

# Practical Approaches to Sustaining Innovative Policing Initiatives



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September 13, 2018



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# Practices, Principles, and Challenges to Sustainability

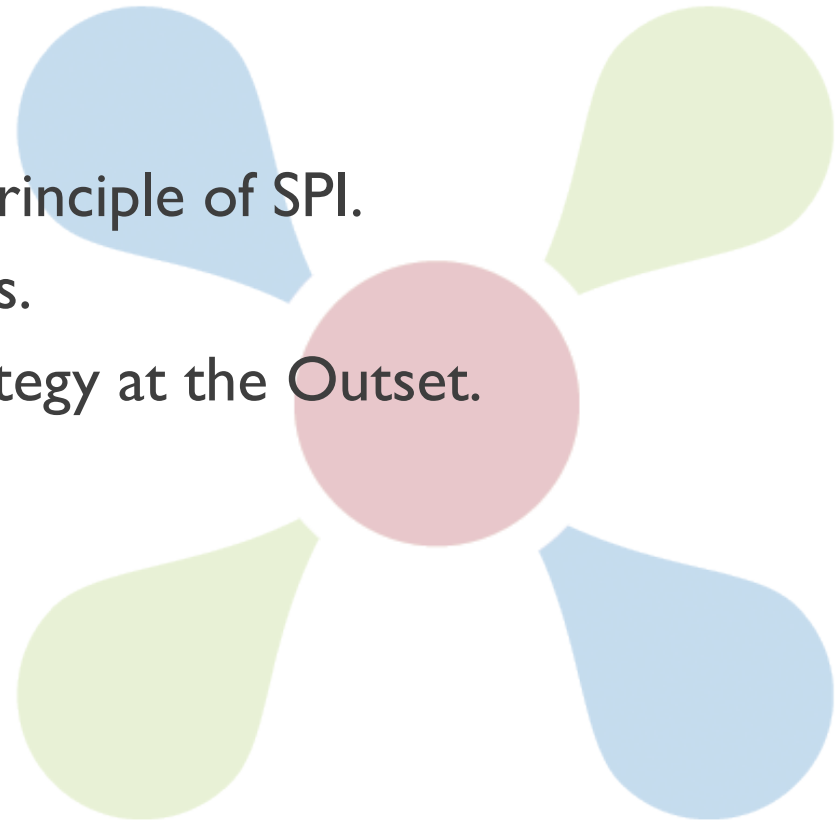


Dr. Michael White, Arizona State University  
September 13, 2018

# Overview

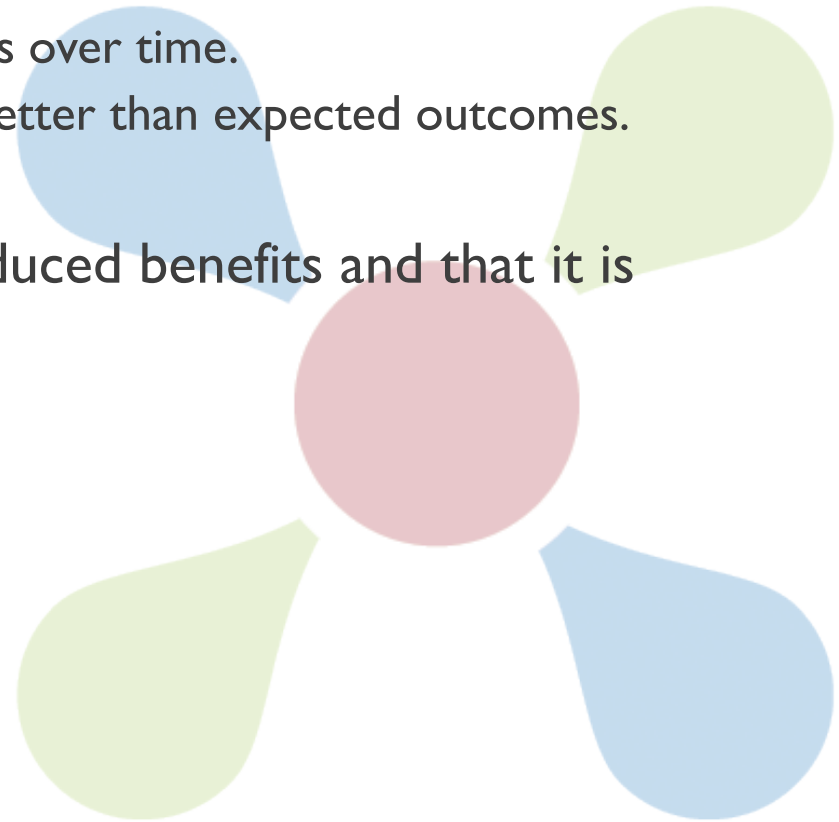
- Sustainability and SPI

- What is Sustainability?
- Sustainability is a Founding Principle of SPI.
- Sustainability in SPI: Examples.
- Develop a Sustainability Strategy at the Outset.
- Common Challenges.
- Closing Thoughts.



# 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.



# Sustainability is a Founding Principle in SPI

- Sustainability is **stressed early on** in initial SPI team discussions.
- Sustainability doesn't happen by accident: it comes through **strategic planning**
- Sustainability requires **buy-in** from the line level and from first –level supervisors.
- There is a close link between sustainability, organizational change, and innovation: all require commitment from the **organizational leadership**.
