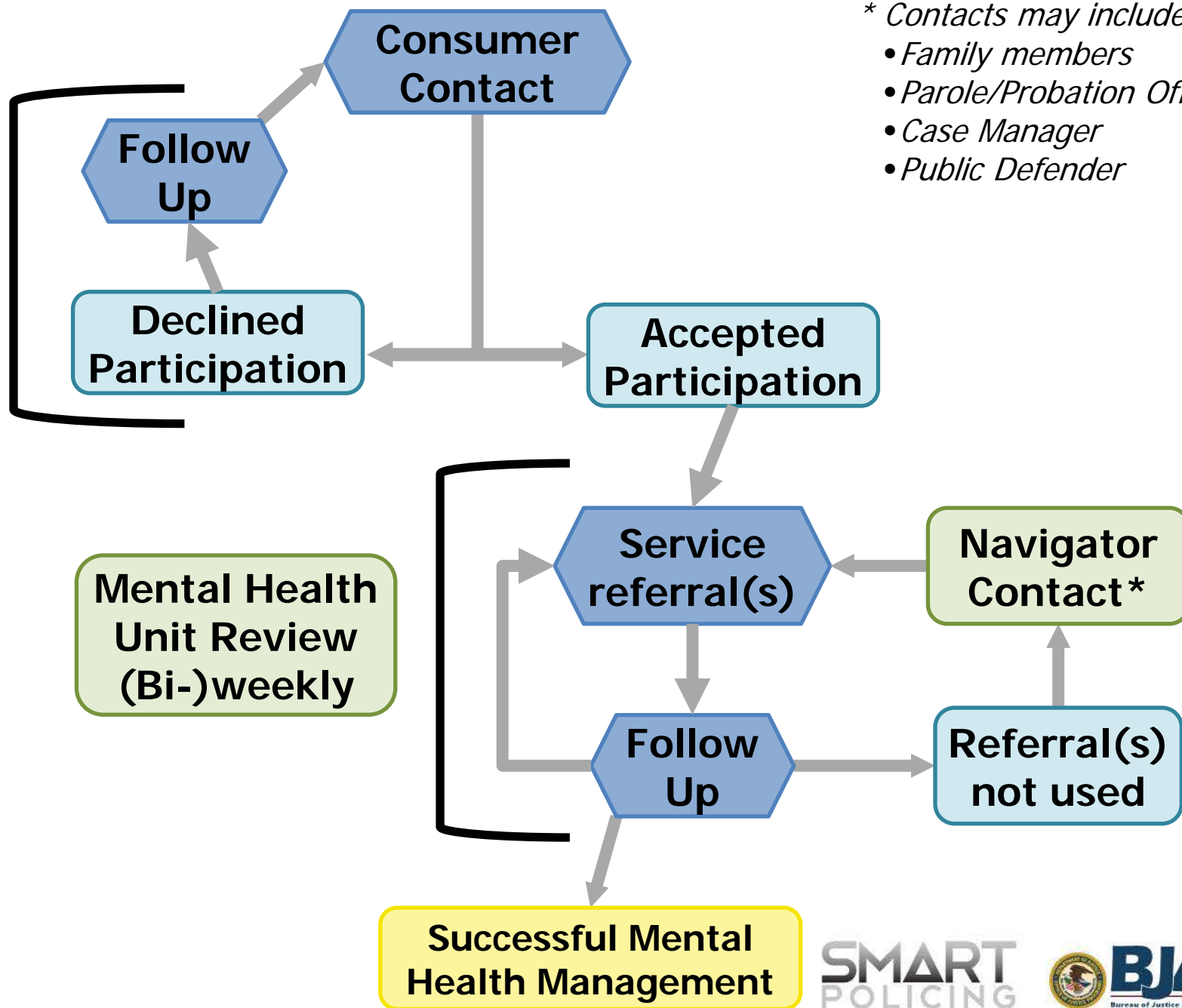
Impact Evaluation Plan

- Role of Research Partner
  - Problem already identified
  - Collaborated on grant proposal
  - Developed evaluation methods

- Research Plan
  - Pre-post design
  - Administrative data

- Impact Assessment
  - Reduce arrests, jail admissions, court dockets
  - Increase benefits enrollment, service referrals, and service receipt
  - Save taxpayer dollars
  - Analyses: survival analyses; repeated measures analyses of variance; costs

Anticipated Results/Outcomes

- Increased service coordination throughout Pinellas County
- Improved law enforcement response to individuals with mental illness or co-occurring substance use disorder/mental illness
- Reduce arrests, jail admissions, court dockets
- Increase benefits enrollment, service referrals, and service receipt
- Save taxpayer dollars
- Lessons learned

Training and Technical Assistance

- Coordination with PCSO's assigned SMEs

  – Site Visits

  – Conference Calls

- Attendance at SPI meetings

- Webinars

Questions?

Improving Police Response to Mental Health Crisis

Roanoke County, VA Police Department, George Mason University, and Intercept Youth Services

June 15, 2016

Project Team

- The Roanoke County Police Department (RCPD)

- Intercept Youth Services

- The Center for Evidence-Based Crime Policy at George Mason University (CEBCP-GMU)

The Roanoke County Police Department

- Primary law enforcement agency for Roanoke County (VA), with concurrent jurisdiction within cities of Salem and Roanoke, and the town of Vinton

- Serving a population of 93,500

- 140 sworn officers (approx. 1.2 officers/1,000 citizens)
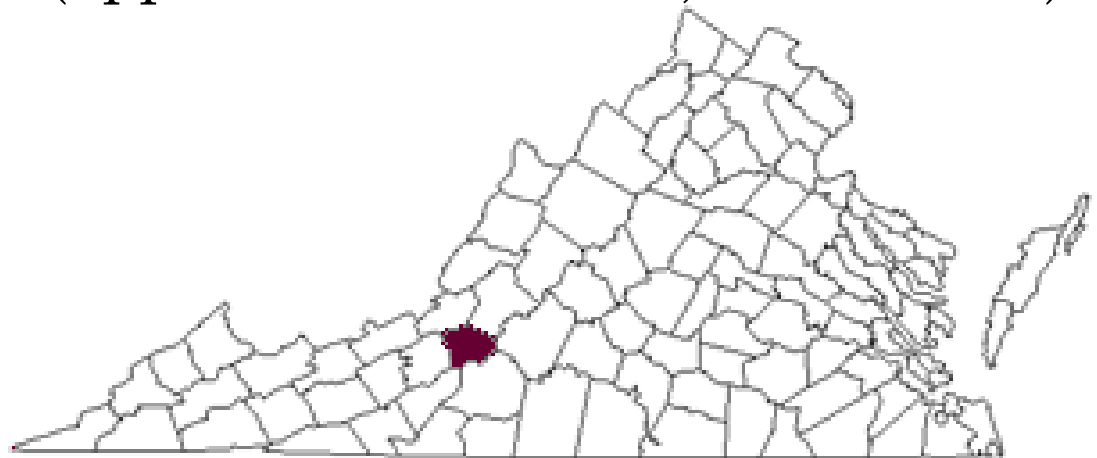
Trends in Mental Health-Related Calls

- Between 2010 and 2015, RCPD responded to an average of 550 mental health-related calls for service per year.

Count of Call Types by Year

	2010	2011	2012	2013	2014	2015
ECO/TDO	358	391	386	285	286	301
Suicide Threats	85	66	56	32	33	34
Attempt Suicide	52	53	55	37	45	31
1096	28	67	110	136	182	191

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Time Spent on Mental Health-Related Calls

- The average time an officer spent on an ECO/TDO call increased 43% from 2010 to 2015.

- Mental health-related calls for service accounted for approximately 24% of the Use of Force incidents in 2015.

Avg Time Spent on Calls by Year	2010	2011	2012	2013	2014	2015
ECO/TDO	3:14:10	3:07:11	3:01:25	3:12:51	4:02:22	4:39:45
Suicide Threats	0:49:48	0:57:51	0:44:54	0:47:20	0:35:21	0:48:59
Suicide Attempt	1:27:48	1:20:51	1:09:32	1:32:56	1:23:57	1:37:27
1096	0:38:20	0:30:39	0:24:31	0:35:42	0:30:15	0:30:39

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Concentration of Mental Health-Related Calls

- Spatial Concentration: 26% of the mental health-related calls for service came from only 10 locations. Each of these locations had five or more calls in 2014.

- Temporal Concentration: 40% of the calls occurred between 15:00 and 21:00. 7% of the total calls occurred on Tuesdays between 14:00 and 19:00.

The Current Project

- Develop and implement evidence-based interventions in an experimental context to enhance police response to people with mental illness.

- Establish partnerships between RCPD, Intercept Youth Services, and CEBCP-GMU to evaluate the impacts of the program.

Research Design Overview

- Planning Phase
  - Identify the extent of the problem, develop training and intervention protocols, and collect baseline measures

- Intervention Phase
  - Random assignment of treatment (120 subjects in each group, plus the Medicaid group)

- Analysis and Assessment Phase
  - Outcome analysis: Re-arrest and victimization rates, number of referrals to services, satisfaction with service, and frequency of police use of force in incidents related to mental illness

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Interventions— Control Condition

Standard RCPD response:

- – De-escalation strategies applied by trained Crisis Intervention Team (CIT) officers

- – Includes initial assessment; plan-of-action; crisis intervention and negotiation; and follow-up

Interventions – Treatment Condition

An innovative treatment referral process:

– Representatives from Intercept accompany officers to calls in order to facilitate **immediate** referral to treatment.

– Treatment programs provided by Intercept include crisis intervention and stabilization.

  • Elements of treatment include conflict resolution; individual, group, and family counseling; psychiatric assessment, and medication management.

Study Procedures

RCPD receives and responds to mental health-related call

IF CONTROL SHIFT

CIT officers assist individuals according to standard RCPD practice until incident has been resolved

RECRUITMENT

Officers provide recruitment flyer to eligible subjects; ask for verbal consent to share subjects' name and phone number with GMU research team

IF TREATMENT SHIFT

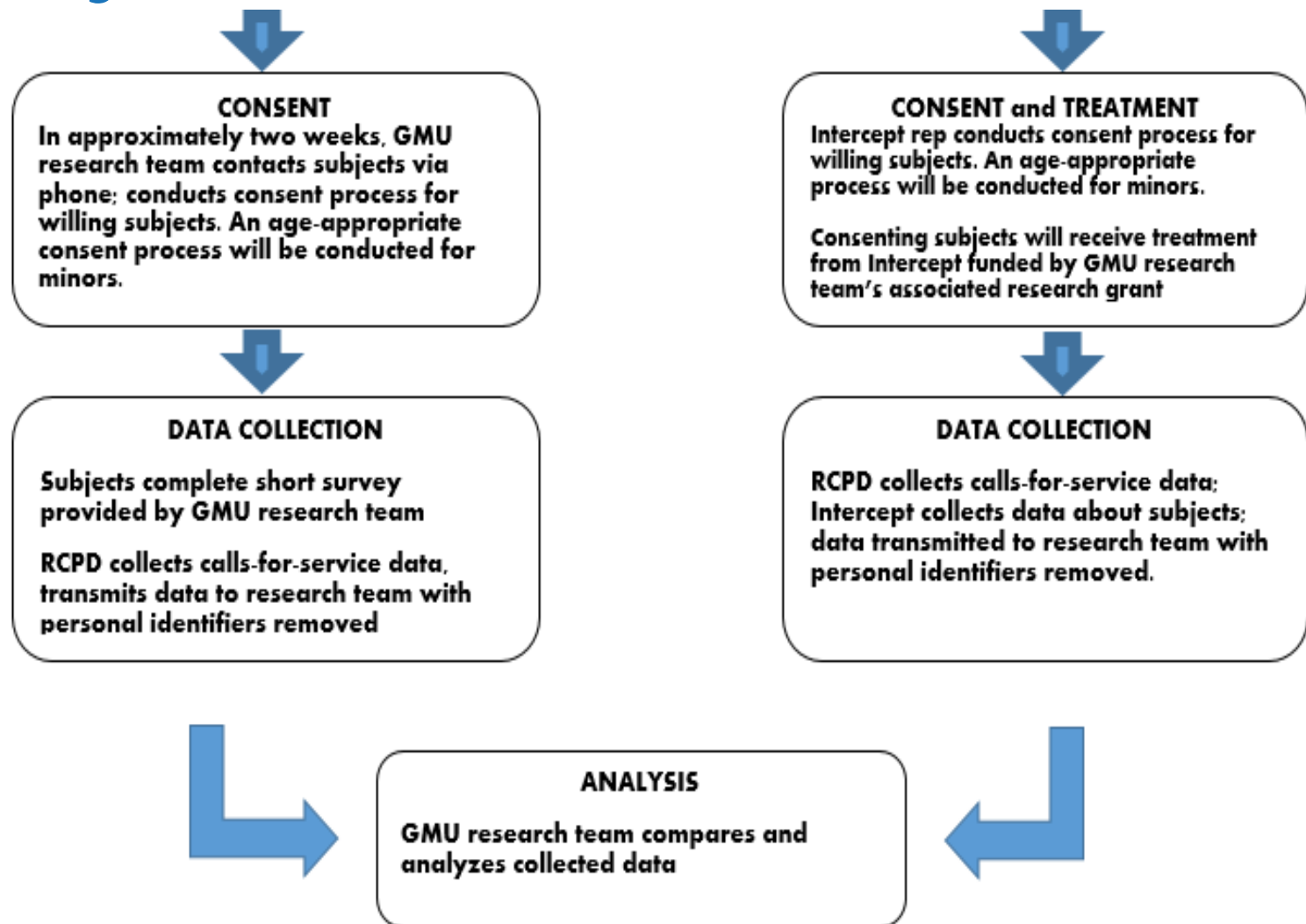CIT officers assist individuals according to standard RCPD practice until incident has been resolved

(Intercept representative accompanies officer to call)

RECRUITMENT

Officers refer eligible subjects to on-hand Intercept representative*. Intercept rep introduces project and provides recruitment flyer

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*Medicaid-insured individuals encountered on treatment shifts will be included in a special 'Medicaid comparison group' which follows the same procedures as the treatment group. Treatment is covered by Medicaid insurance, not research grant

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Study Procedures (continued)

CONSENT

In approximately two weeks, GMU research team contacts subjects via phone; conducts consent process for willing subjects. An age-appropriate consent process will be conducted for minors.

