



Smart Policing 101

PREPARING FOR THE NATIONAL SMART POLICING MEETING

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Introductions

- ❖ Chip Coldren, SPI Project Director
- ❖ Hildy Saizow, Subject Matter Expert
- ❖ Vivian Chu, SPI Webinar/Website Coordinator
- ❖ Who are You? - Site and SPI Role
 - ❖ Boston, MA
 - ❖ Cambridge, MA
 - ❖ Evans County, GA
 - ❖ Glendale, AZ
 - ❖ Kansas City, MO
 - ❖ Las Vegas, NV
 - ❖ Lowell, MA
 - ❖ Michigan State
 - ❖ New Haven, CT
 - ❖ Pharr, TX
 - ❖ Phoenix, AZ
 - ❖ Pullman, WA
 - ❖ Shawnee, KS
 - ❖ York, ME

SPI 101 Agenda

- ❖ Smart Policing Overview
 - The Vision and Challenges
 - Training and Technical Assistance
- ❖ 3 Key Components
 - Data Utilization
 - Intelligence-Led Policing
 - Organizational Change
- ❖ Research Outcomes in SPI Sites
- ❖ Preparation for the National Meeting
- ❖ The SPI website



Smart Policing: The Vision

- ❖ Police organizations as “complete” - a new paradigm
 - Strategic
 - Science-based - research, analysis, and evaluation
 - Better development and use of data and intelligence information
 - Use of technology
 - Partnerships and Collaboration
 - The “learning organization” = transparency, feedback, dynamic

Smart Policing: Is it “new”?

❖ Yes and No

– Incorporates elements of:

- POP & COP
- ILP and Compstat
- Strategic Approaches to Community Safety
- Project Safe Neighborhoods

– Plus

- Technology
- Research for “results”
- Cost Benefit Analysis
- Formalized research partnerships

Smart Policing: Is it “new”?

- ❖ Honors Peele’s principles
 - Mission -- prevent crime and disorder
 - Ability of police to perform their duties is dependent upon public approval of police actions
 - Test of police efficiency is the absence of crime and disorder, not the visible evidence of police action in dealing with it
- ❖ Smart Policing recognizes the dynamic nature of crime, communities, and criminals
- ❖ Police agencies have to be ‘smart’ to be successful

Smart Policing: The Goals

- ❖ Pilot and test innovative policing strategies and tactics regarding offender-based and place-based policing that are effective, efficient, and economical
- ❖ Support SPI sites through a comprehensive array of training and technical assistance resources








Objectives: Training and TA

- ❖ Provide training and information
 - National meetings
 - Webinars
 - Briefs and other Products
- ❖ Monitor progress and assist with difficulties
 - Regular calls with SMEs

Objectives: Training and TA

- ❖ Provide individualized assistance
- ❖ Publish and disseminate information about the Smart Policing sites
- ❖ Maintain the Smart Policing website as a key vehicle for training, assistance, and dissemination

The SPI Sites: Phase I

Police Department	Crime Problems Targeted	Type of Policing
Boston 	Violence	Place-based, Offender-based, Pulling-levers
Glendale 	Theft, Burglaries	Place-based, Problem-oriented
Lansing 	Drug Markets	Place-based, Offender-based
Los Angeles 	Gun Violence	Place-based, Problem-oriented
Memphis 	Robbery, Burglary, Domestic Violence	Place-based, Offender-based

The SPI Sites: Phase I

Police Department	Crime Problems Targeted	Type of Policing
Palm Beach County 	Robbery, Quality of life issues	Place-based, Victim-based
Philadelphia 	Violence	Place-based, Offender-based
Reno 	Prescription drug abuse	Offender-based, Problem-oriented
Savannah 	Violence	Place-based, Offender-based, Problem-oriented
Winston-Salem 	Violence, Quality of life issues	Place-based, Intelligence-led