- Sustainability becomes less difficult when you have support from **external stakeholders** (e.g., community).
- Some things are **not worth sustaining**. SPI tests new ideas, and sometimes a new approach does not work.

# Sustainability in SPI

- Two different approaches:
  - Sustaining SPI principles
    - Analysis.
    - Collaboration & Communication.
    - Research partnership.
    - Actionable data.
  - Sustaining SPI strategies and tactics
    - Establish proof of effectiveness & cost effectiveness for:
      - Hot spots.
      - Problem-oriented policing.
      - Focused deterrence.
      - Etc.



# Sustainability in the SPI Sites: Specific Examples

- 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)

# Develop a Sustainability Strategy at the Outset

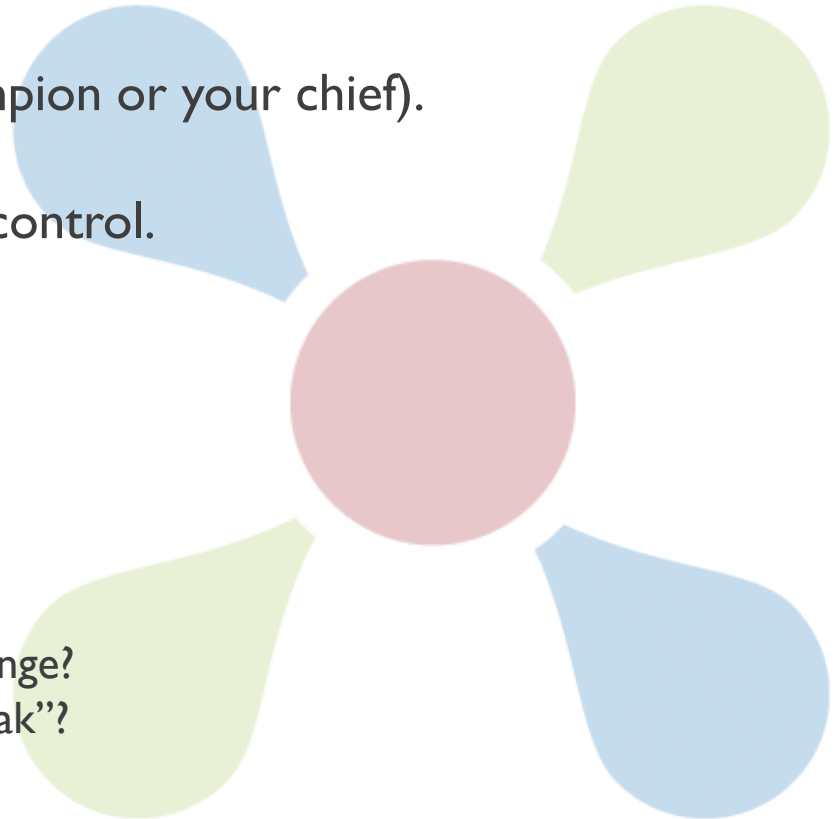
- Key Elements of the Sustainability Strategy:
  - Identify Measures of Success.
  - Find a Champion.
  - Publicize Successes Right Away (Internally and Externally).
  - Engage Stakeholders.
  - Demonstrate Value (Internally and Externally).

