



SPI Sustainability Exchange

Lowell, MA SPI ▪ Boston, MA SPI ▪ Cambridge, MA SPI ▪
Frisco, TX SPI ▪ Glendale, AZ SPI ▪ New Haven, CT SPI

Hosted by Lowell, MA Police Department

November 14-15, 2013

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.

Meeting Goals

1. Share information between participating police departments regarding the problems addressed by their respective Smart Policing Initiatives.
2. Compare and contrast the goals, objectives, and strategies for efforts to integrate Smart Policing within the organization, change the culture of the department, and sustain efforts beyond grant funding.
3. Learn first-hand from officers engaging in specific SPI tactics and operations to learn the challenges and best practices for sustainability in the field.
4. Discuss with community partners corollary and supporting SPI activities.

Meeting Overview

Day 1 - Observing, Listening and Learning

- Site presentations
- Lowell SPI – target areas, SPI officers, and the community

Day 2 - Reflections, Discussion and Taking Stock

- Roundtable workshop
- Debrief and evaluation

What is Sustainability?

- Sustainability is about:
 - 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- Plan for it from the Start

- Develop a Sustainability Strategy
 - Define Success
 - Talk About Accomplishments
 - Measure Outcomes
 - Find a Champion
 - Influence Stakeholders
 - Demonstrate Value

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<http://www.smartpolicinginitiative.com/tta/sustaining-smart-policing-webinar>

Sustainability in the SPI: Site Presentations

- Each Site
 - Project Goals and Objectives
 - Strategies and Tactics
 - Sustainability Efforts
 - Sustainability Challenges
 - Outcomes and Lessons Learned
- Common Themes and Takeaway Messages
 - Centerpiece for tomorrow's workshop



Lowell, MA Police Department Presentation

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SPI Project Goals & Objectives

- Phase I
 - Reduce drug and drug-related crime
- Phase II
 - Increase capacity of personnel to utilize evidence-based strategies on a daily basis.
 - Create organizational changes to support evidence-based activities.

SPI Strategies

Placed-based Strategies	Offender-based Strategies	Organizational Strategies	Sustainability Strategies
Selected 12 hot spots for SPI intervention; 12 comparison spots	Created criteria for selecting approximately 35 Offenders of interest	Identify systems changes needed to support SPI	Integrate Smart Policing into Police Academy training
Identify nature & characteristics of crime in hot spot locations	Conduct home visits and interview key stakeholders to understand offender behavior	Create or modify policies or practices related to data collection, analysis and dissemination	Training front-line supervisors
Identify evidence-based strategies to use in interventions	Identify evidence-based strategies to use in interventions	Improve communication & coordination within LPD relative to SPI concepts and implementation	Disseminate Bulletins on Evidence-based policing
Explore new and innovative strategies based on evidence or promising practices	Establish and strengthen interagency partnerships for intervention and suppression	Focus on costs and resources utilized in SPI implementation	Compstat Process changes
Conduct process and outcome evaluation	Conduct process and outcome evaluation		

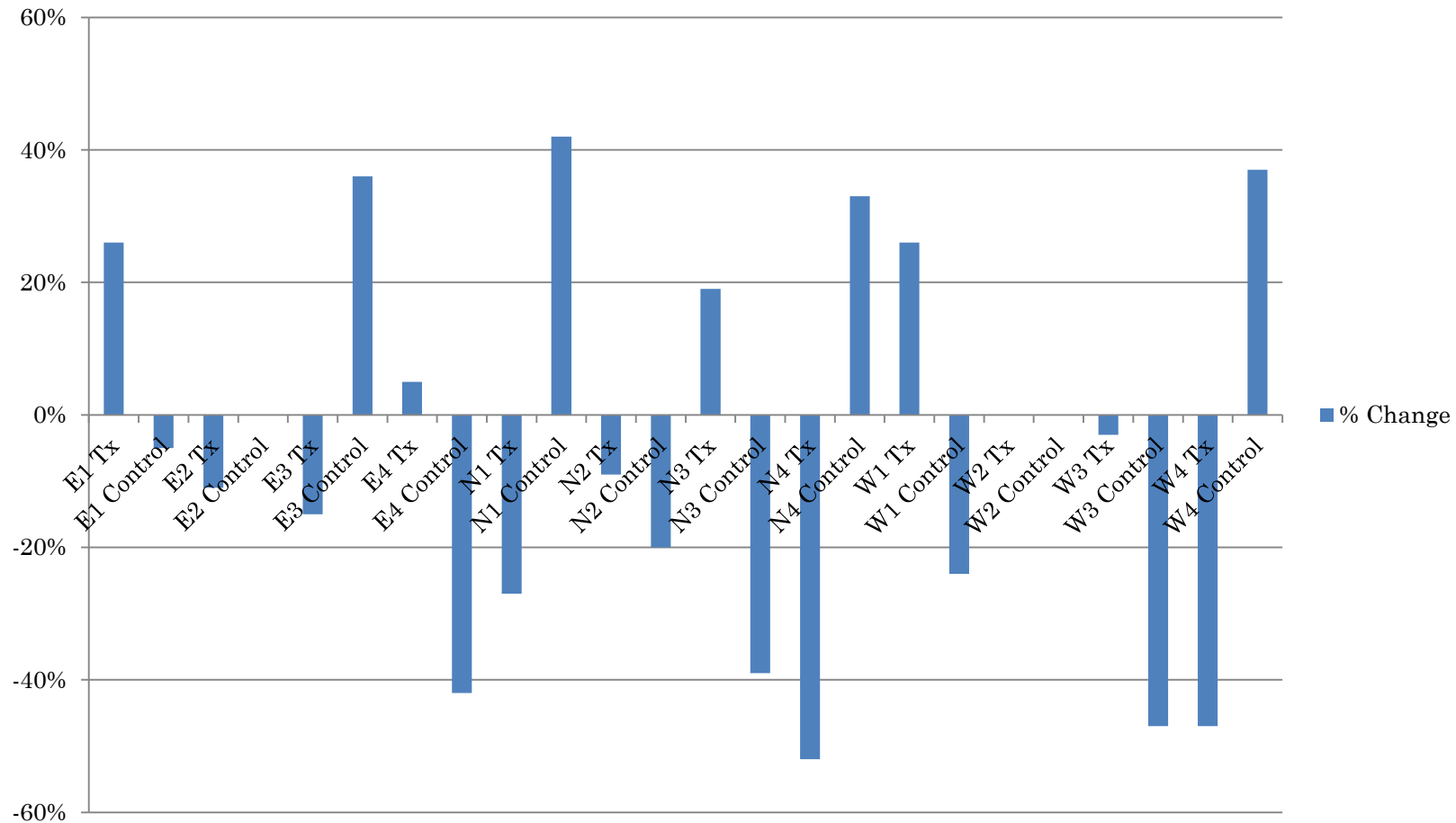
Sustainability Challenges

- Engaging patrol officers to focus on offenders

Outcomes and Lessons Learned

Phase I Outcome

(Comparing 9/1/2009-6/30/2011 to 9/1/2011-6/30/2013)



Outcomes and Lessons Learned Cont.