The SPI Sites: Phase II

Police Department	Crime Problems Targeted	Type of Policing
Baltimore 	Gun Violence	Offender-based
Cincinnati 	Robbery	Place-based, Offender-based, Intelligence-led
Indio 	Burglary	Place-based
Joliet 	Gangs, Gun Violence, Drugs	Place-based, Offender-based
Lowell 	Drugs, Drug-related Crime	Problem-oriented, Place-based, Offender-based
San Diego 	Gang Violence	Place-based, Offender-based, Intelligence-led

Smart Policing: The Challenges

- ❖ True innovation
- ❖ Research ‘results’
- ❖ Use of technology
- ❖ Sustainability
- ❖ Cost-effectiveness analysis
- ❖ Reaching multiple/important audiences with information about ‘results’



Smart Policing: 3 Key Components

Component 1: Data Utilization

- ❖ SPI goes beyond ‘traditional’ crime analysis, and requires access to and analysis of other police data and non-police data sets
- ❖ Sharing data, and ‘co-interpreting’ data, goes hand-in-hand with effective collaboration
- ❖ The dynamic nature of crime and police organization environments require an adeptness at monitoring and analyzing trends, patterns, impacts, outcomes, and predictions
- ❖ Information and analysis technology changes rapidly as well; we need to keep pace

Data used by “Smart” crime problem-solving teams

Available research data

Offender studies, community studies, victimization studies, program evaluations, victim & offender focus groups

External government and social service agency systems

Hospital ER data and trauma registries, regional networks (education, juvenile justice, health), public housing, transportation, planning and development, buildings and inspection

External justice agency systems

Gang intelligence, probation, parole, DEA, FBI, HIDTA task forces, County & State police

Internal police information systems

Offenses, arrests, calls for service, shots fired, homicide reports, gang databases

Smart data and information practices

Merging existing data resources

- ❖ Merge arrest and probation records to identify chronic and high-risk offender lists → lever pulling
- ❖ Consider starting with lists and having police, probation, and parole officers ‘nominate’ individuals known to be criminally active (refresh the lists routinely)
- ❖ Create specialized data clearinghouses; e.g., data access to multiple information systems in one location
- ❖ Access new “off the shelf” database integrators (COPLINK, LINX)

Smart data and information practices

Data collection and utilization

- ❖ Add questions to existing surveys
 - Add information to jail intake interviews
 - Add information to existing surveys (school-age drug use, victimization, sexual assault advocacy centers)
- ❖ Conduct focus groups with multiple offender, victim, stakeholder, community groups
- ❖ Conduct incident case reviews as a team (e.g., homicides, shootings)
- ❖ Conduct systematic community observation (researchers with police, parole, probation)

Finding “parsimony”

- ❖ Effective utilization of data resources can backfire....you can get buried in systems, variables, data, charts and tables
- ❖ Effective utilization of data resources is a search for parsimony = identifying a manageable array of systems, variables, and tabulations without drowning in data
- ❖ 5-10 solid sources of information is better than 15-20 sources of variable utility

Stop and Think



- ❖ What ‘smart’ data utilization and analysis efforts will your project undertake?
- ❖ Has your project contemplated any collection of new data?

Component 2: Intelligence-Led Policing

Intelligence is not collected; it is produced after collected data is evaluated and analyzed.

Intelligence = Information + Analysis

- ❖ Data = individual facts, usually collected during field operations
 - E.g. The location of a drug-related incident
- ❖ Information = structured data
 - E.g. A cluster of drug-related incidents on one street corner
- ❖ Analysis = thoughtful contemplation of information that results in conclusions and influences actionable recommendations
 - E.g. Recognition that a gang hangs out at the street corner associated with drug-related incidences

Intelligence-led Policing

- ❖ Origins in Great Britain (Kent Policing Model)
 - Prioritized police response to calls based on prevalence/seriousness, as opposed to rapid response time.
- ❖ Introduced idea of using information gathered for strategic purposes, rather than solely for tactical purposes
 - Focus on proactive, rather than reactive policing
- ❖ Strategically uses crime analysis and intelligence to target police enforcement and prevention operations
 - Targets activities of prolific and serious offenders

“The collection and analysis of information to produce an intelligence end product designed to inform law enforcement decision making at both the tactical and strategic levels.”