\*modified from Nola Joyce's webinar: <http://strategiesforpolicinginnovation.com/tta/webinars/sustaining-spi>



# Common Challenges to Sustainability


- Getting buy-in internally (just another grant).
- Leadership turnover (losing your champion or 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?



# Closing Thoughts and 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 over time (OT). Reliance on OT will tie the SPI activities to grant funds.
  - When the grant funds disappears so too will the SPI activities.

# Closing Thoughts and Lessons Learned

- SPI leaders must communicate and market their activities.
    - “Spread the good word” both inside and outside the agency.
    - Reducing 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.
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# THANKS!

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# Neighborhood Involvement Location Community Focused Directed Patrol: Sustaining Change In a Changing Environment

Christian Peterson, Crime Analyst, Portland Police Bureau  
September 13, 2018

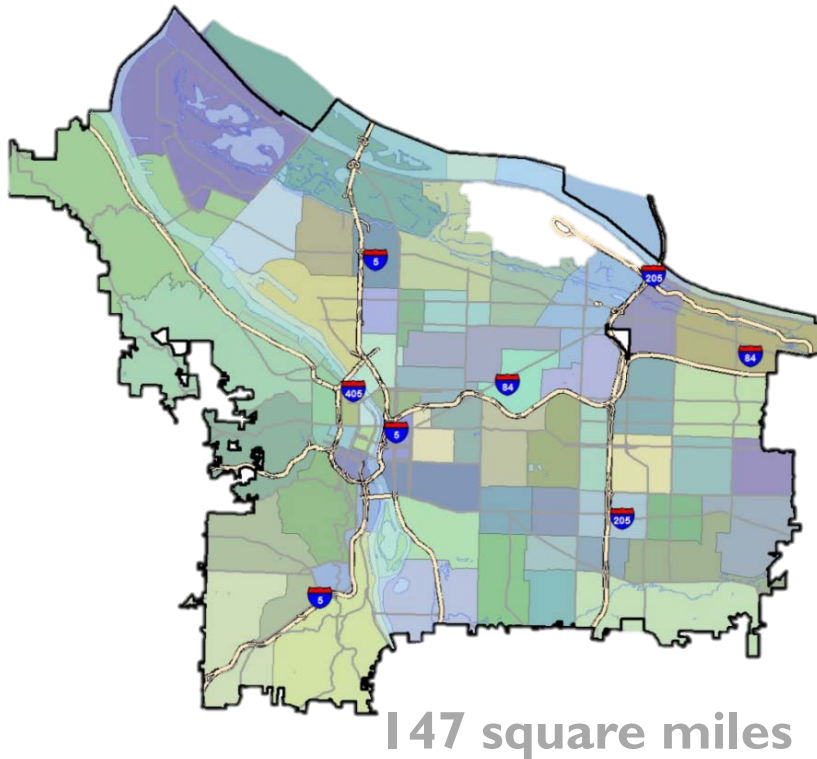


# Agenda

- City of Portland Background.
- Portland Police Bureau Strategies for Policing Innovation Project (NI-LOC Policing).
- Path to Sustainability.