CONSENT and TREATMENT

Intercept rep conducts consent process for willing subjects. An age-appropriate process will be conducted for minors.

Consenting subjects will receive treatment from Intercept funded by GMU research team's associated research grant

DATA COLLECTION

Subjects complete short survey provided by GMU research team

RCPD collects calls-for-service data, transmits data to research team with personal identifiers removed

DATA COLLECTION

RCPD collects calls-for-service data; Intercept collects data about subjects; data transmitted to research team with personal identifiers removed.

ANALYSIS

GMU research team compares and analyzes collected data

Blocked Randomized Design by Shifts

- **Treatment Shifts**
  - CIT-trained officers respond to mental health–related calls with an Intercept representative.
  - If the subject meets the eligibility criteria, the Intercept representative will inquire about the individual's willingness to participate.
  - Medicaid cases encountered during the treatment shifts will be included if willing to participate in data collection.
- **Control Shifts**
  - CIT-trained officers respond to calls and hand out flyers about the study.
  - If the subject is willing to participate, then the officers will pass along their contact information to GMU research team.
  - GMU research team will follow up with the individuals to obtain consent to participate in the research and conduct a brief survey.

Blocked Randomization Illustration

SHIFT RANDOMIZATION   BEGINNING JUNE 18, 2016   ENDING JULY 15, 2016

	S	S	M	T	W	T	F	S	S	M	T	W	T	F
	18-Jun	19-Jun	20-Jun	21-Jun	22-Jun	23-Jun	24-Jun	25-Jun	26-Jun	27-Jun	28-Jun	29-Jun	30-Jun	1-Jul
PLATOON A	T	C	C	C	T	T	C	T	C	C	T	C	C	T
PLATOON B	T	T	T	C	C	T	T	C	C	T	T	T	C	T
PLATOON C	C	T	T	C	T	C	C	T	C	C	C	C	T	T

	S	S	M	T	W	T	F	S	S	M	T	W	T	F
	2-Jul	3-Jul	4-Jul	5-Jul	6-Jul	7-Jul	8-Jul	9-Jul	10-Jul	11-Jul	12-Jul	13-Jul	14-Jul	15-Jul
PLATOON A	T	T	C	T	T	T	C	C	T	T	C	T	T	C
PLATOON B	T	T	T	T	T	C	T	T	T	C	C	C	T	T
PLATOON C	C	T	T	T	C	T	C	C	C	C	C	T	C	C

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Outcome Analysis

- Assessment of change in repeat victimization and offending, satisfaction with police service, and frequency of police use of force in mental health-related incidents

- Specific Outcomes:

  ❏ Number of calls for service related to mental health

  ❏ Number of referrals to services

  ❏ Total time spent by officers

  ❏ Geographic distributions of the "hot spots"

Year 1 Milestones

- Receive GMU Independent Review Board approval and report to Intercept's Human Rights Review Meeting.

- Develop training for police officers and Intercept staff.

- Implement a one-week pilot program.

- Administer surveys to police officers prior to the experiment to establish baseline measures.

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Lunch (on your own)

11:45 – 12:45 p.m.

SPI Site Presentations

Shoreline, WA and Miami Beach, FL

12:45 – 1:45 p.m.   June 15, 2016

RADAR

Response Awareness, De-Escalation, And Referral

Shoreline, WA SPI Team Presentation   June 15, 2016

RADAR Program Team

- Shoreline Chief of Police Shawn Ledford
- Shoreline Captain (Ret.) Scott Strathy
- King County Prosecutor David Hackett
- Research Partner Charlotte Gill, George Mason University
- Research Partner Breanne Cave, Police Foundation
- Medical Adviser Stuart Lewis, NYU
- Program Coordinator Kim Hendrickson

Key RADAR personnel
after implementation (January 2017)

- 4-6 RADAR officers at Shoreline PD
- Lead firefighter with Shoreline Fire's
- Community Medicine Team
- Part-time mental health professional (?)

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Shoreline, WA

- Midsized city north of Seattle
- 53,000 residents; 50 officers
- Contracts with King County Sheriff for police services; Shoreline PD has own identity
- Substantial number of residents with behavioral health issues that require police/emergency assistance

Indicators of Behavioral Health

- Shoreline has 10% of the county's population and 15% of the county's mental health/suicide–related calls

- 464 mental health–related calls to police in 2014; 487 in 2015

- 13–18% of mental health police reports from group homes (2014–15)

- 462 referrals to DMHPs for involuntary psychiatric commitment, 339 decisions to detain (2015–16)

Shoreline Deputy Paula Bates: "Around half of my calls involve people who show signs of mental illness or substance abuse."

RADAR Program

Shoreline deputies need to be better prepared for calls involving mental illness, cognitive disability, and co-occurring substance use disorders.

WHY-TARGET PROBLEMS

1. Officer use of force during these encounters/risk of injury and death

2. High utilization of police services for "non-police" problems

3. Ineffective officer response to these types of calls

RADAR Approach

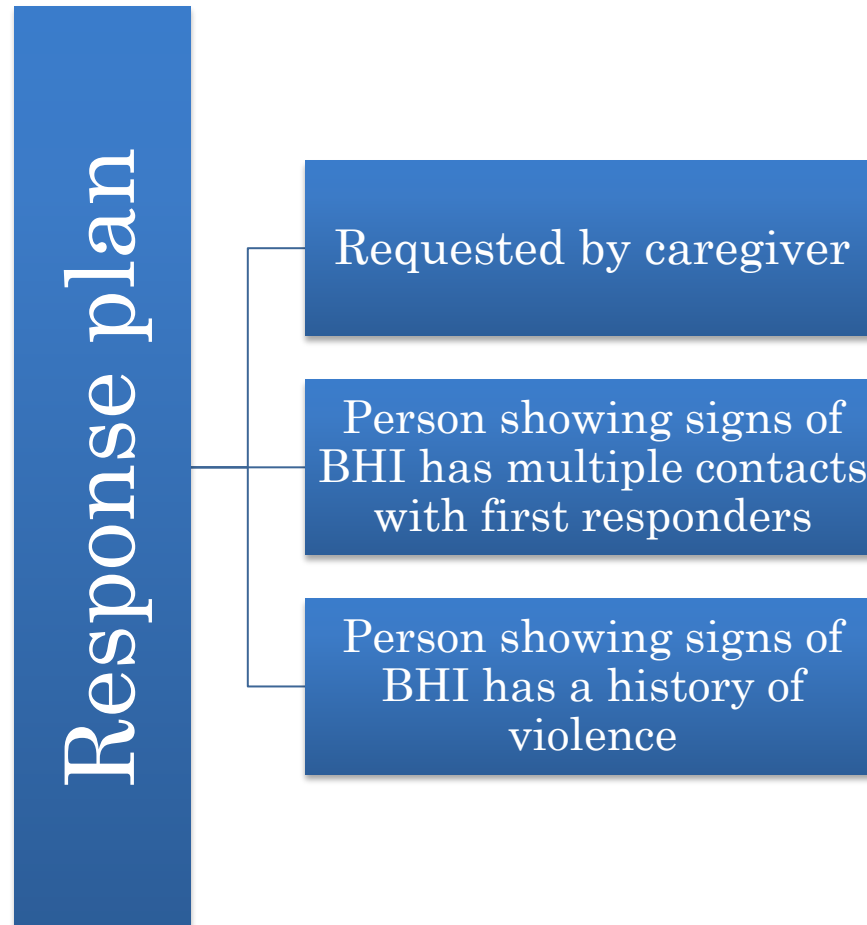Response Awareness

De-escalation information and training

Referral to treatment and services

Response Awareness

Response Planning/ Response Plans

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When is a response plan created?

Process managed by project coordinator and team of RADAR officers

Response plan

- Requested by caregiver
- Person showing signs of BHI has multiple contacts with first responders
- Person showing signs of BHI has a history of violence

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What kind of information does the response plan include?

Photo, other identifying information

Officer safety warnings

De-escalation techniques

Triggers

Arrest history (if relevant)

Important contacts—caregiver, case manager

De-Escalation Information and Training

Subject-specific techniques

RADAR training

Expertise of RADAR officers

CIT training
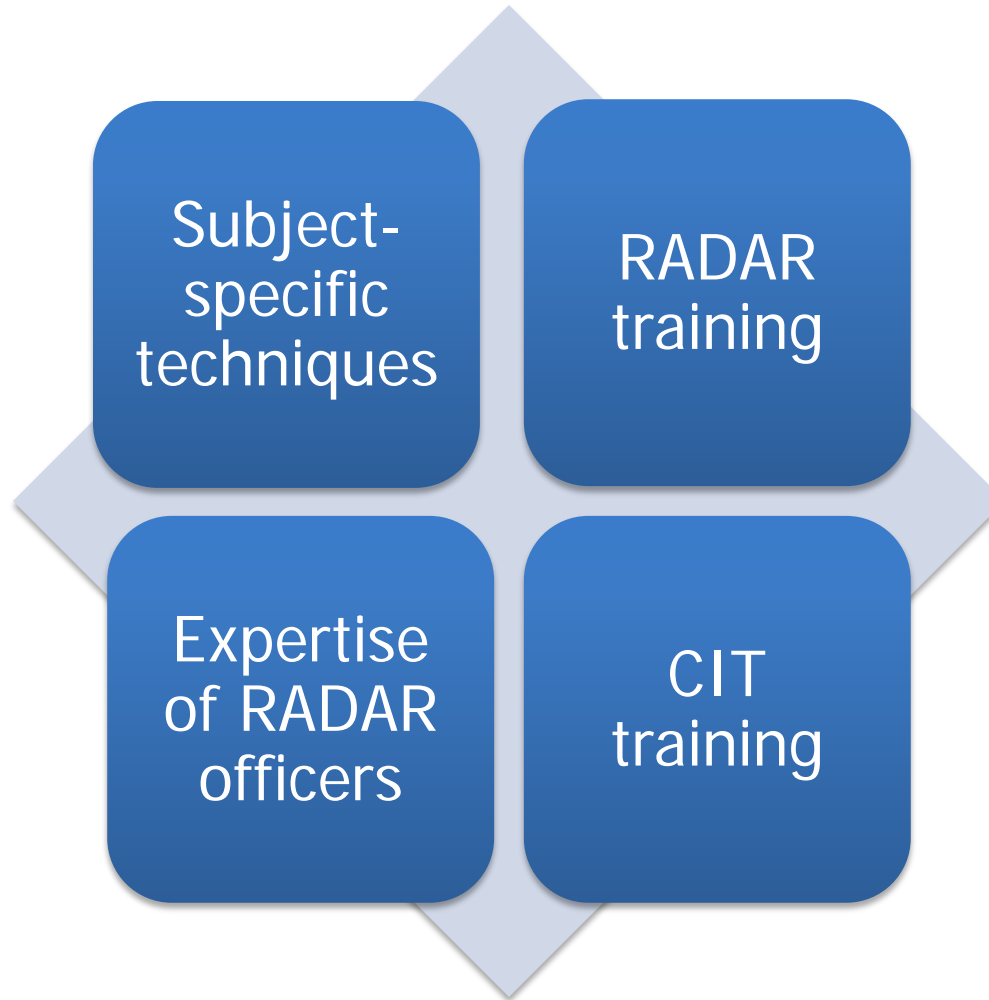
Referral to Treatment and Services

Key resource: **Community Medicine Team** (CMT) **follow-up visits** and referrals post-police encounters

CMT strategies

- Connection to new treatment options/services
- Re-connection to existing treatment/services
- Multi-agency roundtable to address needs of high utilizers

in addition…

The CMT is (potentially) an important source of information about existing care plans

- LRA's
- Hospital release plans
- Case manager information

And can share non-HIPAA-protected information with RADAR officers to assist response planning.

RADAR officers' role in referrals

- RADAR officers review all incident reports involving BHI—enlist CMT, mental health professionals, Shoreline prosecutor, Shoreline probation

- RADAR officers continually train patrol officers in how to write incident reports involving BHI—importance of documentation and characterization

Features of RADAR Approach

- **Information sharing** within police agency (response plans)

- Information sharing and **collaboration** with other individuals/agencies (caregivers, case workers, mental health professionals, CMT) to **better serve vulnerable populations**

- **Low cost**—capitalizes on existing resources

- **Appealing to officers**—safety, time, efficacy

- **Evidence-informed**

Research Basis

- CIT is not subject-specific, and research findings are mixed

- Lack of subject-specific knowledge can increase risk of use of force

- Fear of police among individuals with behavioral health issues can reinforce negative experiences and increase non-compliance

- Collaborative problem-solving may enhance safety and procedural justice

Research Partner Role

- Analysis of calls for service, police reports and other data to identify high-risk individuals/ locations

- Process and outcome measures

- Baseline data-collection

- Officer and community surveys and focus groups

- Impact evaluation

Impact Evaluation Plan

- Quasi-experimental outcome analysis

- Propensity score-matching to compare Shoreline with similar jurisdictions

- Individual and department-level outcomes

- Qualitative assessment of impact on RADAR individuals, families, community, first responders

Expected Outcomes

- Reduced use of force during calls involving behavioral health issues

- Reduction of 9-1-1 calls and service requests from high utilizers of police services

- Reduced time spent responding to 9-1-1 calls

- Increased referrals to existing services

- Success stories from response planning and targeted interventions

Timeline

Year one (2016): problem identification, project design, partnerships, key personnel selection, training

Year two (2017): implementation

Year three (2018): evaluation

Sustainability and expansion

Obstacles

Don't worry, I've got this (?)

Special thanks to...

Vivian Elliott and Kamya Raja of CNA

Our subject matter experts,
Julie Wartell and Natalie Hipple

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Body-Worn Camera (BWC) Study

Miami Beach, FL Police Department

Officer Alejandro Mouro   June 15, 2016

City of Miami Beach, FL

- The City of Miami Beach is a coastal resort city of approximately 7.4 square miles, with a residential population of approximately 92,000.