- Phase II
 - Instituted SPI Block in Lowell Police Academy



Boston: Homicide Clearance Initiative

Sustainability Presentation

Deputy Kelly Nee, Maria Cheevers and
Desiree Dusseault

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Goals and Objectives

- **Goal:** Increased Homicide Clearance Rates in Boston
- **Objectives:**
 - Increased resources to Boston Police Department units involved in homicide investigations
 - Creation of a business model for homicide investigation based on best practices and evidence based research
 - Standardized and consistent system of homicide response and investigation that demands **accountability** and **sustainability**
 - Coordination of Units

Key Strategies and Initiatives

- Literature reviews & US cities best practice / manual reviews
- Creation of an internal ***Homicide Advisory Committee***
- Training enhancements, including United Kingdom Senior Investigating Officer Training & Consultations
- Communication enhancements between internal units
- Documentation and protocol development and revision
- Development of ***Commissioner's Memorandum*** outlining 9 key strategies to employ to meet the goal of increased homicide clearance rates; and
- Implementation of 9 strategies

Sustainability Efforts

- Development of a communication feedback loop to assess the value of the 9 new strategies and make revisions when necessary
- Focus group session with members Homicide Advisory Group, and all units involved in the implementation of the new policies and protocols
- Development of Documentation (Checklists, Commissioner's Memorandum, Guidebook, training tools, etc.)
- Continued enhancement of communication strategies
- Continued work with BPD Training Academy and engagement with other partners to enhance training opportunities

Sustainability Challenges

- Managing change at a time period of great change
- Department Buy-In
- Change in Leadership at Multiple Levels (i.e. Mayor, PC and Supt.)
- Informal vs. Formal Roll Out (Nov. 2012 to date)
- Training Schedules & Restrictions
- Ability to Measure Intervention Impact w/ lower overall homicide #'s
- Major Impact of Broader Outside Events

Outcomes

Program Outcomes:

- Enhanced **communication** amongst BPD Units re: best practices for homicide response and investigation
- Enhanced **training** amongst BPD Units in the area of homicide response and investigation
- Increased **practice and use of** best practices in this area amongst BPD Units

Lessons Learned

- Major internal and external events often cause delay in program timelines
- Need for comprehensive examination of issues and needs from all units
- Training of various units and divisions within a large police department can be quite challenging
- Reinforcement of expectations is necessary
- Need to develop attainable goals for Organizational Change and Development



Operation RASOR

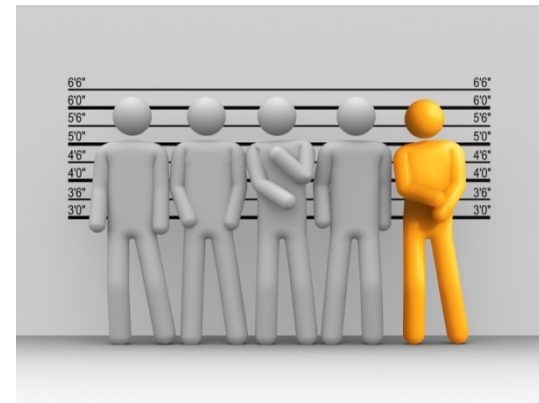
Regional Analytics for the Safety of Our Residents

Lt. Daniel Wagner and James Mulcahy

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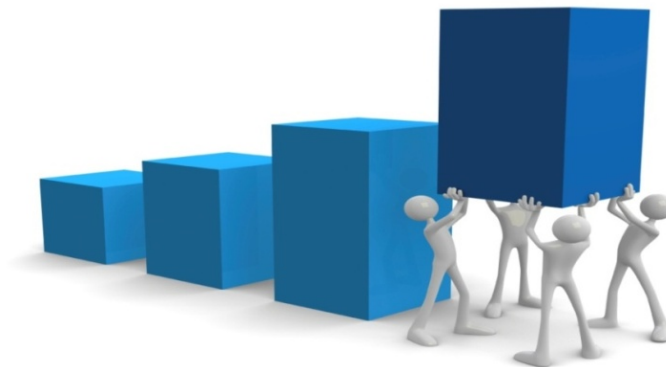
Operation RASOR: Goals and Objectives

- Goal 1: Reduce Crime and Improve Safety.
 - Reduce crime and improve safety by developing preventive strategies based on actionable data produced by crime analysts and technology that uses predictive analytics.
 - Focus on chronic locations and chronic / high-risk offenders
 - Measure crime reduction



Operation RASOR: Goals and Objectives

- Goal 2: Collaboration:
 - **Develop and put into operation an active and participative collaboration among three police agencies and the research partner to establish Predictive Policing**
 - Measures: Face-to-face meetings, formal conference calls, and other contacts via email.



Operation RASOR: Goals and Objectives

- Goal 3: Capacity Building
 - **Develop and build capacity for using Predictive Policing and Smart Policing and develop methods to sustain Predictive Policing after the grant ends.**
 - Measures: trainings, knowledge building (reading material), discussions of innovative responses to address crime problems; surveys; qualitative methods (observations).



Operation RASOR Goals and Objectives

- Goal 4: Regional Analysis:
 - Increase efficiency of crime analysts, police officers, and investigators by developing regional standards and systematic practices to perform analysis using new and innovative technology.
 - Measures: creation of regional databases; new technologies, training sessions.



Operation RASOR: Goals and Objectives

- Goal 5: Predictive Analytics:
 - Develop innovative predictive analytic tools
 - Measures: training on predictive analysis; partnerships with MIT established to develop useful analytics:
 1. Intelligent Detection of Crime Patterns
 2. Predicting the next crime within a series
 3. Predicting hot spots
 4. Creating interpretable scoring systems for risk



Operation RASOR: Goals and Objectives

- Goal 6: Inclusion
 - Include other agencies in the Boston area to develop and implement Predictive Policing and Smart Policing Methods.
 - Measures: # of partnerships (12 other agencies outside of our grant); 8 organizations have sought participation with us.



Operation RASOR: Strategies

- Focused Deterrence:
 - Identify the relatively small number of offenders who are committing a disproportionately large amount of crime within Cambridge, Everett and Somerville, invite them to a community based meeting, and present them with two tracks:
 - Track One – Accept the social services and resources from the community through a case management system; or
 - Track Two – Received a focused law enforcement response from the three police departments, the DA's Office, probation and parole.

Operation RASOR: Strategies

- How do we identify those individuals who are committing the disproportionately high amount of crime:
 - High Risk Offender Meetings
 - JP Drug Lab Offenders
 - Data Driven Approach

Operation RASOR: Strategies

- Monthly High Risk Offender/Impact Player Meetings:
 - Arlington, Belmont, Cambridge, Everett and Somerville Police Departments; Middlesex District Attorney's Office; Probation Department; Parole Department; Department of Corrections and Middlesex and Suffolk Sheriff's Departments.
 - Identify high risk offenders/impact players from meeting participants feedback.

Operation RASOR: Strategies

- JP Drug Lab Scandal:
 - Over 30,000 cases affected by the scandal at the JP Drug Lab
 - More than 6,500 in Middlesex County alone
 - Identify the offenders from Cambridge, Everett and Somerville who were prematurely released from state prison as a result of the drug lab scandal and initiate the first focused deterrence community outreach meetings.

Operation RASOR: Strategies

- Regional Offender Assessment Tool:

Serious Offender Prioritization and Tracking

Offender
Management

QUIT

Step 1: Set Weights for Offenses and Roles

Offense Weights

OffC	Offense	Weight
09A	Murder	10
69A	Murder	10
11A	Rape	9
11B	Sodomy	9
11X	Rape	9
69D	Manslaughter	9
09B	Manslaughter	8
100	Kidnapping	8
11C	Sexual Assault with Object	8
200	Arson	8
241	Carjacking	8
623	Home Invasion	8
101	Kidnapping	7
11D	Indecent Assault	7
11E	Indecent Assault	7
120	Robbery	7
36C	Indecent Assault	7
63A	Robbery	7

Role Weights

Role	Weight	Include
Defendant	1	<input checked="" type="checkbox"/>
Suspect	0.9	<input checked="" type="checkbox"/>
Involved	0.5	<input checked="" type="checkbox"/>
Owner	0.3	<input checked="" type="checkbox"/>
Missing	0.3	<input checked="" type="checkbox"/>
Passenger	0.2	<input checked="" type="checkbox"/>
Other	0.2	<input checked="" type="checkbox"/>
Operator	0.2	<input checked="" type="checkbox"/>
Witness	0.1	<input checked="" type="checkbox"/>
Victim	0.1	<input checked="" type="checkbox"/>
Unknown	0.1	<input checked="" type="checkbox"/>
Sick/Injured	0.1	<input checked="" type="checkbox"/>
Reporting	0.1	<input checked="" type="checkbox"/>

Record: 1 of 14

Compute and Store Values

Step 2: Filter and Search

Only these types of offenses

Only those with activity since 1/1/2000

Exclude Incapacitated ☒

Offender age between:

0 and 99

Only offenders with offense history in:

☐ Cambridge ☐ Everett ☐ Somerville

Only offenders with address history in:

☐ Cambridge ☐ Everett ☐ Somerville

Only offenders with at least one...