# City of Portland



**2012**

**587,865**  
Residents

**575**  
Uniformed Patrol

**202,688**  
Dispatched Calls  
for Service

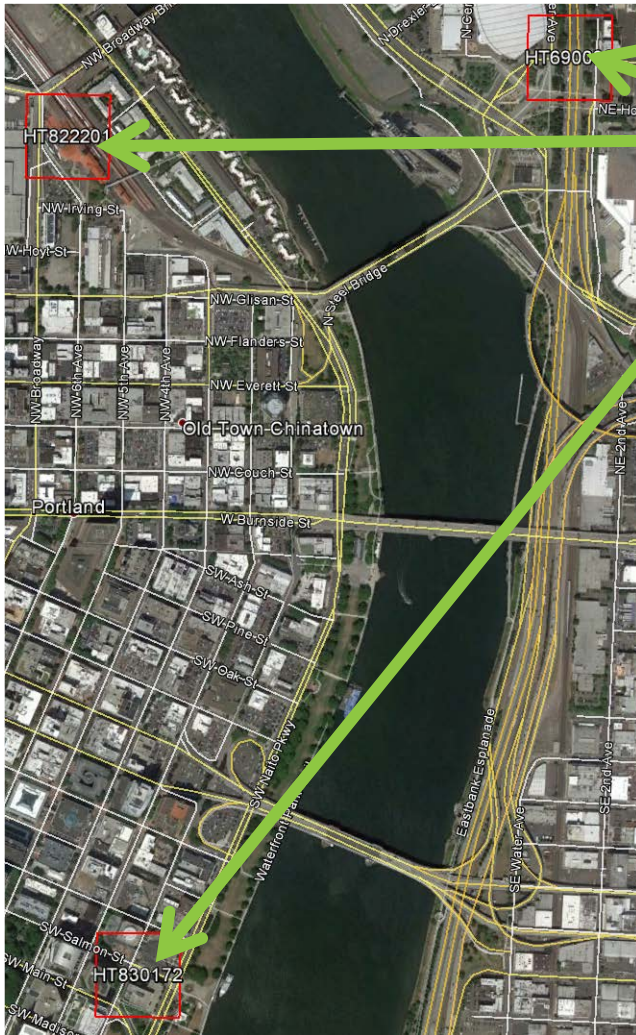
**2017**

**628,830**  
Residents

**582**  
Uniformed Patrol

**259,324**  
Dispatched Calls  
for Service

# NI-LOC (Hot Spot) Policing



**90 NI-Loc Areas  
(1.1% of Portland)**

**18% Crime & 19% Calls  
12% to 15% Increase in call load**

- 500' X 500' Locations
- Automated directed patrols using Computer Aided Dispatch (CAD)
- Community Engagement Activity Focus
- Dosage 2X,4X, Control
- Trackable data





# Path to Sustainability : Basics

## Basic Considerations

- Executive Champion
- Cross-functional Representation
- Integration into Existing Infrastructure/Processes



# Path to Sustainability: Obstacles

## Identifying & Embracing Opportunities

- Post- launch Plan
  - Managing leadership changes
  - Funding
  - Internal and External Communication
  - Ongoing Training
  - Sustaining Technology



# Path to Sustainability: Opportunities

## Opportunities

- Celebration of Milestones
- Reapplication of Learnings
- Learning from Failure



# Thank You!



Questions/Comments/Feedback

# Contact Information

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# Sustaining Principles from SPI Initiative