Creating intelligence (a process)

Intelligence Process

National Criminal Intelligence Sharing Plan (2003)

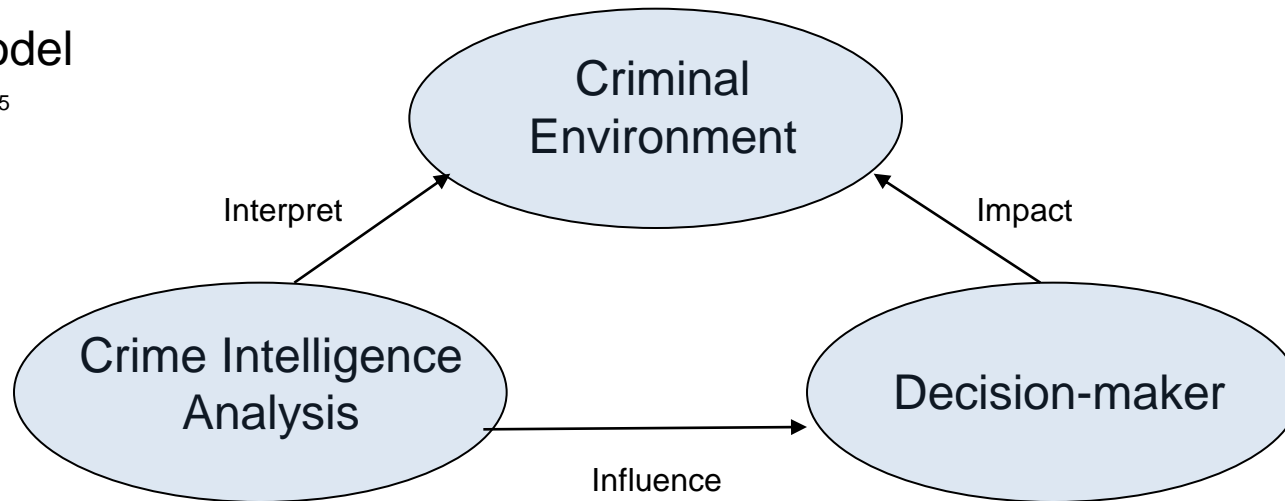
1. Planning and Direction
2. Collection
3. Processing/Collation
4. Analysis
5. Dissemination
6. Re-evaluation



A model of Intelligence-led Policing

3-I Model

Ratcliffe, 2005



- ❖ **Interpret** - Analyst gathers information and interprets its meaning within / relation to the criminal environment
- ❖ **Influence** - Based on analytic findings, analyst makes recommendations to decision-makers for how to implement effective policing
- ❖ **Impact** - Decision-maker executes actionable strategies to impact the criminal environment

Intelligence is actionable

Intelligence informs decision-making, planning, strategic targeting, and crime reduction

- ❖ Suggests or identifies a relationship between apparently disparate pieces of information
- ❖ Helps explain the nature and extent of a crime problem (5 W's)
- ❖ Identifies crime trends and explanations for them
- ❖ Helps with risk and threat evaluations
- ❖ Helps identify strategic targets (individuals, locations, places and/or operations)
- ❖ Informs intervention strategies
- ❖ Provides information that helps us anticipate criminal activities and inform preventative/mitigation strategies
- ❖ Produces new, focused crime and performance indicators

Stop and Think



- ❖ What roles do crime analysts play in your projects?
- ❖ Have any sites considered development of ILP as part of their strategy?

Component 3: Organizational Change

- ❖ Police traditionally think that organizational change is a new strategy or program
 - Introducing Community Policing or CompStat
- ❖ SPI defines organizational change as:
 - Re-designing or re-organizing the Agency's structure (e.g. combining investigations with patrol operations)
 - Developing new capabilities requiring new skills (e.g. crime and intelligence analysis)
 - Setting new priorities (e.g. no longer dispatching for non-injury traffic accidents; moving to proactive crime prevention)

Why is organizational change needed?

Catalysts for change in police organizations: Drivers of SPI

- ❖ Economic realities
 - Revenue shortfalls, lay-offs, better efficiency and more economical
- ❖ Political concerns
 - Community concerns and police legitimacy
- ❖ Changes in local criminal environment/sub-culture
 - Gangs, networks, drug deals via cell phones
- ❖ Police leadership
- ❖ Technology
- ❖ Sustainability

Managing organizational change

- ❖ Provide a Vision
 - Vision comes from knowledge and experience
- ❖ Open dialogue
 - Engage staff
 - Examine all alternatives
- ❖ Build momentum
 - Share stories of success
 - Develop measures to track performance
 - Share credit (“Never take credit for a good idea”- Harry Truman)
- ❖ Sustain the organizational change

Dealing with resistance to organizational change

- ❖ Anticipate sources of resistance
- ❖ Educate and communicate
- ❖ Participation and collaboration
- ❖ Facilitate and support
- ❖ Negotiate and compromise
- ❖ Cooperate and co-opt
- ❖ Coercion (explicit and implicit) - Autocratic directive

Stop and Think



- ❖ What organizational changes will be required to insure the success of your project?
- ❖ Have you planned for helping to make those changes happen?

RESEARCH OUTCOMES IN 5 SPI SITES

Smart Policing Research: Boston

- ❖ 30-year analysis of violent & gun crime in ‘micro places’
- ❖ Evaluation of Safe Street Teams (COP & POP) - 15% reduction in violent crime
- ❖ Evaluation of Boston Ceasefire - reduction in criminal activity among targeted group

Smart Policing Research: Memphis

PRELIMINARY RESULTS- JAN-JUL 2010-11

PRECINCT	PERCENT CHANGE- YEAR-TO-DATE	
	Robbery-Individual	Burglary-Residential
Treatment Area		
OLDALLEN STATION	-7.7%	-7.8%
Comparison Areas		
MT. MORIAH STATION*	-4.5%	+6.3%
RAINES STATION	+15.4%	+21.6%

* Mt. Moriah Station was part of an earlier apartment community intervention and is using a variant of the apartment manager meetings.

Smart Policing Research: Philadelphia

- ❖ Random assignment of different policing ‘treatments’ (POP, foot patrol, offender focus, controls) in 80 micro places
- ❖ Citizen surveys
- ❖ Findings: foot patrol was most effective; POP showed some promise; offender focus suffered from implementation problems

PREPARATION FOR NATIONAL MEETING

Smart Policing National Meeting

❖ Meeting goals

- Stress SPI concepts, especially
 - Innovation
 - Research
 - Sustainability
 - Peer-to-peer support
 - Support from BJA and CNA

Smart Policing National Meeting

❖ Meeting outcomes

- Better understanding of Smart Policing, expectations, pathways to success
- Review and revise plans and strategies
- Understand how CNA, SMEs, BJA, others can be of assistance
- Strengthen the SPI community through peer-to-peer interaction

Smart Policing National Meeting

❖ Prepare for Meeting

■ Review:

- Site proposal sent to BJA
- Webinars on SPI website
- Suggested readings
 - CNA white paper on Smart Policing
 - BJA Fact Sheet
 - Site summaries
 - John Eck's article on external validity

SMART POLICING WEBSITE

Smart Policing Initiative Website

- ❖ Includes a number of useful resources
- ❖ Each site has a personal page
- ❖ Join our social media networks

The screenshot shows the homepage of the Smart Policing Initiative website. At the top, there is a navigation bar with links for HOME, LOG IN, and a search bar. The main header features the SMART POLICING logo with the tagline "Data. Analysis. Solutions." and a blue banner with the text: "Building evidence-based, data-driven law enforcement tactics and strategies that are effective, efficient, and economical." Below the header is a navigation menu with links for BACKGROUND, SPI SITES, TECHNICAL ASSISTANCE, RESOURCES, NEWS, EVENTS, COMMUNITY, and CONTACT US. The main content area includes a paragraph describing the SPI as a collaborative consortium. Below this are three sections: "What is Smart Policing?" with a map of the United States and a "View the SPI Sites" button; "Fall/Winter Quarterly Newsletter" with a thumbnail of the newsletter; and "SPI in the News" with a list of recent news items and social media links.

www.smartpolicinginitiative.com