...in their histories

☐ Or Any Cross-Jurisdictional Offenders

Identify Top Offenders

Clear

Created for the Cambridge, Somerville, and Everett Smart Policing Initiative, with support from the U.S. Bureau of Justice Assistance. (c) 2012.

Operation RASOR: Strategies

- Top Offenders:

Name	DOB	Address	Camb	Eve	Som	Total	Citie
# PORTER, DIANISHION	11/9/1963	201 CHELSEA ST 305, EVERETT MA	0	60.49	0	60.49	E
# WATTS, KATRINA CASHMERE	11/21/1981	341 BROADWAY , CAMBRIDGE MA	54.67	0	0.33	55	C
# PASCHAL, TRENIA S	11/10/1993	14 ROOSEVELT TOWERS 810W, CAMBRIDGE	45.25	0.24	1.09	46.58	CE
# SPEZZAFERRO, LOUIS JOHN	2/6/1961	97 DUNSTABLE ST , CHARLESTOWN MA	31.11	0	14.82	45.93	CS
# MORGAN, JOHN RICHARD	1/12/1996	105 SCIARAPPA ST 1, CAMBRIDGE MA	41.34	0	0.78	42.12	CS
# WARD, FRANK HENRY	6/16/1959	10 WINTERHILL CIRCLE 3, SOMERVILLE MA	23.56	0	17.75	41.31	CS
# BALKISHUN, BIANCA S	10/4/1990	364 RINDGE AVENUE 19G, CAMBRIDGE MA	41.17	0	0	41.17	C
# PANNESI, DERRIK JAVON	7/6/1994	1 BROOKLINE PL. 404, CAMBRIDGE MA	26.16	0	13.64	39.8	CS
# MACHADO, JONATHAN DAVID	1/8/1995	79 JOSEPHINE AVE. , SOMERVILLE MA	0	0	38.85	38.85	S
# PERRY, ROBYN M	1/8/1967	240 ALBANY , CAMBRIDGE MA	37.47	0	1	38.47	CS
# RICHARDS, RAYMOND A	3/21/1962	16 CRAWFORD ST , LITTLETON NH	36.67	0	0	36.67	
# LANDAVERDE, RAUL JUNIOR	12/24/1996	9 ALSTON ST. 1, SOMERVILLE MA	0	0	36.48	36.48	S
# DEPINA, KASSY	12/12/1996	191 ELM STREET 4, CAMBRIDGE MA	36.47	0	0	36.47	C
# ANDERSON, SHAQUILA NICOLE	1/28/1993	111 WASHINGTON ST 3, CAMBRIDGE MA	36.11	0	0	36.11	C
# LENORD, JEAN MARIE	8/8/1985	820 MASSACHUSETTS AVE 420, CAMBRIDGE	34.83	0	1.24	36.07	CS
# GENDREAU, ROBERT PAUL	5/23/1967	7 JEFFERSON PK , CAMBRIDGE MA	33.2	1.3	0.85	35.35	CES
# TEIXEIRA, DENNIS LOBO	6/26/1984	193 ELM ST 1, CAMBRIDGE MA	32.24	0	3.06	35.3	C
# DAUGHTERY, LAMONT S	8/28/1990	145 ARLINGTON STREET 1, HYDE PARK MA	34.73	0	0	34.73	
# JARVIS, CHRISTOPHER A	1/2/1989	HOMELESS , (null) MA	32.56	0	0	32.56	C
# SULLIVAN, JOSHUA	4/28/1994	33 JACQUES ST 3, SOMERVILLE MA	0	0	32.54	32.54	S
# PRIMO, VINCENT ANTHONY	2/25/1968	30 TRAINCROFT RD , MEDFORD MA	15.46	4.21	12.4	32.07	
# MEJICANOS, OTTO I	7/26/1979	16 KENWOOD ST. , SOMERVILLE MA	0	0	31.92	31.92	
# VALLEGA, NIALL GEORGE	11/5/1991	21 PARTRIDGE AVENUE , SOMERVILLE MA	0	0	31.81	31.81	S
# BROWN, RANDELL	1/20/1983	240 ALBANY , CAMBRIDGE MA	31.6	0	0	31.6	C
# LEAL, MANUEL JOSE	10/5/1979	344 SUMMER ST 4, MALDEN MA	0.09	0	31.17	31.26	S
# BLOIS, GABRIEL SANDOVAL	12/20/1988	56 WARREN ST 3, EVERETT MA	0	31.22	0	31.22	E
# DEJESUS, EDWIN	5/10/1975	15 LINCOLN ST. 3, CAMBRIDGE MA	28.06	0	3.15	31.21	C
# GOSS, EVERETT FREDERICK	8/14/1967	240 ALBANY ST , CAMBRIDGE MA	26.78	0	4.28	31.06	CS
# CHAMBERS, SELVIN K	8/29/1992	87 MUNRO ST 1, ROXBURY MA	31.03	0	0	31.03	C

Operation RASOR: Strategies

- Offender History:

	Name	DOB	Address	Camb	Eve	Som	Total	Citie						
+	## PORTER, DIANISHION	11/9/1963	201 CHELSEA ST 305, EVERETT MA	0	60.49	0	60.49	E						
+	## WATTS, KATRINA CASHMERE	11/21/1981	341 BROADWAY , CAMBRIDGE MA	54.67	0	0.33	55	C						
+	## PASCHAL, TRENIA S	11/10/1993	14 ROOSEVELT TOWERS 810W, CAMBRIDGE	45.25	0.24	1.09	46.58	CE						
+	## SPEZZAFERRO, LOUIS JOHN	2/6/1961	97 DUNSTABLE ST , CHARLESTOWN MA	31.11	0	14.82	45.93	CS						
+	## MORGAN, JOHN RICHARD	1/12/1996	105 SCIARAPPA ST 1, CAMBRIDGE MA	41.34	0	0.78	42.12	CS						
+	## WARD, FRANK HENRY	6/16/1959	10 WINTERHILL CIRCLE 3, SOMERVILLE MA	23.56	0	17.75	41.31	CS						
+	## BALKISHUN, BIANCA S	10/4/1990	364 RINDGE AVENUE 19G, CAMBRIDGE MA	41.17	0	0	41.17	C						
+	## PANNESI, DERRIK JAVON	7/6/1994	1 BROOKLINE PL. 404, CAMBRIDGE MA	26.16	0	13.64	39.8	CS						
	Date	Agency	Location	Role	Offense	OffW	RoleV	Decay	Total	Gang	Gun	Drugs		
	10/10/2012	CAM-PD	41 COLUMBIA ST, Cambridge	Defendant	Drugs	4	1	0.42	3.58	0	0	0		
	06/19/2012	CAM-PD	84 THORNDIKE ST, Cambridge	Defendant	Burglary	5	1	0.65	4.35	0	0	0		
	06/19/2012	CAM-PD	237 COLUMBIA ST, Cambridge	Defendant	Robbery	7	1	0.65	6.35	0	0	0		
	11/09/2011	SOM-PD	BROADWAY & MCGRATH HWY, Somerville	Involved	Other	1	0.5	1.09	0.1	0	0	0		
	04/20/2011	SOM-PD	84 SYCAMORE ST, Somerville	Suspect	Robbery	7	0.9	1.5	4.8	0	0	0		
	01/28/2011	CAM-PD	BROOKLINE ST & MASSACHUSETTS AVE, Cambridge	Defendant	Other	1	1	1.66	0.2	0	0	0		
	11/30/2010	CAM-PD	84 THORNDIKE ST, Cambridge	Involved	Other	1	0.5	1.78	0.1	0	0	0		
	11/29/2010	CAM-PD	84 THORNDIKE ST, Cambridge	Involved	Other	1	0.5	1.78	0.1	0	0	0		
	11/24/2010	CAM-PD	850 CAMBRIDGE ST, Cambridge	Victim	Other	1	0.1	1.79	0.02	0	0	0		
	11/19/2010	CAM-PD	15 NEWTOWNE CT, Cambridge	Defendant	Aggravated Assault	6	1	1.8	4.2	0	0	0		
	11/15/2010	CAM-PD	GARDNER RD & TREMONT ST, Cambridge	Involved	Other	1	0.5	1.81	0.1	0	0	0		
	09/17/2010	CAM-PD	NEWTOWNE CT & MAIN ST., Cambridge	Suspect	Aggravated Assault	6	0.9	1.93	3.47	0	0	0		
	02/15/2010	SOM-PD	211 PEARL ST, Somerville	Defendant	Weapon Laws	5	1	2.36	4.64	0	0	2		
	10/26/2009	SOM-PD	167 HOLLAND ST, Somerville	Defendant	Simple Assault	5	1	2.58	2.42	0	0	0		
	06/21/2009	SOM-PD	27 FAIRFAX ST, Somerville	Suspect	Disorderly	2	0.9	2.83	0.36	0	0	0		
	06/10/2009	SOM-PD	34A NORTH ST, Somerville	Involved	Weapon Laws	5	0.5	2.86	0.5	0	0	0		
	12/16/2008	CAM-PD	820 MASSACHUSETTS AVE, Cambridge	Defendant	Aggravated Assault	6	1	3.21	2.79	0	0	0		
	11/22/2008	SOM-PD	27 FAIRFAX ST, Somerville	Defendant	Threats	3	1	3.26	0.6	0	0	0		
	02/17/2008	CAM-PD	274 PUTNAM AVE, Cambridge	Defendant	Other	1	1	3.81	0.2	0	0	0		
	06/06/2007	CAM-PD	3 NEWTOWNE CT, Cambridge	Suspect	Simple Assault	5	0.9	4.33	0.17	0	0	0		
	12/13/2006	CAM-PD	616 MASSACHUSETTS AVE, Cambridge	Victim	Aggravated Assault	6	0.1	4.68	0.12	0	0	0		
	04/04/2006	SOM-PD	115 PEARL ST, Somerville	Suspect	Aggravated Assault	6	0.9	5.18	0.22	0	0	0		
	02/25/2006	CAM-PD	100 CAMBRIDGESIDE PL, Cambridge	Defendant	Disorderly	2	1	5.26	0.4	0	0	0		

Operation RASOR: Strategies

- Offender Maintenance:

Serious Offender Prioritization and Tracking

Offender Search
QUIT

Filter by Name, Address, or Notes:
Filter
See All

PersonID
DOB

Last
SSN

First
Middle

StNo
Street
Unit

City
State

Add. History in:
Cambridge ☒
Everett ☒
Somerville ☐

Incarceration Date
Location
Rel.

Related Incidents
Address History
Offender Notes
Response Notes
Tweaking

Categories

General Notes

Photo:

Status:

Related Incidents

IncNum	RecordType	Date	Agency	Location	Role	Offense
12008015	Incident	10/10/2012	CAM-PD	41 COLUMBIA ST, Cambridge	Defendant	Drugs
12004531	Incident	06/19/2012	CAM-PD	84 THORNDIKE ST, Cambridge	Defendant	Burglary
12004529	Incident	06/19/2012	CAM-PD	237 COLUMBIA ST, Cambridge	Defendant	Robbery
11038187	Incident	11/09/2011	SOM-PD	BROADWAY & MCGRATH HWY, Some	Involved	Other
11012967	Incident	04/20/2011	SOM-PD	84 SYCAMORE ST, Somerville	Suspect	Robbery
11000638	Incident	01/28/2011	CAM-PD	BROOKLINE ST & MASSACHUSETTS A	Defendant	Other
10009329	Incident	11/30/2010	CAM-PD	84 THORNDIKE ST, Cambridge	Involved	Other
10009288	Incident	11/29/2010	CAM-PD	84 THORNDIKE ST, Cambridge	Involved	Other
10009188	Incident	11/24/2010	CAM-PD	850 CAMBRIDGE ST, Cambridge	Victim	Other
10009043	Incident	11/19/2010	CAM-PD	15 NEWTOWNE CT, Cambridge	Defendant	Aggravated Assault
10008925	Incident	11/15/2010	CAM-PD	GARDNER RD & TREMONT ST, Cambri	Involved	Other
10007225	Incident	09/17/2010	CAM-PD	NEWTOWNE CT & MAIN ST., Cambrid	Suspect	Aggravated Assault

Record: 1 of 23
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Search

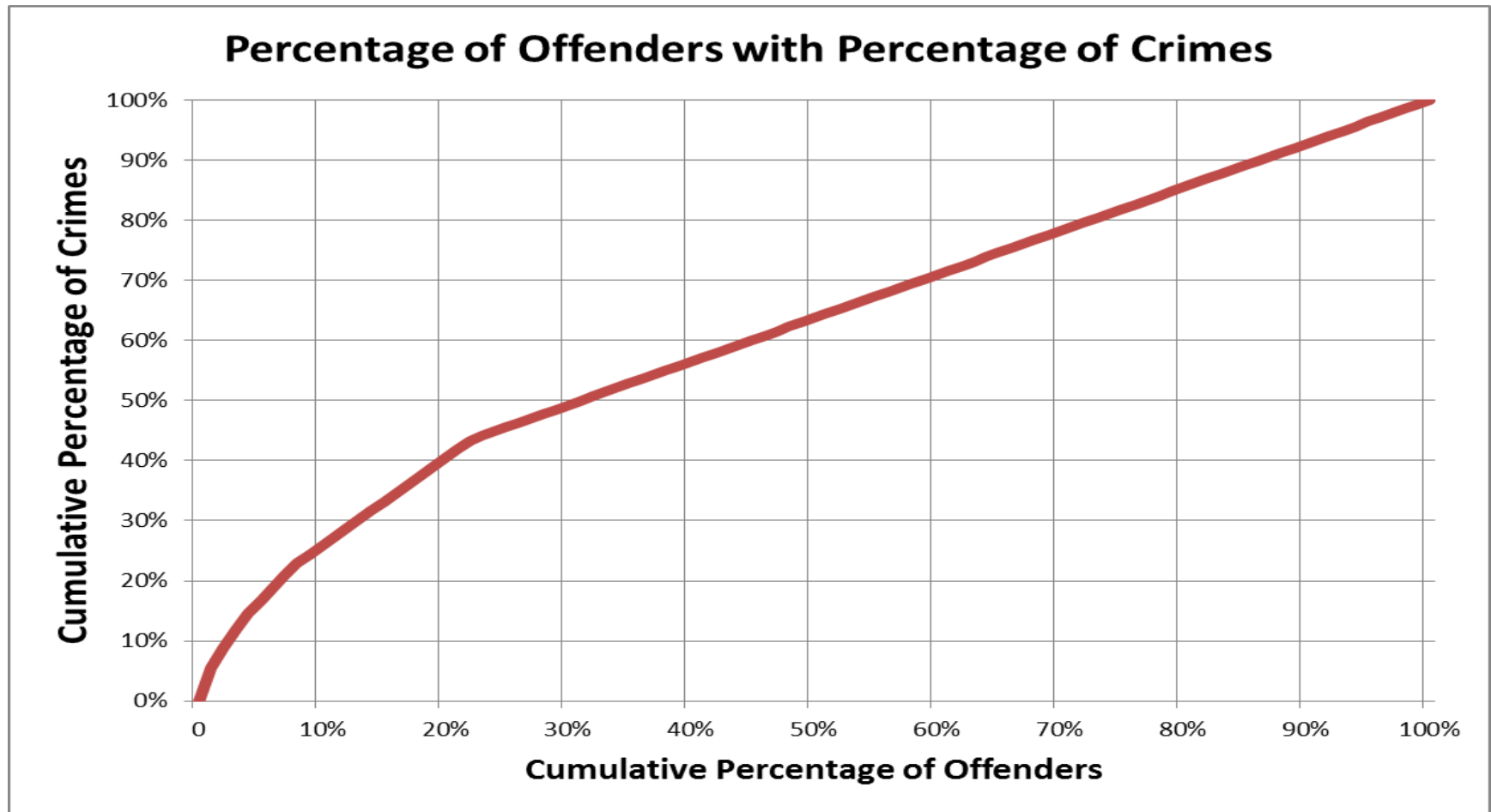
Operation RASOR: Strategies

- Offender Statistics:

- 263,317 unique individuals in the database
- 45,378 have history as defendant or suspect
- 6,037 of the offenders are “cross jurisdictional” (offenses and addresses)
- 605 have offense histories in 2/3 cities
- 31 have offense histories in all three
- “Top 100” individuals have:
 - 1,580 incidents in 5 years
 - 5 murders, 75 robberies, 179 aggravated assaults, 257 simple assaults, 80 burglaries, 93 drug offenses

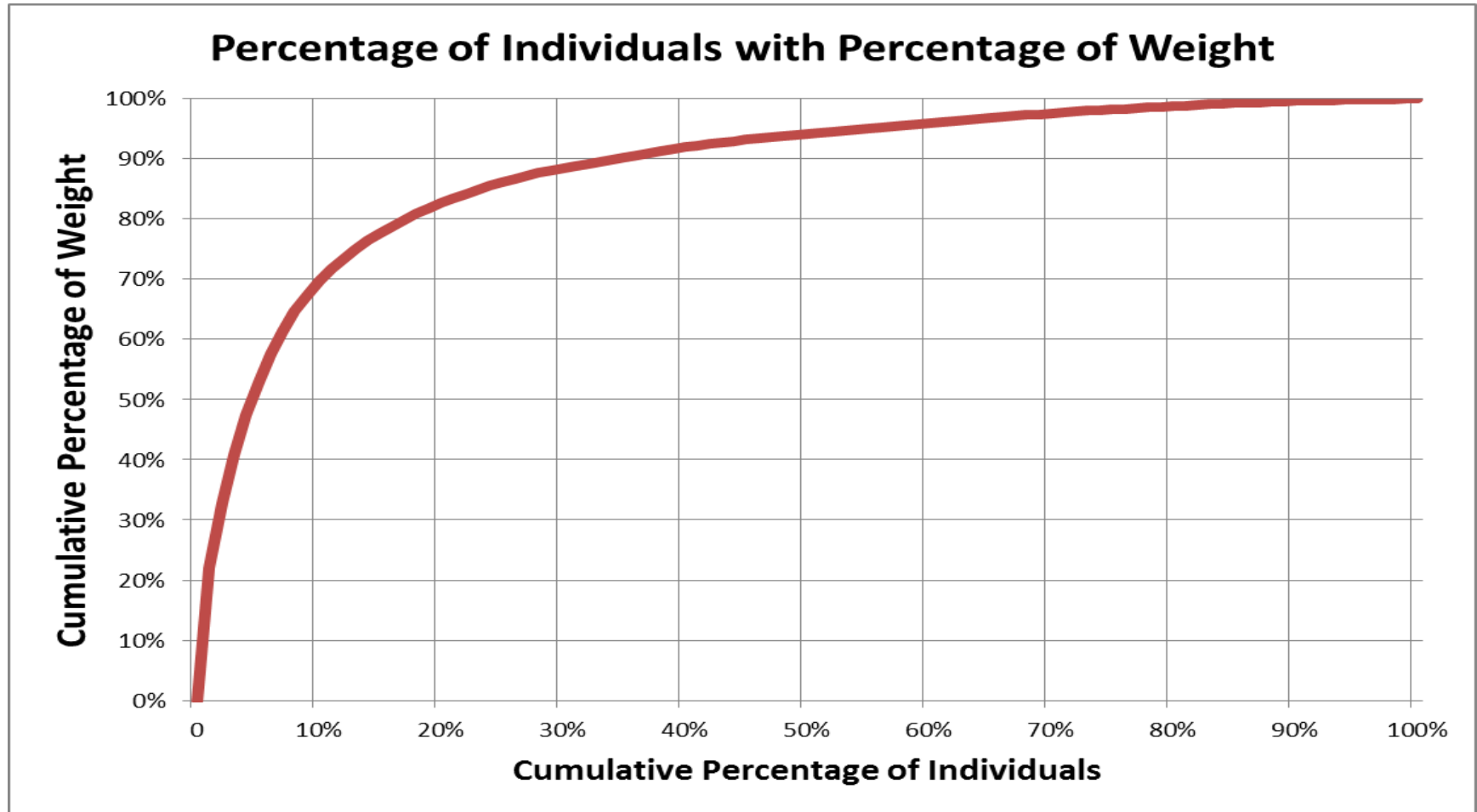
Operation RASOR: Strategies

- Number of Crimes by Top Offenders



Operation RASOR: Strategies

- Social Harm Index



Operation RASOR: Sustainability Efforts

- Create Structure:
 - Steering Committee with executive leadership from all three departments;
 - Project Management Team;
 - Sub-committees to address IT; Data & Analytics; and Tactical & Operations.
- Meet in-person on a monthly basis and communicate by conference call on a weekly basis.

Operation RASOR: Sustainability Efforts

- Sustainability Efforts Related to Strategies:
 - High Risk Offender/Impact Player Meetings:
 - Ensure that meetings are held monthly and information is constantly updated and provided to participants.
 - Regional Offender Assessment Tool:
 - Develop software that is capable of being regularly updated (reports and FIOs) to ensure the most current data is being utilized;
 - Draft and utilize one FIO policy across all three cities.
 - Focused Deterrence Community Outreach Meetings:
 - Develop an Advisory Committee;
 - Identify officers who are committed to the project;
 - Utilize one case management team for all meetings and the three communities;
 - Continually engage community service providers and community leaders to ensure continued support of the project;
 - Follow through with offenders to show both the offenders and the community that the three departments are committed to this project and its success;

Operation RASOR: Sustainability Challenges

- Regional Approach: Collaborating with three different departments has created scheduling, logistical, technology and uniformity challenges, which will always remain.
- Identifying officers who are committed to the focused deterrence approach.
- Gaining the trust and support of community leaders and community service providers across three cities to sustain the focused deterrence approach.

Operation RASOR: Outcomes

- Successfully implemented Regional Assessment Tool and continue to update and enhance capabilities.
- High Risk Offender/Impact Player meetings have generated significant information and leads for investigations and prosecutions.
- Implemented first two focused deterrence community outreach meetings and have enrolled five participants.
- Established internationally recognized collaboration with MIT on data driven policing.

Operation RASOR: Lessons Learned

- Regional Collaboration is a beneficial, but complicated process.
 - Continuous communication is essential.
- Focused deterrence requires officers who understand and support the approach.
 - Do not fear changing personnel to ensure that the right officers are in place.
- Focused deterrence requires the support of community leaders and community service providers.
 - It is essential to have the community support all facets of the program before implementing it.

Questions?

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Frisco Police Department

Citizen Contact Patrol Program

Tonia Cunningham & Chad LaPrelle

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.

Frisco, Texas

- The City of Frisco was established in 1902 and incorporated in 1908; the PD was established in 1965 .
- When Frisco entered the 21st Century, it became an important partner in the expansion of what is now the Dallas/Fort Worth (DFW) Metroplex.
- Frisco is an area of rapid growth (population 33,714 in 2000). As of October 1, 2013; the City of Frisco has an estimated population of at 135,920.
- 38% of Frisco residents reside in Denton County, Texas and 62% in Collin County spread over 70 square miles. (Source: 2010 US Census)

Target Area

- The “old downtown” mirrors the past
- Most affordable housing for hourly wage earners is concentrated into a very specific part of the downtown area
- Majority of these hourly workers are first or second generation residents, and the majority hail from countries other than the United States
- Hot-spot: Stonebrook Village Apartments
 - Tax credit property
 - Consists of 216 units
 - 14 acres
 - Majority Hispanic residents



Project Goals

- Reduce violent crime and thefts within the Stonebrook Village Apartments using the Citizen Contact Patrol evidence-based approach
- Reduce perceived fear of crime and enhance law enforcement's image in the community using strategies within the Citizen Contact Patrol concept.

Project Objectives

- Reduce perceived Area Physical Deterioration
- Reduce Perceived Area Social Disorder
- Reduce Fear of Personal Victimization
- Reduce Worry about Property Crime
- Reduce Perceived Area Personal Crime
- Improve Evaluation of Police
- Increase Satisfaction with Area

Strategies

Primary Project Strategies & Tactics:

Foot Patrol, direct contact with residents, daily contact with youth after school, marked police unit acting as deterrent, drive through complex after hours. Daily contact with management, intelligence gathering.



Barriers and Bridges

- Language and cultural differences cause a natural disconnect between the residents and municipal agencies (code enforcement, police and schools)
- Being able to dedicate a bi-lingual officer who speaks the language and understands the culture “bridges” us vs. them mind set.
- Citizen Contact Patrol Program serves to bridge these worlds and serves as a liaison between residents, government agencies, schools and NGOs.

Community Outreach



Building Partnerships

- FPD partners with a variety of NGOs including:
 - Frisco ISD
 - Stonebriar Church
 - Frisco Family Services
 - Mosaic Family Services
- FPD also partners with local for profit businesses i.e. apartment communities, Downtown merchant's association



Program Challenges

- Limited Resources
- Buy-in from other patrol officers and the community
- Changes in complex management
- Rotation of demographics within the complex itself
- Research Component
 - Resident surveys (little to no return)
 - Changed methodology to focus group every six months

Sustainability

- Developed relationships lead to long-term community contacts
- Cultivated relationships with community youth, while not measureable, will last a lifetime
- Created an environment that enables volunteers to enter, build and further develop relationships and program(s).
- Established community events through-out the year to bring a sense of “connectedness” among residents.



Outcomes

Total Number of Reported Incidents in Apartment Complex by Year (*Jan 1st to Sep 30th 2013)			
Month	Year 2011	Year 2012	Year 2013*
Jan	11	2	2
Feb	4	6	1
Mar	1	8	0
Apr	4	2	2
May	5	2	3
Jun	1	2	1
Jul	0	4	2
Aug	2	2	3
Sep	7	4	4
Oct	1	5	
Nov	4	3	
Dec	10	5	
Totals	50	45	18

Total Number of Reported Incidents in Apartment Complex by Type and Year (*Jan 1st to Sep 30th 2013)			
Incident Type	Year 2011	Year 2012	Year 2013*
ABANDON/ENDANGER CHILD-W/INTEN	1	0	0
ACCIDENT INVOLVING DAMAGE TO VEHICLE>=\$200 DAM	1	0	0
AGG ASSAULT/DDLY WEAPON	1	0	0
ASSAULT BODILY INJ FAMILY MEMBER	2	2	3
ASSAULT CAUSES BODILY INJ	2	0	0
ASSAULT FAM/HOUSE MEM IMPEDE BREATH/CIRCULAT	1	0	0
ASSAULT INT/RECK BREATH/CIRC FAM MBR PREV CONV	0	1	0
BURGLARY OF BUILDING	1	0	1
BURGLARY OF HABITATION	2	2	1
BURGLARY OF VEHICLE	4	1	0
CIT FOLLOWUP	0	1	0
CONDUCT IN NEED OF SUPERVISION	0	2	1
CREDIT CARD OR DEBIT CARD ABUSE	0	1	0
CPS REFERRAL	6	7	6
CRIM MISCH 50/500	6	5	1
CRIMINAL TRES/HAB	1	1	0
CRIMINAL TRESPASS	0	3	0
DWI (2ND)	1	0	0
DISORDERLY CONDUCT	0	1	0
FAIL TO IDENTIFY FUGITIVE INTENT GIVE FALSE INFO	1	1	1
FRAUDULENT USE OF ID INFORMATION	1	0	0
GRAFFITI - LOSS < \$500	0	1	0
HARASSMENT	3	3	1
INFORMATION	1	1	0
INFORMATION ONLY	1	0	0
INFORMATION REPORT	2	2	1
MAN/DEL CS PG1 < 1G DRUG FREE ZONE	1	0	0
MAN/DEL CS PG1 >= 1G DRUG FREE ZONE	1	0	0
MAN/DEL CS PG1 < 1G	0	1	0
POSS CS PG1 <1G	0	1	0
POSS CS PG3 <28G	0	1	0
POSS CS PG3 <28G	1	0	0
POSS DRUG PARAPH	1	1	0
POSS MARIJ-<2 OZ	3	0	0
POSSESSION ALCOHOL BY MINOR	0	1	0
SEXUAL ASSAULT	0	1	0
SEXUAL ASSAULT CHILD	1	0	0
THEFT 50/500	0	1	1
THEFT 1500/20K	2	0	0
THEFT 500/1500	1	1	1
THEFT OF DL/COMM DL/ID CERTIFICATE	1	0	0
UNLAWFUL RESTRAINT	0	1	0
VIOLATION OF PROTECTIVE ORDER	0	1	0
Totals	50	45	18

Lessons learned from our SPI

- Multi-housing communities create their own sub-culture
- Building relationships by implementing “old-fashioned” police tools works.
- Changing from us vs. them mentality to a mind set of working together as a team enables the Frisco Police Department to achieve it’s mission;

While promoting individual responsibility and community commitment, the Frisco Police Department will work together in a spirit that resolves problems, reduces crime and the fear of crime, and provides a safe environment for everyone

Frisco Police Pledges

From the Chief: Focus on Service

“We are committed to enhancing the delivery of our services by providing strong customer service, strengthening communications with the community, promptly addressing community concerns, and engaging in collaborative community partnerships to reduce crime and the fear of crime.”

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Glendale (AZ) Gateway Division: Utilization of Crime Social Networking A Targeted Response to Using Evidence Based Strategies

Commander Andre C. Anderson

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.

Social Networking

- Goal- to create a safer environment for the officers and citizens; to reduce Part I and Part II UCR crimes by applying targeted responses to remedy crime caused by prolific offenders in Hot Spots/Deployment Zones
- Objective- reduce crime, through the use of social network analysis (SNA) and identify the people centrally positioned within a network of prolific offenders

Video Presentation

<http://youtu.be/Qx4Y2K5TI2A>

Methodology

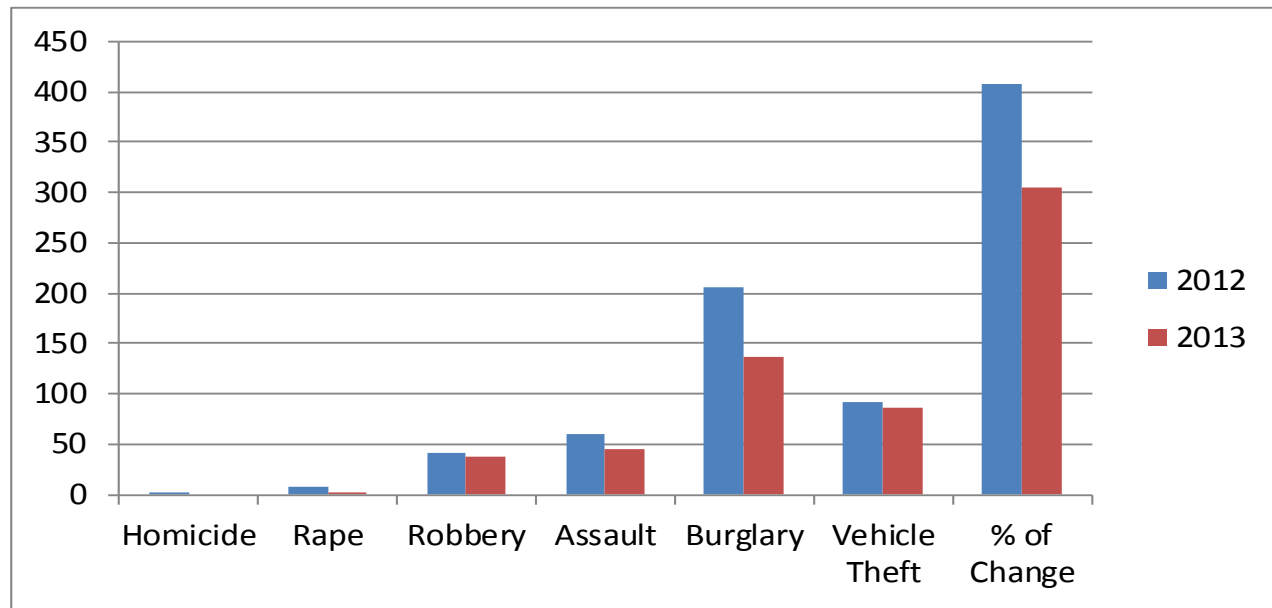
Developed in the field of public health to understand communicable diseases, SNA can help the police understand the causes and correlates of crime and violence, and can inform crime-control efforts.