## Kansas City, Missouri



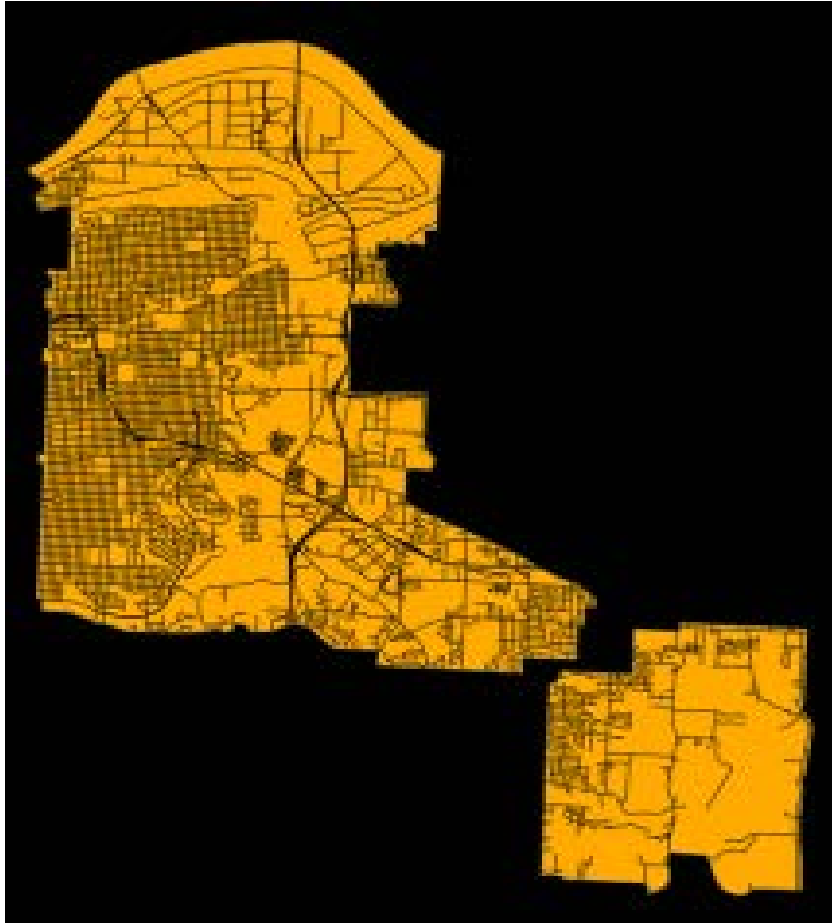
Captain Ryan Mills, Kansas City Police Department  
Ken Novak, University of Missouri – Kansas City  
September 13, 2018



# Kansas City Police Department (KCPD)

- Kansas City: 488,943 people.
- KCPD: 1,360 sworn officers.
  - Six patrol divisions.
- KCMO historically among most violent cities.
  - 2017: 151 homicides, 5,868 Aggravated Assaults.
- Geographic concentration.
  - 13 sq. miles = 47% of homicides and violence.

# KCPD East Patrol Division



- 45.4 Square Miles.
- Pop. 82,585.
- 141 Sworn LEO.
- 56 Homicides in 2017.
- 63,000 Calls for Service in 2017.
- Dozens of Community Groups.
- Melting Pot, Industry, Tourism.



# Practices & Principles of Sustainability

- What we need to do
  - Portray Strategies for Policing as a concept and not a project.
  - Modify perceptions, practices and direction of deployment strategies.
  - Is the benefit worth the pain of change?
  - Work towards formal acceptance.

# Questions to Ask Yourself While Building a Plan:

Is it all about the money?

Do your line-level officers know and support the concepts?

Is your community accepting and supportive?

Can you support it without additional funding?

# When Do You Start Thinking About Sustainability?



# Challenges to Change

## Multiple Facets to Change



### Structural

- Resources (human, financial, technological, training)
- Institutional arrangements
- Process to meaningfully engage