- However, as a major tourist, convention, and holiday destination, our actual population increases to approximately 300,000.

- The population we serve is highly diverse, and the demographics change almost daily due to events and the time of year (e.g., Spring Break, Memorial Day Weekend, and the Food and Wine Festival).

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Miami Beach Police Department (MBPD)

- In order to provide service to our community, we employ 391 full-time police officers and 93 full-time civilians.

- We also employ 31 reserve officers and 4 part-time civilians.

- We are a full-service municipal police agency and have been CALEA accredited since 2000.

- In the last 5 years, our department has averaged 160,000 calls for service and made approximately 8,200 arrests each year.

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BWC program in Miami Beach

- In May 2015, MBPD began its BWC program.

- During this program, only a small number of squads were selected and trained in the use of BWCs.

- Training was conducted by two instructors, who had a maximum of six officers in class. This was done in order to ensure one-on-one attention.

- As of today, we have deployed 110 BWCs to officers and detectives.

BWC Procedure

- At the beginning of each shift, officers retrieve their individual cameras from the Body Camera Depot.

- They are then instructed to turn on their cameras at the start of each call.

- Upon completion of the call, they are asked to categorize the call. This categorization determines the length of time we store the video.

- At the end of their shift, officers return to the Depot and upload the video they have captured.

BWC Study Timeline

- June 2016: We plan on receiving our new BWC shipment. Upon receiving the shipment, Lt. Bornstein and Sgt. Bello will commence training the units on the use of the cameras.

- Aug. 2016 : Upon completion of the training, we will begin a one-year study. During this study, there will be approximately 200 officers deployed with BWCs.

- Upon completion of the one-year study, we will continue to collect data as criminal and Internal Affairs cases are closed.

- Sept. 2018: We will publish our conclusions.

Three-Part Study

I. Randomized Control Trial
  – Control vs. Experimental Comparison

II. Specialized Units
  – Historical Comparison

III. Criminal Investigations Division
  – Qualitative Study

Randomized Control Trial

We will be comparing the following outcomes:

- BWC effect on the Criminal Justice System:
  - Convictions
  - Length Of Sentencing
  - Length of Cases
- Cost-Benefit Analysis
  - Number of Court Appearances
  - Civil Litigations (Written Claims)
- Police Data
  - Arrests
  - Use Of Force
  - Complaints
  - Injuries to Officers
  - Self Initiated Police Activities
  - Time on Calls

Randomization

Sum of n officers	Column Labels		
Row Labels	Camera	No-Camera	Grand Total
⊟ AFTERNOON SHIFT	**27**	**26**	**53**
Area 1 (South)	8	6	14
Area 2 (Middle)	6	7	13
Area 3 (North)	6	7	13
Entertainment District	7	6	13
⊟ DAY SHIFT	**25**	**28**	**53**
Area 1 (South)	7	8	15
Area 2 (Middle)	6	7	13
Area 3 (North)	6	7	13
Entertainment District	6	6	12
⊟ MIDNIGHT SHIFT	**26**	**27**	**53**
Area 1 (South)	6	8	14
Area 2 (Middle)	7	6	13
Area 3 (North)	6	7	13
Entertainment District	7	6	13
⊟ SPECIAL UNITS	**25**	**16**	**41**
41st ST BEAT	1		1
NORTH BEAT	4	2	6
NRO / HRO	1	4	5
Ocean Drive Squad	8		8
RDA - City Center	7	7	14
SOUTH OF 5TH Unit	3	3	6
WASH AVE BEAT	1		1
Grand Total	**103**	**97**	**200**

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Specialized Units

- Historical Comparison: two years before receiving the cameras compared with one year after receipt

- The Units Include:
  - K-9
  - Crime Suppression
  - Marine Patrol
  - Motor Units

Comparison Data

- Arrests
- Use of Force
- Use of Force Types
- Complaints
- Injuries

Criminal Investigation Division

We will conduct a Qualitative Study on several aspects of BWCs, including the following:

- The use of digital evidence for case-building

- The capturing of spontaneous comments to detectives from all parties, including:
  - Victims
  - Witnesses
  - Subjects

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SPI Site Presentations

Milwaukee, WI and Phoenix, AZ

1:45 – 2:45 p.m.   June 15, 2016

Milwaukee, WI

SPI Action Plan

Sgt. Doug Wiorek; Bryce Peterson, Ph.D.

June 15, 2016

Presentation Overview

- City of Milwaukee
- Milwaukee Police Department (MPD)
- MPD SPI Action Plan
  - Target Problem
  - Approach
  - Impact Evaluation Plan
  - Training and Technical Assistance
  - Anticipated Results/Outcomes and Lessons Learned

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City of Milwaukee

- City of Milwaukee chartered in 1846
- Largest city in Wisconsin
- 96 square miles (city extends 40 miles east into Lake Michigan)
- 30th-largest city in the U.S.
- 598,078 city residents (63% of all Milwaukee county residents)

Milwaukee Police Department

- MPD established in 1855
- Largest police department in Wisconsin
- 18th-largest police department in the U.S.
- 2,836 total members of the department
  - 1,979 sworn police officers
  - 857 civilian members

Mission Statement:
In partnership with the community, we will create and maintain neighborhoods capable of sustaining civic life. We commit to reducing the levels of crime, fear, and disorder through community-based, problem-oriented, and data-driven policing.

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Milwaukee Police Department

MILWAUKEE POLICE DISTRICTS

Police Administration Bldg.
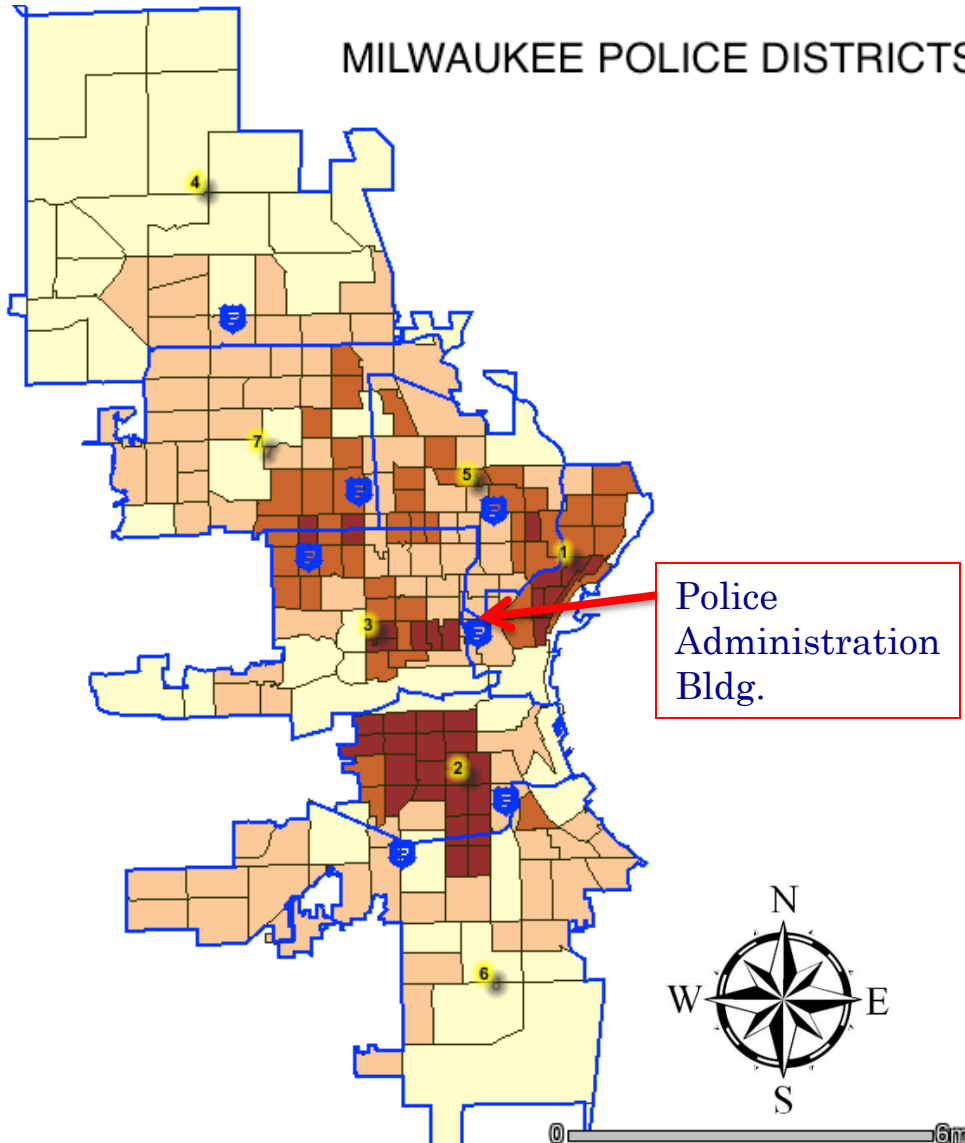
Violent Crime in Milwaukee:

2014–2015:
7% total increase

2011–2015:
42% total increase

Target Problem

- Social issues in Milwaukee:
  - 5.8% unemployment rate (national=4.9)
  - 29.4% of residents living in poverty (most recently found to be 3rd-poorest city in U.S.)
  - Zip code 53206 has the highest incarceration rate among black males in the U.S.

- High levels of violent crime:
  - 13th in total violent crime rate among the 50 largest U.S. cities
    - 2015 Homicides: 145 (69% increase from 2014)
    - 2015 Non-Fatal Shootings: 635 (9% increase from 2014)

Target Problem

- Challenged police-community relations and frequent police contact with community
- In 2013, there were:
  - 25,192 arrests;
  - 45,966 subject stops;
  - 171,380 traffic stops;
  - 729 use of force incidents;
  - 166 citizen complaints; and
  - 665 injury claims.

Approach

- Police/Community trust has been tenuous in certain (some of the most violent) neighborhoods of the city for decades.

- A 2014 MPD officer-involved fatal shooting incident was part of the impetus for developing the BWC program.

- Other national incidents (Ferguson, Baltimore, Cleveland) also expedited BWC policy exploration and development.

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Approach

- MPD BWC program

  – Chief Flynn had been exploring the possible advent of a BWC program for several years.

  – BWCs may increase transparency and accountability, as well as aid investigations of citizen complaints and use of force incidents.

  – In 2015, Chief Flynn directed that a grant be sought to fund independent research regarding the feasibility of implementing a BWC program.

    • MPD applied for and was awarded an SPI grant.

Approach (cont.)

- BWC program goals:
  - **Increase accountability** by recording police-citizen interactions; deterring unprofessional conduct; disproving allegations; reducing resistance to arrest and officer assault; increasing legitimacy, trust, and satisfaction; decreasing complaints; and reducing civil actions against personnel.

  - **Aid investigation of violent crime** by improving officer recollection for reports and court testimony; using videos as criminal evidence; and improving criminal case preparation and the success of prosecution of offenders.

the evidentiary recording.

ded in

Approach (cont.)

Timeline of BWC Deployment

Phase	Description	# of cameras	Districts targeted	Timeline
One	Pilot demonstration	180	2, 5, NTF	Oct. 2015
Two	Randomized control trial (RCT) of 504 officers	270	1, 2, 3, 4, 6, 7	Mar. 2016
Three	Those not in the study	280	1, 2, 3, 4, 5, 6, 7	Jun. 2016
Four (Final)	All patrol officers and sergeants will have a BWC	390	1, 2, 3, 4, 5, 6, 7, NTF, others	Dec. 2016

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Impact Evaluation Plan

- Data-collection activities:
  - Focus groups w/ officers and community members
  - Pre/post surveys of community members (Google Consumer Surveys)
  - Field observations and site visits (officer trainings, BWC deployment, community meetings, etc.)
  - Departmental data on officer-citizen encounters; citations in lieu of arrests; citizen complaints; officer injuries; use of force incidents
  - Camera usage "metadata" from manufacturer
  - Cost data

Impact Evaluation Plan (cont.)

(1) RCT

- Phase 2 of BWC deployment
- 504 officers (252 treatment & 252 control)
- Stratified random assignment by district, race (white/nonwhite) and shift (Power/Late/Days/Early)

District	# Officers	% of MPD	BWCs	RCT Sample
1	95	0.12	30	60
2	146	0.18	40	80
3	168	0.21	52	104
4	144	0.18	46	92
6	103	0.13	34	68
7	156	0.19	50	100

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Impact Evaluation Plan (cont.)

(2) QED

- Entire department (n=~1,059)

- Time-varying treatment effect

- Panel model:

  - Group of individuals (n), who are observed over a period of time (t), for a total of n × t observations

- Examine differences between and within individuals across different time periods

Impact Evaluation Plan (cont.)

(3) Low-, medium-, and high-use officers

- Camera usage metadata
- Categories of low-, medium-, and high- camera use officers
  - Modify by assignment, shift, district, etc.
- Relationship between camera usage and key outcomes

Impact Evaluation Plan (cont.)

(4) Cost-effectiveness analysis

- Determine if input costs are associated with net reductions in relevant outcomes

- Input costs:

  - Hardware costs: cameras, batteries, maintenance, video storage, docking station installment

  - Personnel costs: training, video management (uploading, tagging, managing), and review (time spent watching the videos while writing reports)

- Outcomes:

  - Citizen complaints, use of force incidents, litigation costs, personnel time spent investigating these incidents, etc.

Impact Evaluation Plan (cont.)

Timeline for research activities
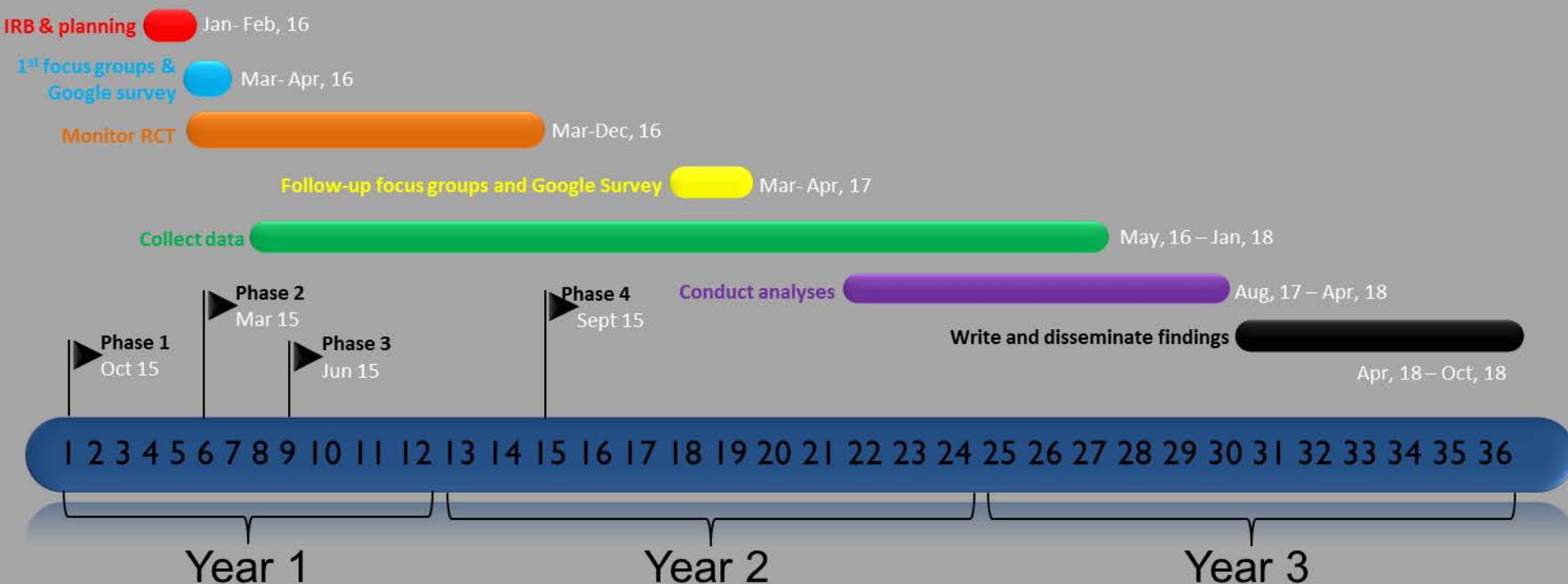
Training and Technical Assistance

- Urban Institute and MPD will:
  - Participate and present at SPI and other relevant meetings, conferences, and workshops
    - e.g., BJA Smart Summit, CNA BWC meetings
  - Attend and participate in upcoming webinars
  - Engage in peer technical assistance with SMEs
    - MPD: challenges with BWC deployment, redacting and releasing footage, providing footage to prosecutors for evidentiary purposes, revising policies and procedures, etc.
    - Urban Institute: challenges with research contamination (BWC officers working w/ non-BWC officers) and crossover (control group officers receiving BWCs, or vice versa).

Anticipated Results/Lessons Learned

- BWCs have the potential to:
  - *Reduce citizen complaints and use of force incidents*
    - Departmental data
  - *Be more effective for high-use officers*
    - Metadata
  - *Be a cost-effective tool for police departments*
    - Cost data
  - *Increase transparency, accountability, and police-community relations*
    - Google survey data

Contact information

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Urban Institute

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BPeterson@urban.org

SMART Policing in Phoenix: Body camera technology bringing communities together

ASU
ARIZONA STATE UNIVERSITY

College of Public Service and Community Solutions

Background

- Created in April 2010 to address residents' concerns about Phoenix Police Department interactions with the community

- Developed 34 recommendations designed to increase community access to, communication with, and confidence in the Phoenix Police Department

- One recommendation called for a pilot program involving the deployment of dashboard cameras

Targeted Problems

- Violence in general has declined in Phoenix, but domestic violence has remained problematic

  - Approximately 40,000 incidents of domestic violence are dispatched per year

  - Domestic violence is one of the top five call types

- Shift in relationship with residents

  - Police community relations are complex in some communities

  - High-profile events involving police-resident encounters have and continue to occur in these same communities

Quasi-Experimental Design

- Repeated measures from the sources below
  - Police/court data
  - Administrative records
  - Officer self-report surveys
  - Meta-data from cameras
  - Interviews with officers

City of Phoenix Police Department
Maryvale Precinct (800)
Community Action Officers And Squad Areas

81 Area

CAO Robin Gokool
602-495-5117

CAO Terry Laaker
602-534-8467

82 Area

CAO Gilbert Gandara
602-495-5116

CAO Manny Valenzuela
602-534-3116

Phoenix Police Department
Crime Analysis and Research Unit (CARU)
Created: December 16, 2010
S:\1PrecinctSupport\800 Maryvale\18897 CAO Map
Info Center-Document Center-PPD Maps-800-800 CAO Map.pdf

Boundaries Effective August 23, 2010

The Technology

- Selected Vievu
  - Self-contained device worn on the torso
    - Size of a pager
  - Docking station
  - Uploaded to Phoenix Police Department servers

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Percentage Change in Complaints Before and After Body Worn Cameras
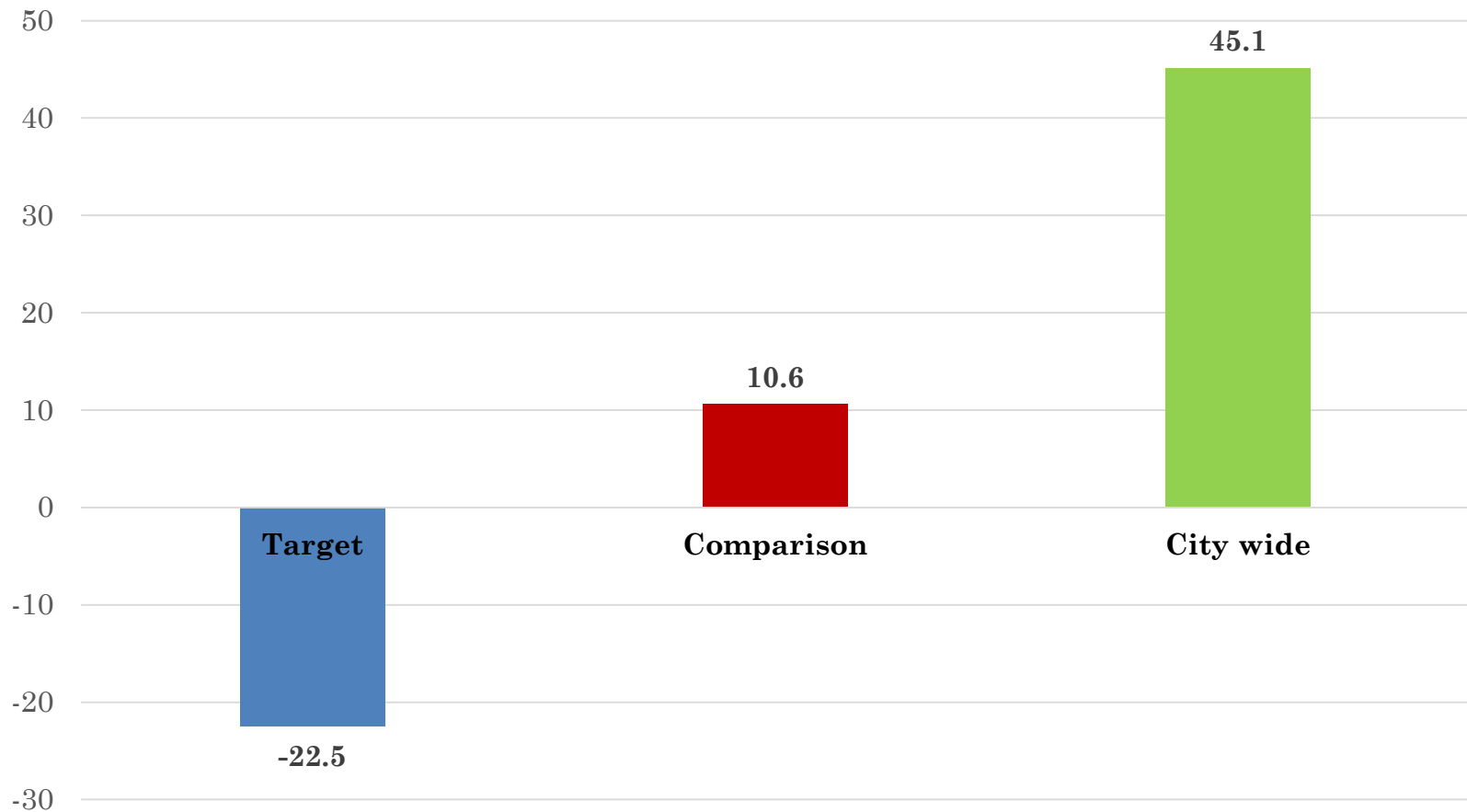
Percentage of Complaints That Are Unfounded

Bar chart. Legend: Target (blue), Comparison (red), City wide (green).

First group: Target 45.0, Comparison 59.1, City wide 55.0.
Second group: Target 74.2, Comparison 82.2, City wide 56.5.
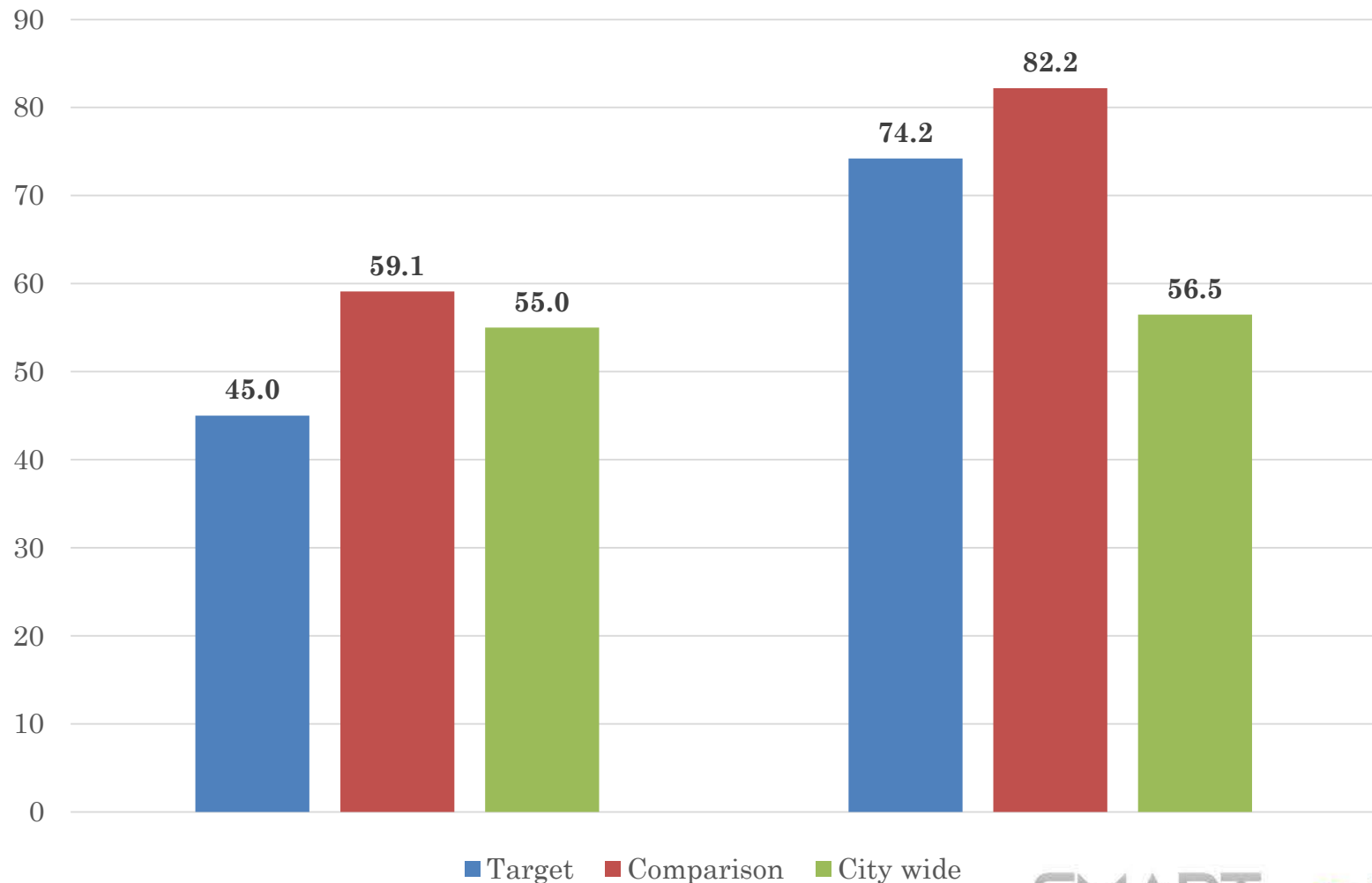
Domestic Violence (DV) Case Flow Pre & Post Camera Deployment

	Pre-Test Case		Post-Test Comparison		Post-Test Camera	
	n	%	n	%	n	%
Number of DV-Related Contacts [a]	878	100.0	933	100.0	252	100.0
Cases Initiated	369	42.0	320	34.3	103	40.9
Charges Filed	333	37.9	243	26.0	90	37.7
Case Furthered (Not Dismissed)	131	14.9	58	6.2	32	12.7
Plead Guilty	27	3.1	11	1.2	11	4.4
Guilty at Trial	25	2.8	9	0.9	11	4.4

[a] The number of contacts is derived from the DV pocket cards, which included data on 2,063 unique incidents from January 1, 2012, through July 31, 2014, from the Maryvale Precinct.

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Case Processing Time

Number of Days to Process Case to Disposition (N=795) †

	Pre-Test Case			Post-Test Comparison			Post-Test Camera		
	mean	SD	n	mean	SD	n	mean	SD	n
All Completed Cases *	95.8	124.30	340	43.5	77.50	266	78.1	105.10	92
Dismissed *	65.3	91.00	201	38.2	67.80	184	56.1	65.90	58
Plead Guilty *	167.7	157.57	104	71.3	100.44	46	131.9	156.40	21
Trial	74.4	90.61	27	114.2	125.06	11	105.5	126.07	11

* Significant at $p \leq 0.05$

† Original values ranged from 0 to 756. Values above the 98th percentile of 438 days (n=16) were truncated to 438 to control for outlier cases.

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Conclusions from SPI 1

Strengths

- Decrease in complaints
- Increase in unfounded incidents
- Increase in arrests (+/-)
- Prosecution of domestic violence

Challenges

- Officer resistance
- Information technology costs
- Increase time spent on officer paper work
- Prosecutor capacity
- Redaction

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Evolution of our work on BWCs

Eric Garner
NYC
July 2014

Michael
Brown
Ferguson
August
2014

BJA requests
CVPCS
assistance for the
creation of a
BWC Toolkit
December 2014

Eric Harris
Tulsa
April 2015
Walter Scott
North
Charleston
April 2015
Freddie Gray
Baltimore
April 2015

CNA, ASU, JSS
Awarded national
training and
technical
assistance
September 2015

City Managers Task
Force
Phoenix
April 2010

2010   2011   2012   2013   2014   2015   2015

ASU/PPD
awarded BJA
BWC grant
January 2012

Tamir Rice
Cleveland
November
2014

ASU Facilitates
White House
Summit on
BWC
February 2015

ASU/PPD awarded
SPI BWC project
September 2015

Body Worn
Camera Toolkit
Released
May 2015

ASU awarded Arnold
Foundation gift for BWC in
Spokane and Tempe
December 2014

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Phoenix SPI 2

Randomized Control Trial (RCT) of the Implementation of BWCs

Primary Targeted Problems

- BWC compliance
- Use of force
- Complaints against the police
- Criminal dispositions (e.g. charging, convicting, & sentencing).

Approach

Process evaluation

- Documenting and analyzing the acquisition and deployment of BWCs.
- Describing and measuring compliance with BWC policy.

Impact Evaluation

- Research Design:
  - Randomized Control Trial
    - 100 treatment
    - 100 control
  - Up to 4 RCTs
  - 6 month rotations by assignment
    - Patrol
    - Motors
    - TBD
- Outcomes of Interest
- Examine outcomes related to case disposition.
  - Arrest, prosecution, conviction
- Examine the impact of technology on officer and citizen behavior.
  - Officer: Police misconduct, founded/unfounded allegations of misconduct, use of force, Change in arrest, Field initiated behavior
  - Citizen: Resisting arrest, Assaults on officers, Escape fleeing

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12 month timeline

	Estimated date of completion
Evaluate and acquire BWC technology	September 2016
Randomly sample 200 patrol officers for participation in project	September 2016
Assign 100 officers to use BWCs and serve as the experimental group and 100 to serve as controls	September 2016
Train officers and supervisors in BWC policy and use	October 2016

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Break

Podcast: Phoenix

2:45–3:00 p.m.   June 15, 2016

Peer-to-Peer Networking

Chip Coldren, CNA SPI Project Director

3:00–4:00 p.m. June 15, 2016

Facilitated Peer-to-Peer Networking

- Breakout into four rooms

Group	Topic	Facilitator
A	Internal Outreach/Collaboration	Kunard/Wartell
B	Organizational Change	Woodmansee
C	Research and Analysis	White/Cordner
D	External Outreach/Collaboration	Saizow

- Each group will attend 2 of 4 discussions, for 15 minutes each.

- Discussion hosts will summarize and report out for the final 10 minutes.

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Group/Room Assignments

	Room 211	Room 213	Room 215	Room 217
Group	Joseph McHale Daniel Lawrence Marilyn Greiner Stacy Osborne-Fry James Chapman Sue-Ming Yang David Choate	David De La Espriella Bryce Peterson Kevin Johnson Thomas Kelley Howard Hall Kim Hendrickson	Alejandro Mouro Douglas Wiorek Michael Kurtenbach Meghan Lomas Natalie Elliott Chip Coldren	Erik Garrett Maria Chavez Charles Katz M. Scott Young Charlotte Gill William Taylor Kate McNamee
First Topic	A	B	C	D
Second Topic	B	A	D	C

Sustainability Practices in SPI

Chip Coldren, CNA SPI Project Director

Michael D. White, SPI Subject Matter Expert

4:00–5:00 p.m.   June 15, 2016

Agenda

- Sustainability of Smart Policing

- Sustainability Efforts of SPI Sites
  - Glendale, AZ
  - Lowell, MA

- Closing Thoughts & Best Practices for Sustainability

What is Sustainability?

- Sustainability addresses:
  - Embedding change so that it survives over time
  - Continuing to produce desired or better than expected outcomes

- Presumes that the change has produced benefits and that it is worth the effort to maintain

From Nola Joyce's webinar: http://www.smartpolicinginitiative.com/tta/sustaining-smart-policing-webinar

Sustainability is a Founding Principle in Smart Policing

- Sustainability:
  - Is stressed early on
  - Comes through deliberate, strategic planning
  - Requires buy-in from all levels of the agency
  - Becomes less difficult when you have support from external stakeholders (e.g., community).

Keep in Mind: Some things are not worth sustaining. SPI tests new ideas.

Two Approaches to Sustainability

1. Sustaining Smart Policing principles

   – Analysis

   – Collaboration & Communication

   – Research partnership

   – Actionable data

2. Sustaining Smart Policing strategies and tactics

   – Establish proof of effectiveness & cost-effectiveness for hot spots, problem-oriented policing, focused deterrence, etc.

SPI Examples of Sustainability

- Modifying officer performance/promotion evaluations (Frisco, Glendale)

- Reaching out to agencies in the region (Boston, Cambridge, Kansas City)

- Routinizing collaboration with external stakeholders (Indio, Palm Beach, Reno)

- Enhancing crime analysis capabilities (Los Angeles, Shawnee, Port St Lucie)

- Providing specific training on SPI – roll calls, on-line, academy (Lowell, New Haven, Philadelphia)

Common Sustainability Challenges

- Getting buy-in internally (just another grant)

- Leadership turnover (losing your champion; losing your chief)

- External events that are beyond your control

- Gaining external trust and support

- Limited resources

- Measuring Effectiveness

    – How do you measure organizational change?

    – How do you translate the "quantoid-speak"?

    – Why is this taking so long?

The Glendale (AZ) Smart Policing Initiative

Michael D. White, Ph.D.

June 15, 2016

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Glendale SPI

Goal

- Reduce crime and disorder in the target area through the robust implementation of problem-oriented policing (POP) and SARA.

Key Features

- ASU trained GPD personnel from two squads using the POP Center model curriculum (20+ hours)
- Deep and ongoing analysis
- Officers implemented comprehensive responses
- ASU researchers conducted in-depth assessment

Scanning – Identified a Potential Problem

- Crime (theft) and CFS at Circle K Stores

Analysis: Crime at the 65 Convenience Stores in Glendale

Highest Generators of Police Activity, 2008-2010, among Glendale (AZ) Convenience Stores

NAME	ADDRESS	TOTALS	2008	2009	2010
CIRCLE K	4306 W MARYLAND AVE	1,428	381	555	492
CIRCLE K	5880 W CAMELBACK RD	1,148	199	396	553
CIRCLE K	5907 W BETHANY HOME RD	1,062	201	524	337
CIRCLE K	5102 W CAMELBACK RD	1,020	304	434	282
CIRCLE K	7428 N 51ST AVE	918	323	322	273
CIRCLE K	6305 W MARYLAND AVE	880	273	331	276
CIRCLE K	4648 W BETHANY HOME RD	861	282	306	273
CIRCLE K	9002 N 47TH AVE	664	271	206	187
CIRCLE K	6002 W GRAND AVE	527	163	159	205

Concerns:

Public safety and quality of life

Potential for Violence (employees, public)

Police Department resources

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Analysis: Calls for Service at Circle Ks, by Type (2010)

Address	Disorder	Drug	Property	Sex Crime	Violent	Welfare Check	Total	
5880 W Camelback Rd	110	5	377	6	6	23	527	
4306 W Maryland Ave	64	4	378	2	9	16	473	
5907 W Bethany Home Rd	89	3	185	6	15	32	330	
6305 W Maryland Ave	21	1	215	1	11	23	272	
5102 W Camelback Rd	34	2	185	0	10	39	270	
4648 W Bethany Home Rd	17	0	225	2	9	11	264	
7428 N 51st Ave	25	3	209	1	9	13	260	
6002 W Grand Ave	15	0	168	0	7	8	198	
9002 N 47th Ave	12	0	154	0	4	9	179	

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Analysis: This is a Circle K Problem

Number of Incidents at Convenient Stores in Glendale
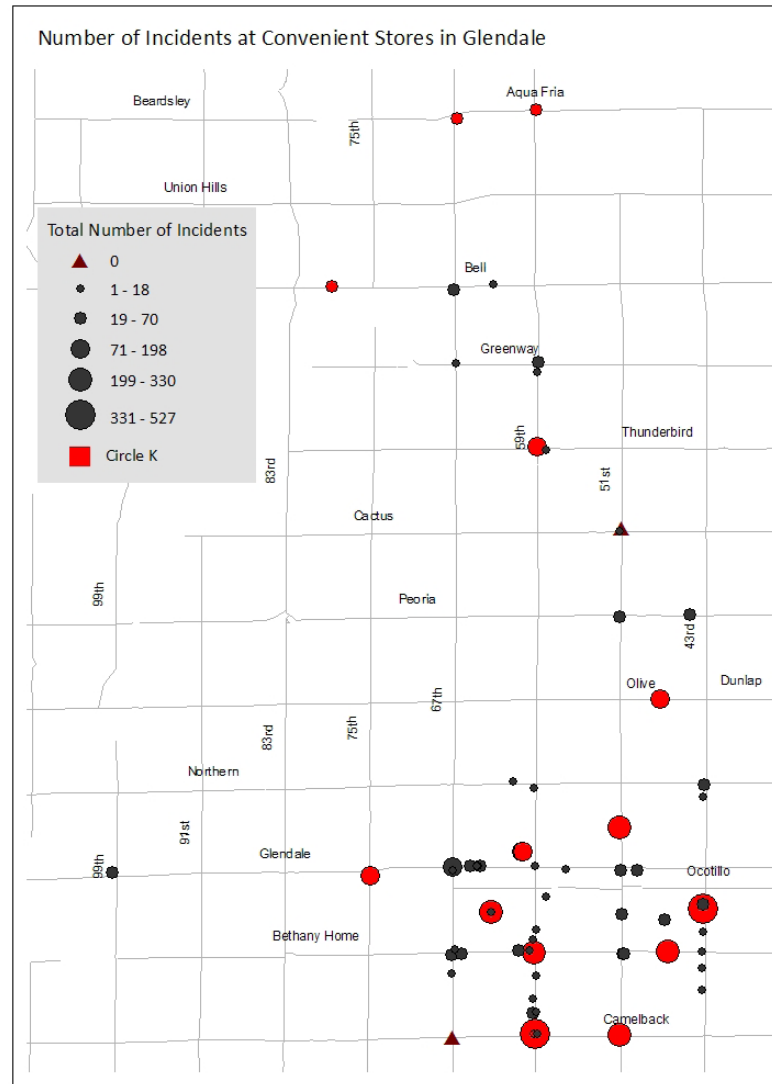
Response

- **Intervention with Circle K**
  - CPTED
  - Proposed Changes to Practices and Operations

- **Suppression (Not-so-Convenient)**
  - Directed Patrols and Repeat Offenders

- **Prevention**
  - Operation "Not So Convenient" Posters
  - Mayor's Youth Advisory Committee – PSA
  - Partnerships: JAG, Area High Schools

I. Intervention

CPTED – multiple assessments done at 6 target stores

- Poor lighting
- No address; no height chart
- Beer on floor by door
- Poor/obstructed line of site (windows; interior)
- Graffiti
- Pan handling; trespassing
- Only 1 clerk

ZIG ZAG CIGARS $1.59

TOBACCO

4 WRAPS

CIGARILLOS

YOUR SWEET TIMES START HERE

SWISHER SWEETS

SWISHER SWEETS CIGARILLOS $4.99 PACK

It's the Right Time for PRIME TIME FLAVOR CIGARS

$2,000

$186 in Coupons

atlas

BREAKFAST

Sausage Biscuit 2/$2

Sausage, Egg & Cheese Biscuit
Ham, Egg & Cheese Croissant 2/$3

LUNCH

Double Cheeseburger 2/$3

Mini Twin BBQ Rib or
Mini Twin Spicy Chicken $1.99

Intervention

Engage Circle K to change the culture

a. GPD training and access to in-store surveillance system
b. Trespass Authorization approved
c. Circle K victim impact statement created
d. CADMINE alerts (GPD email to Circle K loss prevention supervisor immediately after CFS)
e. Data sharing: Circle K repeat offender file
f. Meetings with Corporate Circle K (10/10; 7/11)

II. Suppression
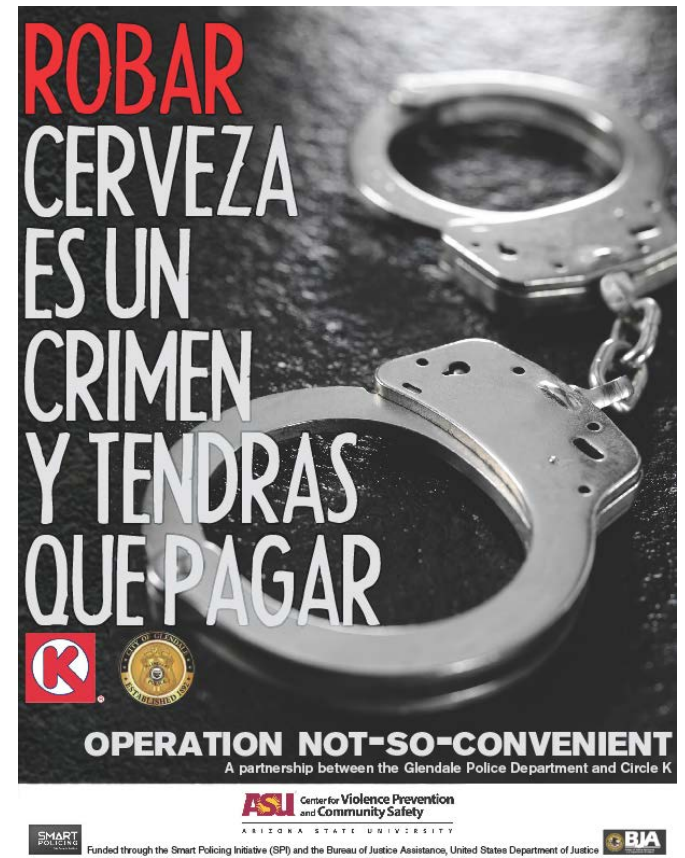
II. Suppression

Operation-Not-So-Convenient

– Targeted surveillance and enforcement

– 9 consecutive weekends in August/September 2010; weekends throughout 2011

– Multiple stores per operation

– Circle K security officers, SPI team

– Arrestee debriefs

II. Suppression

Outcomes:

- 57 arrests
  - 15 felonies including an armed robbery
- Nearly $1,000 in recovered merchandise
- Arrestee Debriefs
- Identification of 2 Offender Groups
  - ¼ of offenders are juveniles
  - Prevalence of repeat offenders
- 37 convictions (65% conviction rate)
  - Armed robbery- 17 yrs in DOC
  - Two other DOC sentences; 2 county jail sentences

III. Prevention

- Important because of prevalence of juveniles committing the crimes

    – Several local media appearances

    – SPI "Beer Run" poster mass produced (schools; libraries)

    – Centerpiece: Mayor's Youth Advisory Commission joins SPI team
        - PSA video with Channel 11 on Beer Runs
            – Distributed to local high schools

Initial Assessment: Impact on Calls for Service

Target Store	Address	Pre-test period 8/9-7/10	Intervention period 8/10-7/11	Post-test period 8/11-7/12	Monthly change (pre-post)
Circle K	4306 W Maryland	47.8 (574)	39.3 (471)	28.2 (338)	**-19.6**
Circle K	5880 W Camelback	43.4 (522)	44.7 (536)	31.7 (380)	**-11.7**
Circle K	5907 W Bethany Home	44.2 (530)	18.0 (216)	15.5 (186)	**-28.7**
Circle K	5102 W Camelback	30.4 (365)	21.5 (258)	12.1 (145)	**-18.3**
Circle K	7428 N 51st Ave	20.3 (243)	24.3 (291)	20.4 (245)	**----**
Circle K	4648 W Bethany Home	21.0 (252)	20.9 (251)	12.6 (151)	**-8.4**
	Total	(2,486)		(1,445)	**(-42%)***
Circle K Comparison Group (n=9)		(1,254)		(871)	(-31%)
Other Comparison Group (n=13)		(679)		(682)	(+.5%)

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Sustained Crime Reductions

- ASU doctoral student extends the Glendale SPI evaluation (2016)
  - Adds 15 months (evaluates impact for 2.5 years after the intervention ended)
  - More sophisticated analysis (DID, negative binomial random effects regression)
  - Examines for crime displacement/diffusion of benefits

- Findings
  - Significant crime reductions sustained at 4 of the 6 target stores (2.5 years later)
  - No evidence of crime displacement
  - 5 of the 6 stores experienced a diffusion of benefits (crime reductions in areas around stores)

Why the Sustainability??

- Rigorous implementation of POP (as envisioned by Goldstein)
  - Deep and ongoing problem analysis – identify underlying conditions
  - Not just the hammer – comprehensive responses targeting the underlying conditions
  - Ongoing Assessment

- Core Principles of SPI
  - Reliance on evidence-based practice
  - Active researcher/practitioner partnership (researchers as core members of the team)
  - Data-driven
  - Stakeholder engagement (Circle K; other police departments; schools; youth advisory group)

Sustaining SPI Principles

City of Lowell, Massachusetts Police Department &
Suffolk University

June 15, 2016

Practices and Principles of Sustainability

- Smart Policing as a concept and not a project.
- Modified management and deployment practices.
- Embedding the evidence-based practices within the organization.
- Updating policies and institutionalized practices.

Development of a Plan

Questions to ask yourself while building a plan:

Are you relying too much on outside funding while testing concepts?

Do your line-level officers know the concepts?

Do your supervisors know and understand the concepts?

What needs to change to sustain these practices?

Sustaining the Plan

When do you start thinking about sustainability?

Challenges to Change

Structural

- Resources (human, financial, technological, training)

- Institutional arrangements

- Process to meaningfully engage

Cultural

- Resistance

- Multiple & conflicting interests

- Change takes time

- Acceptance of EBP and problem-solving

Behavioral

- Changing or shifting roles

- Skill needs

- Personnel limitations

- Communication

- Coordination

- Relational approaches

Lessons Learned
recognise mistakes
observe what works
document them
share them

- Create opportunities for cross-agency conversations

- The importance of creating communication systems (dialogue, sharing, awareness) followed by structural adaptations (Compstat, modifications to training and IT)

- Importance of active participation of diverse LPD representatives in change identification, implementation and evaluation – allowing participants to make sense of need and change efforts (Working Group)

- Experimenting with new ideas generated by diverse groups

- Engage in research that is actionable, relevant and timely

- Build off of and take advantage of experience

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Closing Thoughts, Lessons Learned

- Integrate SPI into **training**.

  - SPI principles become sustainable once they are integrated as core components of training curricula.

- Create a cross-sector **agency working group** to guide SPI.

  - SPI is less likely to be sustained if it remains the domain of a single unit.

- Integrate SPI activities into the **regular duties of officers and staff**.

  - Do not rely on overtime (OT). Reliance on OT will tie the SPI activities to grant funds. When the grant funds disappear, so too will the SPI activities.

Closing Thoughts, Lessons Learned

- SPI leaders must **communicate and market** their activities.

  - "Spread the good word" both inside and outside the agency.

  - Reduce the unfamiliarity with SPI.

- **Engage other stakeholders**, especially the community.

  - Raise the expectations of those stakeholders so they "demand" that SPI activities continue.

- SPI agencies must be **flexible and responsive to data-driven decision-making.**

  - Course-corrections based on the data may be necessary.

  - External events may intervene and force a shuffling of priorities.

  - SPI agencies must be "nimble" and adaptable.

Closing Remarks

Kate McNamee, BJA Policy Advisor

Chip Coldren, CNA SPI Project Director

5:00 p.m.

June 15, 2016

Welcome to the Smart Policing Initiative Phase VII Inaugural Meeting

Phoenix, AZ

June 15-16, 2016

Keynote Address on Evidence-Based Practices in Phoenix, AZ

U.S. Attorney's Office for the District of Arizona

9:00 – 9:30 a.m.

June 16, 2016

Police-Community Collaboration

Hildy Saizow, CNA SPI Subject Matter Expert

Shawn Marie Pearson, Phoenix Community Leader

Frantz Beasley, Phoenix Community Leader

9:30 – 10:45 a.m.   June 16, 2016

Foundational Principles - SPI

- Innovation

- Focus

- Research Partnerships

- *Collaboration & Outreach*

- Analytics/Crime Analysis

- Technology

- Sustainability

Collaboration and Policing Today

Continuum of Community Interaction

| Community Outreach | → | Consultation | → | Coordination | → | **Collaboration** |

→

Increasing complexity

Definition
Police and community stakeholders working together to address crime issues by sharing responsibilities, resources, and decision making

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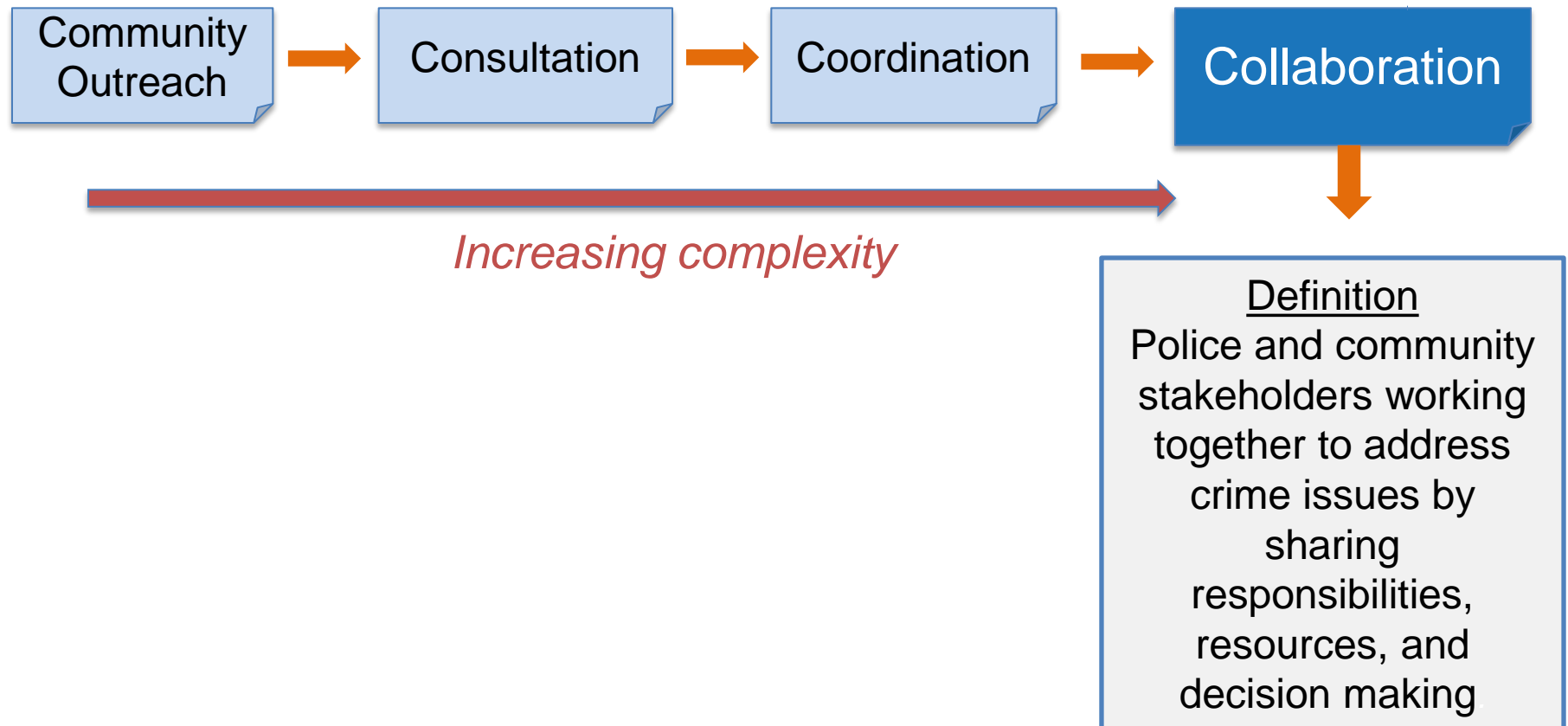
Do SPI Sites Collaborate?

- SPI Capacity Assessment

- 20 sites completed through 2016, including 5 Phase VII sites

Do SPI Sites Collaborate?

How often does your agency **host community events** to share Smart Policing principles and encourage public safety?

- Weekly
- Monthly
- Quarterly
- Twice Yearly
- Only ad hoc/as needed
- N/A

20%, 20%, 10%, 5%, 30%, 15%
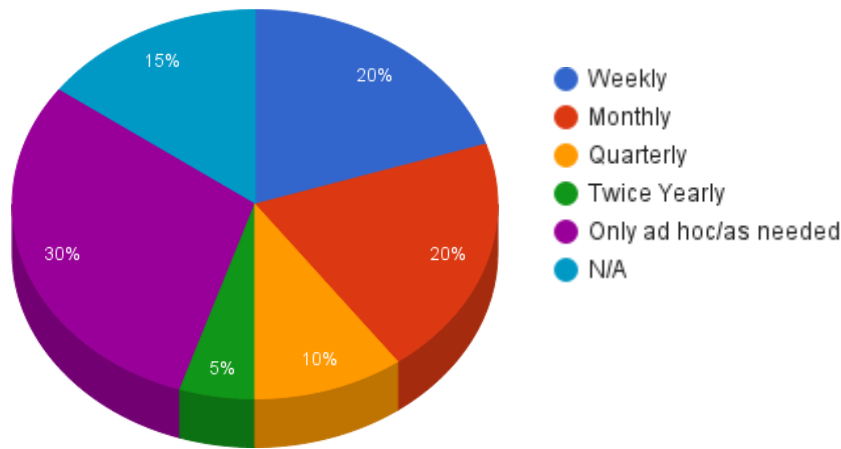
How often does your agency **develop newsletters and/or press releases** to share Smart Policing principles and encourage public/safety?

- Weekly
- Biweekly
- Monthly
- Quarterly
- Only ad hoc/as needed
- Never
- N/A

10%, 5%, 10%, 10%, 45%, 5%, 15%
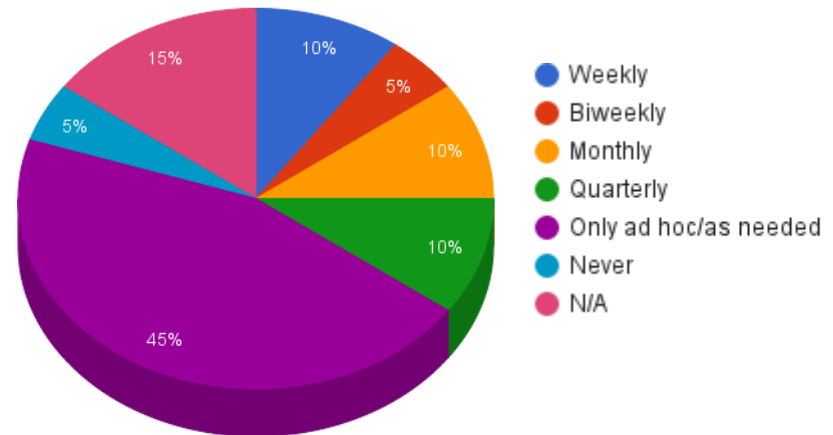
Has **Smart Policing become "branded"** with outside customers/stakeholders/the community?

- Yes
- No

25%, 75%

8
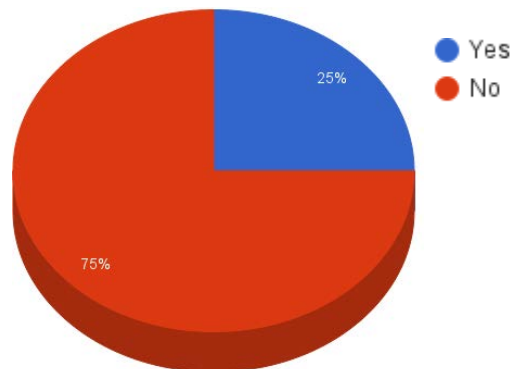
Do SPI Sites Collaborate?

How often do you communicate with the following regarding innovative, evidence-based policing efforts?
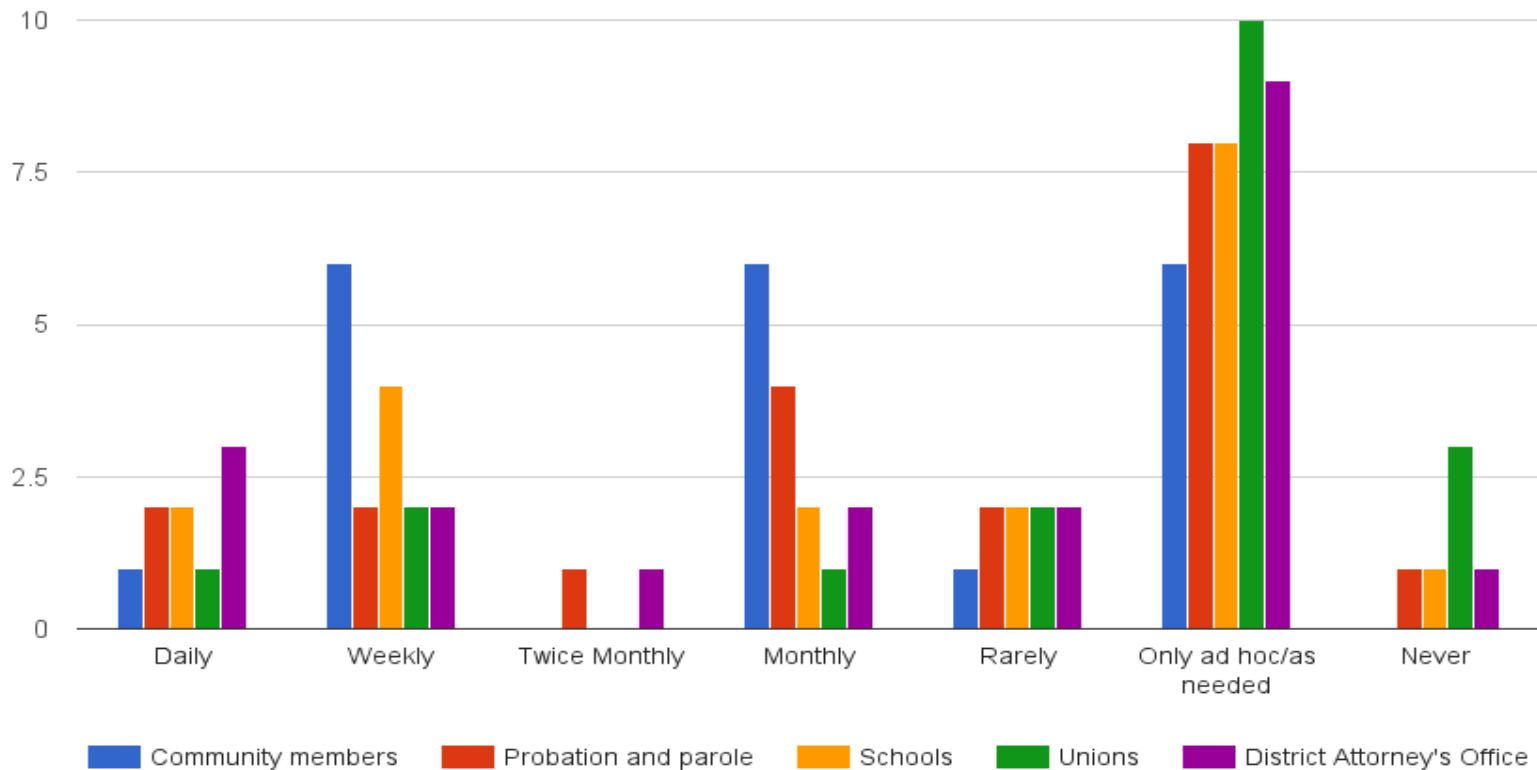
Do SPI Sites Collaborate?

How often do you conduct the following to gather inputs from the public?
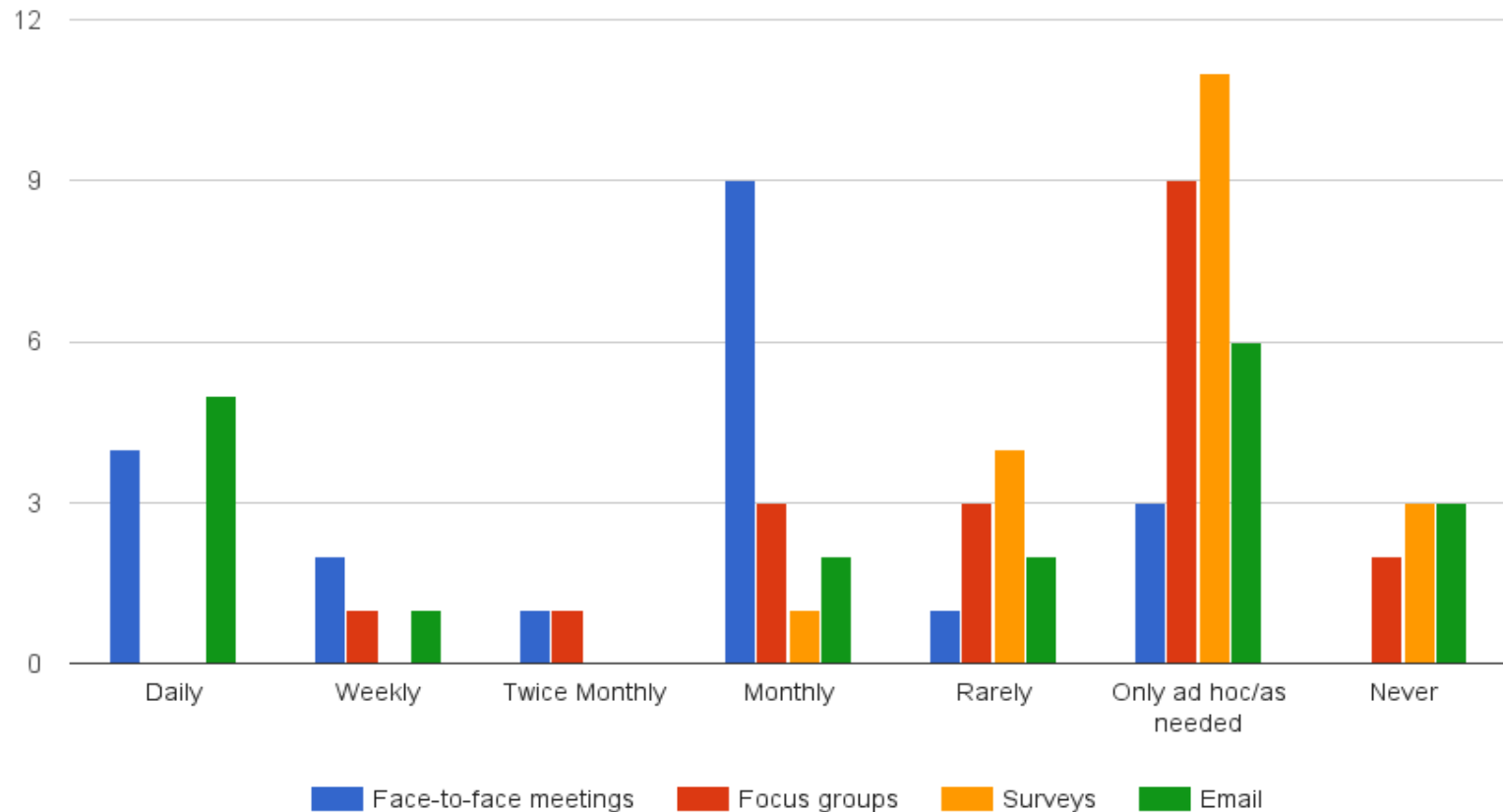
Do SPI Sites Collaborate?

- All sites have a spokesperson to handle messages to the public.

- 19 out of 20 SPI sites have a social media site(s).

  – Site updated daily (60%), weekly (25%), and ad hoc/as needed (10%).

  – 15 have a dedicated staff member.

  – Twitter and Facebook are most commonly used.
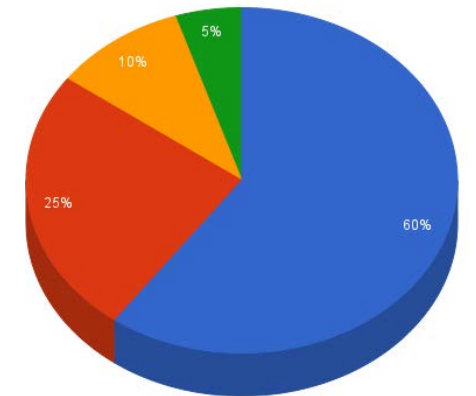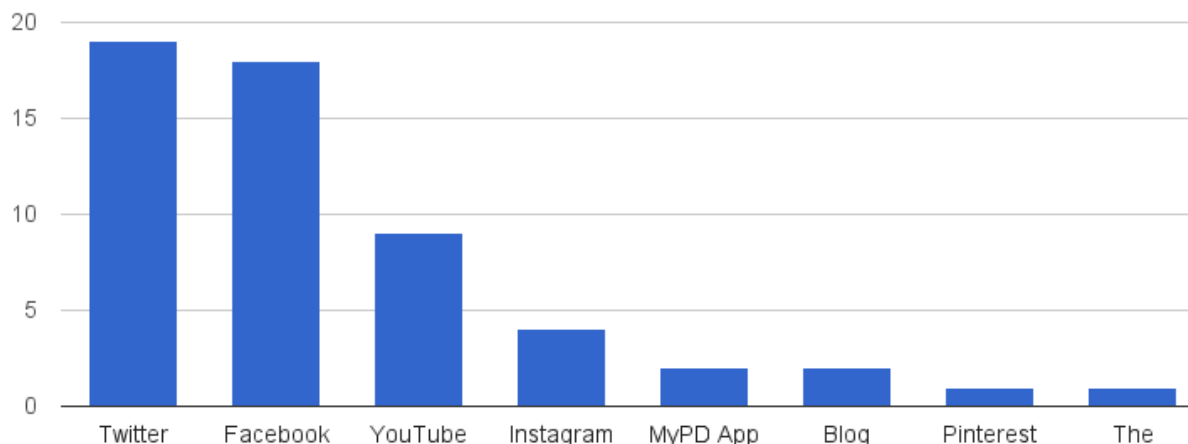
Pie chart legend:
- Daily
- Weekly
- Only ad hoc/as needed
- NA

Bar chart: Twitter, Facebook, YouTube, Instagram, MyPD App, Blog, Pinterest, The

Keys to Collaboration

- **Police Leadership**
  - Recognition that *community trust* is vital to department mission
  - Collaboration a priority
  - Desired behavior modeled at all levels

- **Role of Officer**
  - Re-orient, warrior/guardian balance
  - Dispel myths of police work

Keys to Collaboration

- **Police Training**
  - Communication skills
  - Procedural justice (respect and legitimacy)
  - Collaboration and problem-solving

- **Community Engagement**
  - Focus on relationships
  - Listen – be authentic and transparent
  - Provide officers with the tools to be effective

Keys to Collaboration

- **Engaging Communities of Color**
  - Learn about cultures, aspirations, differences
  - Recognize historical barriers
  - Understand the culture of poverty and impact of trauma

- **Messaging is Important**
  - Close feedback loops with community
  - Publicize positive police interactions, community opportunities, goals
  - Use social media to engage hard-to-reach

Indio, CA Collaboration

Community Outreach Resource Program

- *Problem*: Increased calls for service in areas with concentrated homelessness
- QOL team created with 2 officers
  - Outreach to homeless
  - Identify clients for community court
- Community Court – allows low level criminal matters to be dismissed after offenders complete programs
- Partnerships, relationships, prevention focus – critical!

Working together to help those who are most in need
Community Outreach Resource Program (CORP)
INDIO **POLICE**
"Our Community...Our Commitment"

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Cambridge, MA Collaboration

Focused Deterrence Unit

- *Problem*: Identify top offenders across 3 jurisdictions

- 5 detectives, 1 social worker (embedded)

- Officer and social worker together hand deliver letter, conduct home visits, follow-up

- After call-in, social worker conducts individual needs assessment, connects offenders to services, meets regularly

- Offenders dealing with homelessness, substance abuse, mental illness – police get a better understanding of offenders

Break

Podcasts: Shoreline, WA and Pinellas County, FL

10:45 – 11:00 a.m.   June 16, 2016

Smart Technology and Mental Health Roundtable Sessions

11:00 a.m. – 12:15 p.m.

June 16, 2016

Roundtable Overview

- Smart Technology
  - Sites: Miami Beach, Milwaukee, and Phoenix
- Mental Health
  - Sites: Pinellas County, Roanoke County, and Shoreline

Smart Technology Roundtable Overview

- Introductory Comments
  - **Dr. Michael D. White, Arizona State University and SPI Senior Subject Matter Expert**

- Roundtable discussion among SPI sites: Milwaukee, Miami Beach, and Phoenix

- Wrap-up of Key Themes
  - **Dr. James "Chip" Coldren, CNA**

BWCs: Part of National Dialogue on 21ˢᵗ Century Policing AND Core Feature of Smart Policing

How BWCs May Improve/Benefit Policing

Benefits
Engage Community in Planning/Implementation
Increased Transparency and Legitimacy
Improved Police Officer Behavior
Improved Citizen Behavior
Expedited Resolution of Complaints and Lawsuits
Improved Evidence for Arrest and Prosecution
Police Training – better performance

Concerns/Limitations with BWCs

Concerns
Citizens' Privacy
Notification of Recording
FOIA and Access to Video
Sensitive Populations, Environments
Critical Incidents
Technology Requirements
Cost

Potential Benefits: Community Engagement

- Were community groups introduced to the program, pre-deployment?

- Were community groups involved in the planning process?

- Did community groups have a chance to voice concerns/ask questions?

- Did community groups have an opportunity to review the agency's administrative policy? Is it publicly available now?

- Did the agency "market" the BWC program?

- Does the agency regularly communicate with citizens who are recorded?

Impact on Citizen Complaints and Use of Force

Rialto (CA) Police Department
- Citizen complaints dropped by 88% (24 to 3)
- Use of force dropped by 60% (61 to 25)

Mesa (AZ) Police Department
- Citizen complaints dropped 60% among BWC officers (pre-post)
- Use of force dropped by 75% among BWC officers

Phoenix (AZ) Police Department
- Complaints -- BWC officers: declined by 23%
- Complaints -- Comparison officers: increased by 10.6%

Orlando (FL) Police Department
- Citizen complaints dropped 60% among BWC officers (pre-post)
- Use of force dropped by 75% among BWC officers

Enhance Citizen Perceptions of Police

Spokane Citizen Attitudes about BWCs (n=297)

	Percent Agree/ Strongly Agree
Video cameras should be worn by all officers in Spokane PD.	86.3
Using video cameras will make officers act more professionally.	77.5
The use of video cameras will hurt police-community relations.	14.4
Citizens will be more cooperative when they become aware that an officer is wearing a video camera.	71.0
Police will be more respectful to citizens when wearing video cameras.	77.4
The use of video cameras will reduce complaints against officers.	64.6
The benefits of police using video cameras outweigh the costs.	76.7

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Concerns/Questions about BWCs

- Available funding for initial and long term costs?

- What is your city's procurement process?

- Internal support among the rank and file? Union?

- Have you engaged with important external stakeholders, especially prosecutors?

- Does your agency/city have the necessary technological infrastructure for BWCs?

- How do you properly plan and implement an effective BWC program?

- Administrative policy and training are crucial. Where can you get assistance/guidance?

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Resources: BJA National BWC Toolkit

February 26-27, 2015: Two-day Expert Panel at the White House

May 2015: Toolkit "goes live" at:

https://www.bja.gov/bwc/

Serves as an information warehouse on BWCs (FAQ format) in the areas of:

- Research
- Policy
- Technology
- Privacy
- Training
- Stakeholders

Law Enforcement Implementation Checklist

National Body-Worn Camera Toolkit

This toolkit is a comprehensive clearinghouse for criminal justice practitioners interested in planning and implementing a body-worn camera program in an effort to strengthen community trust and confidence in the justice system and improve officer and community safety.

Implementation Guidance

○ Body-worn camera (BWC) programs can support law enforcement strategies to improve public safety, reduce crime, and strengthen relationships between police and the community.

○ Comprehensive BWC programs are guided by policies that effectively incorporate research, promising practices, community input, and vital implementation considerations.

○ This toolkit consolidates and translates the developing body of knowledge on BWCs for law enforcement, criminal justice professionals, advocacy organizations, and community members.

○ **Why should you trust this toolkit?** The materials in this toolkit were compiled from a broad group of interdisciplinary experts and practitioners that represent the full range of criminal justice system, advocacy, and community organizations.

What policies, protocols, and practices should I consider?

Read More

‹   ○○○○●○○○   ›

PROCEDURE

POLICIES

National Landscape

a. Resources authored by Local, State, and Tribal agencies
b. Camera or video related legislation
c. Questions and answers about BWC implementations

See National Landscape Page

Getting Started

This toolkit organizes frequently asked questions, resources, and other information by key topics areas, including research, policy, technology, and privacy. In addition, information about specific stakeholder interests can be found on that particular group's page. If you want to gain a quick understanding of the technology, recommended policies, and key privacy considerations, this toolkit section should help you get started.

ⓘ Learn more by reviewing the Implementation page

⬇ Download the Law Enforcement Implementation Checklist for guidance

❓ Why Trust This Toolkit?

Subject Matter Experts Share

▶ ━━━━━━━━━━━━━━━━ 2:39 🔊 ━━━━━ ⛶

Toolkit Welcome Message from Honorable Denise O'Donnell, Director, Bureau of Justice Assistance

Getting Started FAQs

⊕ What are officer body-worn cameras?

⊕ How are body-worn cameras different from dashboard cameras and CCTV systems?

⊕ How can we use body-worn cameras to increase trust between law enforcement and the public?

⊕ How can body-worn cameras facilitate review of critical incidents, including use-of-force?

⊕ Do body-worn cameras contribute to positive effects between law enforcement and the communities they serve?

⊕ Do body-worn cameras reduce use-of-force by law enforcement?

⊕ What are some of the concerns with a body-worn camera program?

⊕ What is the best way to implement a body-worn camera program?

⊕ What is the Body-Worn Camera Pilot Partnership Program?

⊕ What are the primary limitations of body-worn cameras that should be conveyed to community members, policymakers, and other stakeholders?

View More Getting Started FAQs ...

FORCE SCIENCE INSTITUTE, Ltd.

‹

10 Limitations of Body Cameras

The Force Science Institute describes limitations to police-worn body cameras for consideration when developing policy, protocols, and training

Read the Paper

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○ ●

BJA Expert Panel

Justice professionals representing law enforcement, courts, prosecution, public defense, labor organizations, and advocates for privacy, victims, and juveniles initiated Toolkit discussions

Read More

›

○ ●

Getting Started Resources

Show [10 ▼] entries   Search: [   ]

Title	Icon	Date	Source	Resource Type	Category
A Primer on Body-Worn Cameras for Law Enforcement	★	09/01/2012	U.S. Department of Justice, Office of Justice Programs, National Institute of Justice (NIJ), National Law Enforcement and Corrections Technology Center (NLECTC)	Informational Resource	Background
Implementing a Body-Worn Camera	★	12/31/2014	Police Executive Research Forum (PERF), COPS	Guideline/Recommendations	Research

Resources: BJA Pilot Implementation Program for BWCs

- 2015: 73 grants awarded totaling $19.3 Million
- Next round of awards coming in 2016

- Training and Technical Assistance (TTA)
  - The Team: CNA, ASU, JSS
  - Administrative policy review
  - Webinars and podcasts
  - On-site assistance
  - Regional and topical workshops
  - Speakers Bureau
  - Peer-to-Peer connections
  - Web-based support (BWC Toolkit)

Other Resources

- BWC TTA website: http://www.bwctta.com/
- BWC TTA Policy Review Scorecard

Policy Issue	Possible Score	Agency Score
Policy Development		
Did agency review National BWC Toolkit and PERF/COPS report?	1	1
Did agency review other agency policies on BWCs?	1	1
Did the agency review or revise its Use of Force policy during the BWC policy development? If so, how?	1	1
Did agency involve appropriate internal units in policy development?	1	1
Did agency involve appropriate external criminal justice/local actors in policy development?	1	1
Did agency share policy with community and advocacy groups?	1	1
Did community members and advocacy groups play a role in policy development?	1	1
TOTAL - POLICY DEVELOPMENT	7	7

Open Discussion

- Why has your agency decided to deploy BWCs?

- What are the major challenges you have faced so far?

- Describe your community engagement process

- Describe your engagement with other stakeholders

- How are you planning to evaluate the impact of BWCs (for the research partners)?

- What are the major barriers to evaluating the impact of BWCs?

Lunch (on your own)

Podcasts: Roanoke County, VA and Milwaukee, WI

12:15 – 1:15 p.m.   June 16, 2016

34

Successful SPI Initiatives:
Lowell, MA and Kansas City, MO SPIs

Superintendent William Taylor and Major Joseph McHale

1:15 p.m. – 2:15 p.m.   June 16, 2016

35

Lowell Smart Policing Evolution

Superintendent William Taylor   June 16, 2016

Presentation Overview

- Lowell, Massachusetts and the Lowell Police Department

- Transformation of the LPD

- Evolution of Institutionalizing Smart Policing

- Lowell SPI Strategies

- Lessons Learned

Lowell, Massachusetts & the Lowell Police Department

- City of Lowell, MA
  - Located 30 miles north of Boston
  - Approximately 108,000 residents who are ethnically and economically diverse
  - Median household income in Lowell ($49,164) vs MA ($67,846) (2014, American Community Survey 5-year estimates)

- Lowell Police Department
  - 250 Authorized Sworn Strength
  - Active partner with researchers and academic institutions since the early 1990's
  - Changes are informed by learning – the LPD as a learning organization

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Transformation of the LPD

- ## Pre-mid-1990's
→ Primarily a closed organization Focused on reactive and heavy law enforcement strategies

- ## Mid- 1990's – 2000
→ Community Policing

- ## Early 2000's
→ Community Policing & Problem-Oriented Policing

- ## Mid-to-late 2000's
→ Community, Problem-oriented & Problem-Solving Policing

- ## Late 2000's to Present
→ Smart Policing

Change in the LPD has been evolutionary - occurring as a result of cumulative efforts over time. Change has come from the dynamic interplay between individuals (within and outside) and the local and professional context

Evolution of Institutionalizing Smart Policing

Test Strategies (Phase I)
- Reduce Drug and Drug related crime using both place-based and offender-based strategies

Incorporate Training (Phase II)
- Increase capacity of personnel to utilize evidence-based strategies on a daily basis
- Create organizational changes to support evidence-based activities

Reorganization (Phase III)
- Redistributing City from 3 Sectors to 2
- Creation of District Response Officer positions
- Decentralization of Crime Analysis

Lowell SPI Strategies

Phase I Placed-based Strategies	Phase I Offender-based Strategies	Phase II Organizational Strategies	Phase II and III Institutionalization
Intervention & comparison hot spots	Created criteria for focus on 25 Offenders of interest	Identify systems changes needed to support SPI (i.e. first line supervisor training)	Re-organization of LPD
Identify evidence-based strategies to use in interventions	Identify evidence-based strategies to use in interventions	Create or modify policies or practices related to data collection, analysis and dissemination	Reinvigorate community policing through teams; decentralize crime analysis; increase problem-solving
Explore new and innovative strategies based on evidence or promising practices	Establish and strengthen interagency partnerships for intervention and suppression	Improve communication & coordination within LPD relative to SPI concepts and implementation	Modify Compstat for accountability and information sharing; expand management structure
Conduct process and outcome evaluation	Conduct process and outcome evaluation	Conduct process and outcome evaluation	Gather community feedback; conduct process and outcome evaluation

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Outcomes Phase I (Place-based)

- <u>East Sector</u>: Property crime decreased 16% in hot spots and 7% in comparison spots
- <u>North Sector</u>: Property crime decreased by 19% in hot spots and by 14% in comparison spots
- <u>West Sector</u>: Property crime decreased by 16% in hot spots and the comparison spots experience a 5% increase.

Outcomes Phase I (Offender-based)

- Of the initial 38 offenders targeted in 2012 for the SPI intervention, 61% recidivated, with most new crimes involving some type of property crime

Note:
Pre-intervention period from September 1, 2009-June 30, 2011
Intervention period from September 1, 2011-June 30, 2013

Outcomes Phase II

- Established a cross-agency Working Group to direct SPI Phase II

- Conducted a training needs assessment

- Administered a survey on receptivity to research and evidence

- Engaged in a review and revision process for PTO

- Held three first line supervisor trainings for both LPD and other law enforcement agencies

Preliminary Outcomes Phase III (in-progress)

- Reviewed various studies to create plan
  - Jacksonville Problem-Oriented Policing Study
  - Philadelphia Foot Patrol
- Reorganization was completed in 2014
  - Decentralized Crime Analysis
  - Created District Response Officer Positions
  - Increased use of Social Media
  - Restructured civilian positions to place more officers on the street
  - Focus on Policies and Procedure Updates
  - Opened new store front precinct in hot spot

Lessons Learned

ALL CHANGE MEETS RESISTANCE... IF THERE IS NO RESISTANCE, THERE IS NO CHANGE. CHANGE AHEAD

Process

- Experiment with new ideas from diverse groups

- Engage in research that is actionable, relevant and timely

- Create opportunities for cross-agency conversations

Challenges

- Officer Resistance

- Timing

- Technology

- Funding

Sustainability

- Smart Policing as a concept not a project

- Modified management & deployment practices

- Embedding the evidence-based practices within the organization

- Updating policies and institutionalized practices

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Kansas City, MO SPI: No Violence Alliance

Major Joseph McHale

June 16, 2016

Researcher and Coordinators Roundtables

2:15 – 3:30 p.m.   June 16, 2016

Researcher & Coordinator Roundtables

- Objectives
  - Provide information to SPI research partners (and others involved in research and analysis tasks, such as crime analysts) regarding the varied roles for researchers and analysts in SPI, as well as BJA expectations regarding research and analysis.
  - Engage the participants in discussions regarding key research concerns and issues with SPI.
  - Impart relevant information regarding the management of SPI projects, the research role, and the varied roles and expectations for SPI Coordinators.
  - Facilitate discussion among SPI Coordinators and other persons/team members who are not researchers or analysts.

Researcher Discussion Topics

- Methodological issues and how to resolve them
- Expectations regarding final reports
- SPI Spotlight series
- Experimental and quasi-experimental design options for small jurisdictions
- Research design options for jurisdiction- or agency-wide initiatives
- Other (non-research) roles that researchers play in SPI

Coordinator Discussion Topics

- Leadership role of the coordinator
- Time demands and commitments
- Supports needed
- Outreach responsibilities
- Communicating with CNA and BJA
- Challenges typically encountered and resolved

Break

Podcasts: Chicago, IL and Miami Beach, FL

3:30 – 3:45 p.m.

June 16, 2016

Peer-to-Peer Networking

Vivian Elliott

3:45 – 4:30 p.m.

June 16, 2016

Peer-to-Peer Networking

- Suggested questions for each site (see handout)
- At 4:15 p.m. we will reconvene to hear what you have learned

Closing Remarks and Evaluation

Chip Coldren, CNA SPI Project Director

4:30 p.m.   June 16, 2016