What they share in common are as follows:

1. There are geographic areas that are at greater risk for crime and disease.
2. There are individuals who are at higher risk of certain crimes and diseases.
3. There are evidence-based responses for addressing problem areas and problem people, both in the health field and criminal justice field.
4. Not all places or individuals respond similarly to treatments, and some treatments or responses may need different time commitments and strategies to show improvement.
5. Understanding and responding to the path ways (or social networks) associated with the problem can help prevent its spread, and in the case of crime, interject preventative strategies to deter those persons that are prone to commit crimes.

Outcome in Deployment Zones Results

% of Crime Increase/Decrease			
UCR Crime	2012	2013	
Homicide	2	0	-100.00%
Rape	8	1	-87.50%
Robbery	42	37	-11.90%
Assault	59	45	-23.73%
Burglary	205	136	-33.66%
Vehicle Theft	92	86	-6.52%
% of Change	408	305	-25.25%



Transitioning-Micro Hot Spots

CFS AT THE MOTEL ADDRESS BY YEAR 10/04/2013																		
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15			
	YEARS											BASED ON PARTIAL 2013						
MOTEL	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	Grand Total	FORECAST	SLOPE	STDERR
Thunderbird Executive Inn and Conference Center	87	76	88	84	43	33	48	47	26	6	9	19	13	6	951	(9)	(6.81)	13
MOTEL 6/BEST WESTERN	-	-	-	-	13	38	21	24	19	14	20	37	148	160	494	103	9.08	37
Quality Inn and Suites At Talavi	5	35	24	39	45	36	55	32	34	13	22	12	22	26	403	24	(0.63)	14
Springhill Suites	24	19	17	32	14	25	19	23	24	33	26	21	30	32	390	29	0.69	5
Renaissance	-	-	-	-	-	-	1	10	52	47	54	53	73	27	317	62	5.29	16
Ramada	11	17	10	10	21	27	19	9	12	4	8	23	16	9	242	13	(0.16)	7
Residence Inn by Marriott	-	-	-	-	-	-	-	15	22	25	14	14	19	19	128	24	1.95	6
Comfort Suites	-	-	-	-	-	-	-	1	21	26	24	28	12	14	126	24	2.04	8
Staybridge Suites	-	-	-	-	-	-	-	1	13	22	18	10	22	12	98	20	1.68	6
Hampton Inn and Suites - Westgate	-	-	-	-	-	-	-	-	25	20	11	10	13	17	96	18	1.55	6
Holiday Inn Express	-	-	-	-	-	-	-	3	18	9	15	8	15	13	82	16	1.35	4
Best Western	-	-	-	-	-	1	-	-	-	-	-	-	-	-	1	0	(0.01)	0
STAY BRIDGE SUITES	-	-	-	-	-	-	-	1	-	-	-	-	-	-	1	0	0.00	0
Grand Total	127	147	139	165	136	160	163	166	266	219	221	235	383	335	3,329	325	16.03	42



Glendale (AZ) Foothills Division: Utilization of Crime Social Networking A Targeted Response to Using Evidence Based Strategies

Lieutenant Mark Carpenter

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Retail Theft

- Goal: Focus on Repeat Offenders and Property Crime Reduction, inclusive of Organized Retail Theft

- SPI Strategies:
 1. Intelligence-led Policing through Social Network Analysis
 2. Communication with Stakeholders

Retail Theft (cont)

- Sustainability Efforts
 - Monthly CompStat Report, Extension of repeat offender focus to patrol (Gateway) and return of Patrol BEATs
- Outcomes and Lessons Learned from your SPI: Intelligence-led Policing through Social Network Analysis is a much better way to target offenders and assign limited/appropriate resources

Sustainability Challenges

Pros

- Utilization of Deployment Zones
 - Created Ownership & Accountability
- Gaining buy-in
 - Problem Solving Meetings
 - Community Meetings

-VS-

Cons

- Calls For Service
- Quantity vs. quality
- Resistance to change
- Remaining Focused
- Movement and leadership changes (Council, CM, Chief, Command Staff)



New Haven, CT Site Presentation

Peer-to-Peer Sustainability Exchange

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Overview

- Project Goals & Objectives
- Project Strategies
 - Newhallville Walking Beat Project
- Sustainability Efforts
- Sustainability Challenges
- Outcomes & Lessons Learned

Project Goals & Objectives

- Purpose Area 3 – For law enforcement agencies seeking to inculcate evidence-based and innovative policies, procedures, tactics and strategies throughout their organization.
- Goal – To develop processes and procedures to sustain and support the use of evidence-based policing at all department levels and seek to utilize research to inform police leadership and improve decision making throughout the department.

The New Haven Project

- Training
 - 2/2013 – 19 newly promoted Sergeants receive 2-week training in POP techniques & SARA model.
 - 3/2013 – New recruits receive 1-day class in POP and SARA.
- Community Outreach
 - Baseline community survey disseminated 9/2012, follow-up survey sent out 9/2013.
 - Rejuvenation of city Block Watch Program 5/2013
- Violent Crime
 - Newhallville directed walking beat project 7/2013-10/2013.

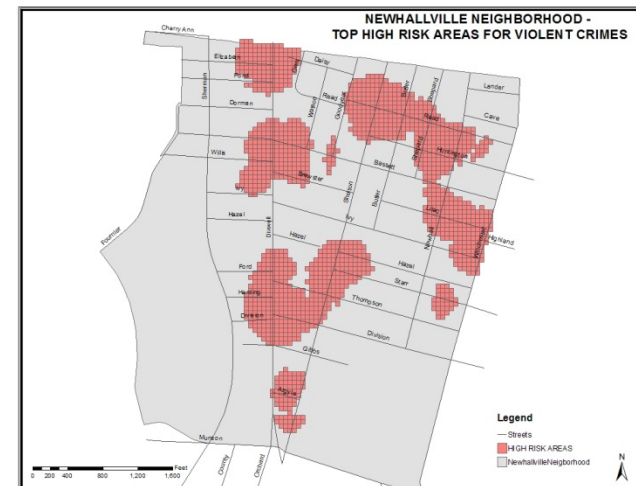
Project Strategies – Walking Beats

- **Goal** - To reduce violent crime, shots fired, and disorder offenses in targeted hot spots in the Newhallville neighborhood.
- Utilized directed overtime walking beats to saturate identified high risk-areas, identifying problems & interacting with residents.



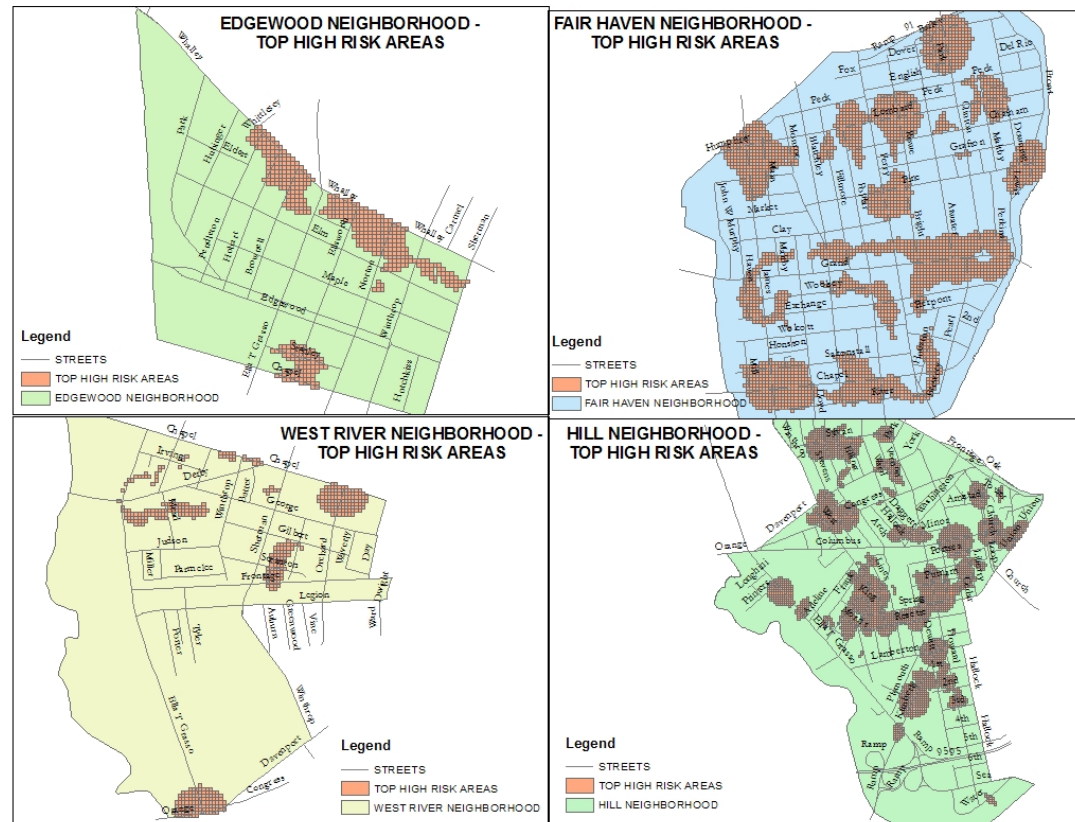
Project Site Selection – Tx Area

- NHPD CAU utilized Risk Terrain Modeling (RTM) to Identify target areas.
- Factored in:
 - 3.5 years of crime data
 - Service locations
 - Bus stop locations
 - School locations
 - Location of parolees & Probationers



Comparison Areas

- Selection Criteria:
 - Location quotients of crime
 - Area (sq. miles)
 - Median household income
 - Unemployment
 - Racial composition
- RTM used to ID high risk regions in each neighborhood.



Documenting SARA Activities

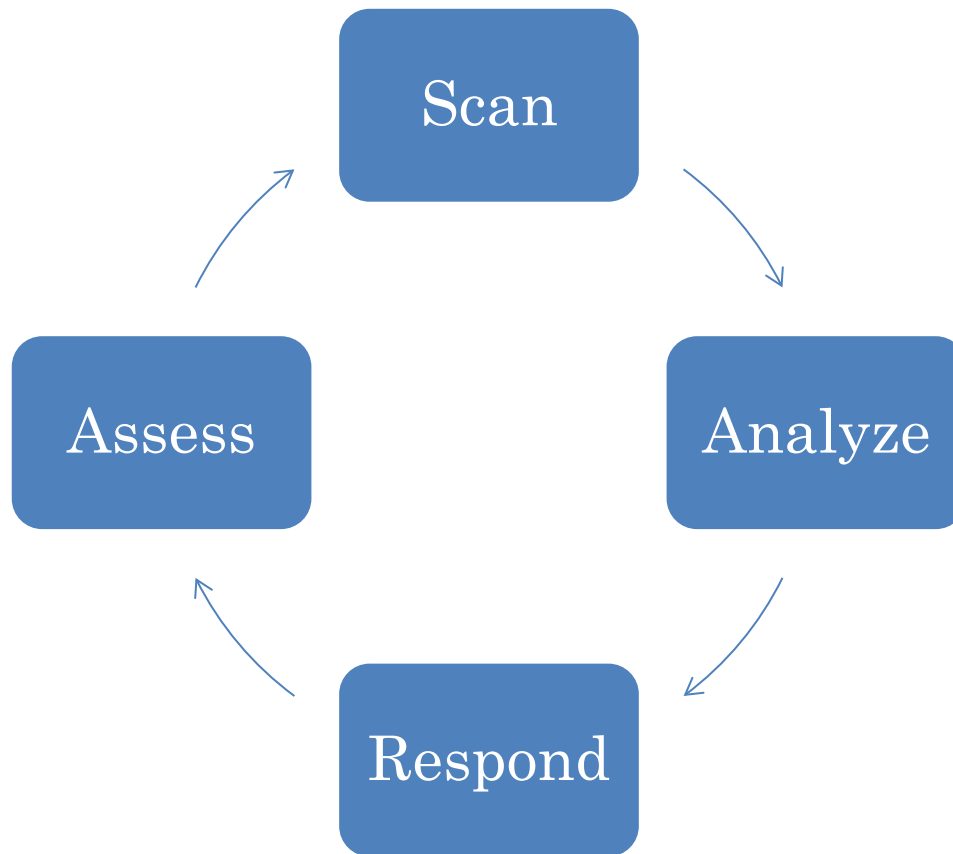
- Completion of Activity Logs at end of shift:
 - # of citizen contacts
 - # of business contacts
 - # neighborhood group or block watch contacts
 - Problems identified
 - Conditions/events preceding problems identified
 - Responses enacted

SFI Funded Patrol Activities Log	
Name & Badge # (Off. 1)	Name & Badge # (Off. 2)
Beat Location (Street/Block Segment)	
Time Period (ex. 1400 – 1900 Hours)	
Date	
General Patrol	
Approximate time spent engaged in general patrol (hours)?	_____
Approximate time spent engaged in proactive patrol activities (hours)?	_____
Number of field interviews conducted?	_____
Number of calls responded to?	_____
Enforcement Activities	
Number of arrests made?	_____
Number of tickets issued?	_____
Number of violent crime incidents responded to (Assaults, robberies...)?	_____
Number of property crime incidents responded to (Burglaries...)?	_____
Number of other crime incidents responded to (Drugs, domestics...)?	_____
Community Policing Activities	
Did you initiate any proactive community engagement activities? YES <input type="checkbox"/> NO <input type="checkbox"/>	
If YES, please check each that apply and the number of contacts initiated:	
<input type="checkbox"/> Citizen contacts (#)	_____
<input type="checkbox"/> Faith-based organizations (#)	_____
<input type="checkbox"/> Local businesses (#)	_____
<input type="checkbox"/> Neighborhood group/block watches (#)	_____
<input type="checkbox"/> Youth clubs/organizations (#)	_____
Problem Solving Activities	
Did you have a crime focus problem? YES <input type="checkbox"/> NO <input type="checkbox"/>	
If YES, please select the appropriate box:	
Property Crime (Burglary, Theft from Auto...)	<input type="checkbox"/>
Violent Crime (Robbery, Assault...)	<input type="checkbox"/>
Other (Describe)	_____
Did you identify a crime problem on your beat? YES <input type="checkbox"/> NO <input type="checkbox"/>	
If YES, please describe the problem:	
Did you identify any events/conditions preceding/accompanying a problem? YES <input type="checkbox"/> NO <input type="checkbox"/>	
If YES, please describe conditions:	

Did you enact any response to the problem/condition? YES <input type="checkbox"/> NO <input type="checkbox"/>	
If YES, please describe your response:	

Utilization of Flash Sheet	
Did you utilize any information in the Flash Sheet during the beat? YES <input type="checkbox"/> NO <input type="checkbox"/>	
If YES, please select all that apply to your use:	
Daily crime stats/maps	<input type="checkbox"/>
Wanted bulletins	<input type="checkbox"/>
Upcoming events	<input type="checkbox"/>
Other (please specify):	

Sustainability Efforts



SARA Model places large burden on individual officers, who often don't have the time/resources to complete process.

NHPD model shares responsibility between officers, supervisors and analysts.

Sustainability Challenges

- Could not use static roster of officers for Newhallville walking beats.
 - Analysis showed repetition among certain officers. Top 7 walked the beat 9+ times and represented 35% of all beats while showing higher levels of SARA activity.

	Identified a Problem	Identified a Condition/Event Preceding Problem	Enacted Response To Problem	Use of Flash Sheet During Beat
Top 7 Officers	44% (28/64)	33% (21/64)	39% (25/64)	52% (33/64)
Overall Group	32% (58/183)	20% (36/183)	32% (58/183)	51% (94/183)

- Continuity rested on DM and Sgt assigned to project.

Outcomes

Comparison of crime levels 13 weeks prior to intervention with 13 week treatment period

- Major Crimes
 - Down 15.8% in High Risk areas
 - Up 12.3% in Newhallville as a whole
- Violent Crimes
 - Down 36% in High Risk areas
 - Down 19% in Newhallville as a whole
- Analysis pending on Comparison Group results.

Questions?