### Cultural

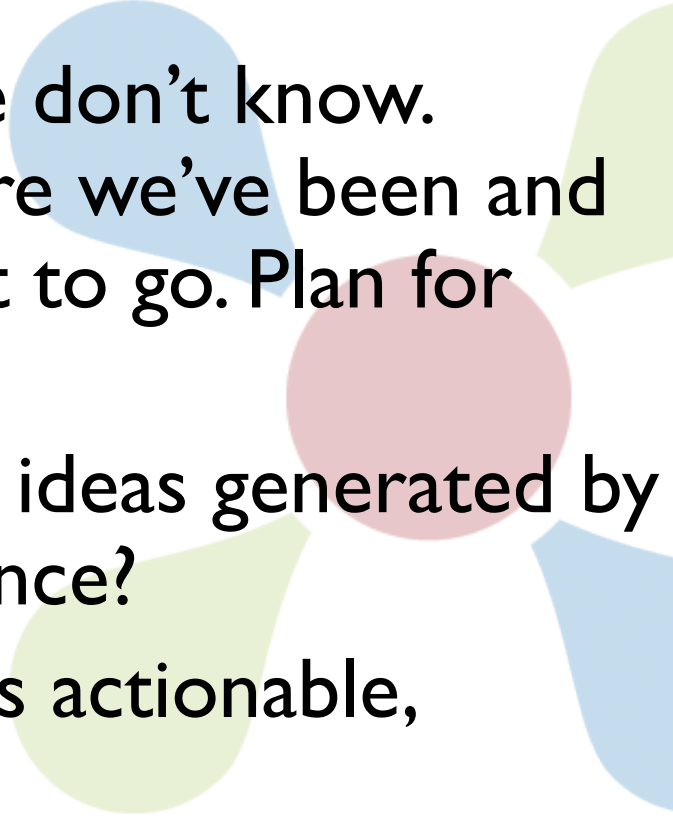
- Resistance
- Multiple & conflicting interests
- Change takes time



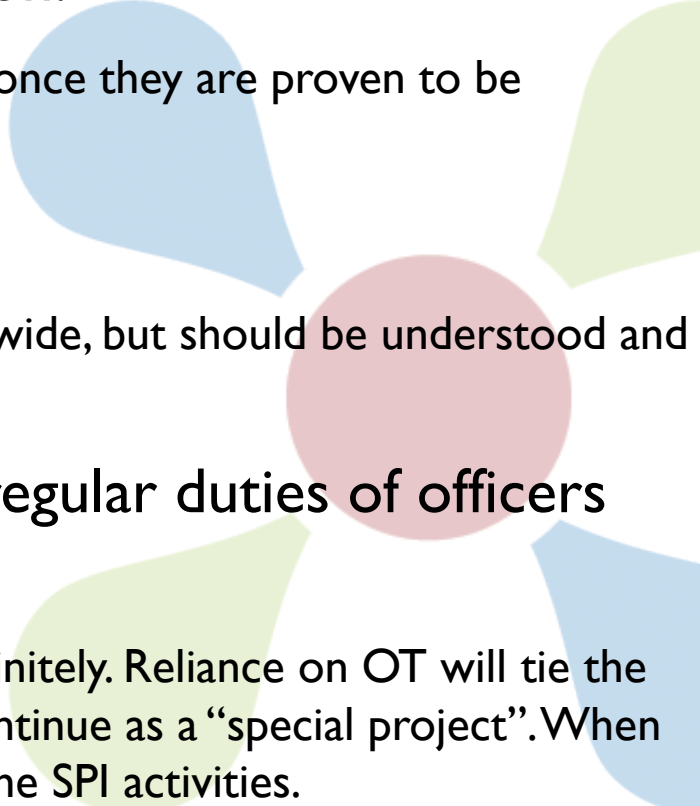
### Behavioral

- Changing or shifting roles
- Skill needs
- Personnel limitations
- Communication
- Coordination
- Relational approaches

# Lessons Learned

- TBD ...
  - We don't know what we don't know. However, we know where we've been and where we think we want to go. Plan for success.
  - Experimenting with new ideas generated by diverse groups – Resistance?
  - Engage in research that is actionable, relevant, and timely.
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# Closing Thoughts

- Integrate SPI into the organization.
    - SPI principles can become sustainable once they are proven to be beneficial.
  - Department wide endeavor.
    - May not be implemented department wide, but should be understood and appropriately deployed.
  - Integrate SPI activities into the regular duties of officers and staff.
    - Do not rely on overtime funding indefinitely. Reliance on OT will tie the SPI activities to grant funds and it'll continue as a “special project”. When the grant funds disappear, so too will the SPI activities.
- 



# Detroit Police Department Crime Intelligence Unit



Deputy Chief David LeValley, Detroit Police Department  
Captain Kari Sloan, Detroit Police Department  
September 13, 2018

# Detroit

- