Smart Policing Initiative 101

Preparing for the National Smart Policing Initiative Meeting

February 14, 2013

Introductions

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❖ Please introduce yourself?

 ▪ Site

 ▪ SPI Role

SPI 101 Agenda

What will I do today?

- ❖ Smart Policing Overview
  - ▪ The Vision and Challenges
  - ▪ Training and Technical Assistance
- ❖ 3 Key Components
  - ▪ Analysis and Research
  - ▪ Action Plans and Results
  - ▪ Sustaining Organizational Change
- ❖ Research Results in SPI Sites
- ❖ Preparation for the National Meeting
- ❖ The SPI website

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Smart Policing: The Vision

❖ Police organizations as "complete" and results-oriented

- Strategic
- Science-based
- Better development and use of data and intelligence information
- Better utilization of technology
- Focus on partnerships and collaboration
- The "learning organization" = transparency, feedback, adapting to dynamic environment

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Smart Policing: Is it "new"?

❖ <u>Yes and No</u>

- 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 Peel'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: The Goals

❖ <u>Goals</u>

■ Design (based on research and analysis), pilot and test innovative policing strategies and tactics that are offender-based and/or place-based and 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

- Website = SPI 'community'

❖ Monitor progress, provide suggestions, and assist with challenges

- Regular calls with SMEs

Objectives: Training and TA

❖ Provide individualized assistance

❖ Publish and disseminate information about SPI sites

❖ Maintain the Smart Policing Initiative website as a key vehicle for training, assistance, and dissemination

The SPI Sites

City	Phase	Primary Crime	Types of Policing
Boston, MA	II	Homicides	Organizational Change; Offender-Based Policing
Glendale	III	Violent crime	Offender-Based Policing; Organizational Change
Las Vegas, NV	III	Violent crime	Place-Based Policing; Hot Spot Policing
Michigan State Police	III	Violent crime	Evidence-Based Policing; Hot Spot Policing
Pullman, WA	III	Violent crime	Place-Based Policing; Offender-Based Policing; Problem-Oriented Policing; Technology
Shawnee, KS	III	Violent crime	Place-Based Policing; Data-Driven Approaches to Crime and Traffic Safety
New Haven, CT	III	Violent crime	Predictive Policing; Hot Spot Policing
Philadelphia, PA	I	Violence	Place-based, Offender-based
Savannah, GA	I	Violence	Place-based, Offender-based, Problem-oriented
Rochester, NY	IV	Violent Retaliatory Disputes	Data-driven research, Offender-based and Place-based Policing
Joliet, IL	II	Gangs, gun violence, drugs	Place-based, Offender-based
San Diego, CA	II	Gangs	Place-based, Offender-based, Intelligence-led

The SPI Sites

City	Phase	Primary Crime	Types of Policing
Kansas City, MO	IV	Crime/violent crime	Place-Based Policing; Community Outreach
Lansing, MI	I	Drugs and violence	Place-based, Offender-based
Pharr, TX	III	Domestic violence	Technology Implementation
Columbia, SC	IV	Violent and property crime	Institutionalization of evidence-based policing
Lowell, MA	III	Crime (gun and drug)	Problem-Oriented Policing; Hot Spot Policing; Organizational Change
Baltimore, MD	II	Gun violence	Offender-based
Boston, MA	I	Gun violence	Place-based, Offender-based, Pulling-levers
Cambridge, MA	III	Gun violence	Predictive Policing (Involving Multiple Police Agencies)
East Palo Alto, CA	IV	Gun violence	Place-based Technology, ShotSpotter and Hot Spot Analyses
Los Angeles, CA	I	Gun violence	Place-based, Problem-oriented

The SPI Sites

City	Phase	Primary Crime	Types of Policing
Port St. Lucie, FL	IV	Repeat offenders	Institutionalization of Offender-based and Evidence-based Policing
York, ME	III	Burglary	Place-Based Policing; Data-Driven Approaches to Crime and Traffic Safety
Indio, CA	II	Burglary	Place-based
Lowell, MA	I	Drugs	Problem-oriented, Place-based, Offender-based
Cincinnati, OH	II	Robbery	Place-based, Offender-based, Intelligence-led
Evans County, GA	III	Intelligence gathering	Technology Implementation; Organizational Change
Frisco, TX	III	Property crime	Community Outreach; Place-Based Policing
Glendale, AZ	I	Crime-prone neighborhoods	Place-based, Problem-oriented
Phoenix, AZ	IIII	Neighborhood disorder	Technology Implementation

Smart Policing: The Challenges

❖ True innovation

❖ Time allotted in the grant period

   to achieve results

❖ Research 'results'

❖ Use of technology

❖ Sustaining proven practices and strategies

❖ Cost-effectiveness analysis

❖ Reaching key stakeholders with information about 'results'

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Smart Policing:
3 Key Components

Component 1: Analysis & Research

❖Researcher roles in SPI

- Problem analysis ➜ development of tactics and strategies (including identification of evidence-based practices)

- Monitoring project implementation (process evaluation)

- Evaluating project results and impacts (organizationally, externally)

- Regular, contributing SPI team member

Component 1: Analysis and Research

❖ SPI goes beyond 'traditional' crime analysis, and requires access to and analysis of police and non-police data

❖ Sharing data, and 'co-interpreting' data, goes hand-in-hand with effective collaboration

❖ Dynamic nature of crime and police organizations requires an adeptness at analyzing trends, patterns, impacts, outcomes, and predictions

❖ Information and analysis technology changes rapidly -- we need to keep pace

Stop and Think

❖ How do you envision the role of the research partner in your project?

❖ Has your project contemplated any collection of new data?

Component 2: Action Plans & Results

❖ <u>Suggested Framework</u>:

- ■ Describe the problem and data/analysis that led to its identification

- ■ Develop a logic model -- identifying resources, activities, outputs, and solution(s)/outcomes to be tested and project results.

- ■ Include formal agreement with the research partner-- identify role and responsibilities of all partners, expectations for final product/report

Component 2: Action Plans & Results

❖ Demonstrate executive support and commitment to the SPI

❖ Include an impact/outcome evaluation plan

❖ Document project implementation and results in a final report

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Stop and Think

❖ Does your project have a detailed implementation plan or logic model?

❖ Does your project have a formal agreement with the research partner regarding deliverables?

Component 3: Organizational Innovation, Change, & Sustainability

❖ SPI views organizational change as a diverse set of options --

- 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 policies/priorities (e.g. no longer dispatching for non-injury traffic accidents; moving to proactive crime prevention)

- Changing how the organization responds to and works with external constituents/agencies

3 Elements Required for Innovation*

1. Empathy = give everyone a chance to learn about something they may not fully understand

   ❖ Just because you 'get it,' doesn't mean everyone else does

   ❖ Can you put yourself in the shoes of those who will receive the 'innovation?'

   * From GovExec.com

3 Elements Required for Innovation

2. Diversity = different voices must be brought to the table to get representation of diverse perspectives on a problem

❖ Those in the room must be open to all participants, regardless of status in the organization, sharing their own ideas

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3 Elements Required for Innovation

3. Risk taking = people must be willing to try something different, to voice a "wild" idea without fear of ridicule or repercussions

    ❖ Is there a culture of innovation in the organization?

    ❖ Does leadership support risk taking?

Why is organizational change inevitable?

❖Because of dynamic environments:

- ▪ Economic realities

- ▪ Political/constituency concerns

- ▪ Changes in local criminal environment/sub-culture

- ▪ Adoption of technology

- ▪ SPI can provide the impetus for change - sustaining change (when warranted) requires organizational adjustments

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Sustainability

❖ Sustainability stressed early on; plan strategically at the outset

❖ Don't assume that everything should be sustained

❖ Never underestimate the importance of frequent communication with internal stakeholders

❖ There is a close link between innovation, sustainability, and organizational change

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Sustaining Innovation

❖ Modifying officer performance evaluations

❖ Reaching out to agencies in the region

❖ Routinizing collaboration with external stakeholders

❖ Enhancing crime analysis capabilities

❖ Modifying CompStat meetings

❖ Providing specific training on SPI – roll calls, on-line, academy

Managing Organizational Change

❖ Provide a vision and communicate it

❖ Open dialogue -- Engage staff at all levels and external stakeholders

❖ Build momentum

  ▪ Share stories of success

  ▪ Develop measures to track performance

  ▪ Share credit ("Never take credit for a good idea" - Harry Truman)

❖ Anticipate and plan for sustaining change

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Dealing with Resistance to Organizational Change

❖ Anticipate sources of resistance – cooperate and co-opt

❖ Educate and communicate

❖ Participation and collaboration

❖ Facilitate and support

❖ Negotiate and compromise

❖ Coercion (explicit and implicit) – autocratic directive

Stop and Think

❖ What organizational changes will be required to insure the success of your project?

❖ How have you planned for helping to make those changes happen?

Research Outcomes
in 4 SPI Sites

SPI Research: Boston, MA

❖ 30-year analysis of violent & gun crime in 'micro places'

❖ Evaluation of Safe Street Teams (COP & POP)

❖ Evaluation of Boston Ceasefire

❖ Double-digit reductions in violent crime

- 17% reduction in violent index crime

- 9% reduction in robberies, and

- 15% reduction aggravated assaults

- No evidence of displacement

SPI Research: Philadelphia, PA

❖ 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

SPI Research: Palm Beach County, FL

❖ Pre/Post community surveys; monitoring robbery cases/statistics

❖ Evidence of increased trust in police among the immigrant community

❖ Initial spike in robbery reports, then reduction in the treatment area

❖ SPI 'adopted' by Palm Beach Sheriff's Office (sustainability)

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Preparation for the National Meeting

Smart Policing National Meeting

❖Meeting goals

- Key SPI concepts --
    - ○ Project action planning
    - ○ Research partnerships and designs
    - ○ Sustainability
    - ○ Peer-to-peer networking
    - ○ Support from BJA and CNA

Smart Policing National Meeting

❖ Meeting outcomes

- ▪ Better understanding of Smart Policing, expectations, pathways to success

- ▪ Review and revise action plans

- ▪ Understand how CNA, SMEs, BJA, others can be of assistance

- ▪ Strengthen the SPI community through peer-to-peer interaction

Smart Policing National Meeting

❖ How to Prepare for the Meeting

■ Review:

   o Site proposal sent to BJA

   o Webinars on SPI website

   o Suggested readings

      ■ BJA fact sheet/new solicitation

      ■ Site summaries

      ■ Rachel Boba (stratified model)

      ■ John Eck (60 small steps)

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- ❖ Includes a number of useful resources

- ❖ Each site has a personal page

- ❖ Join our social media networks

www.smartpolicinginitiative.com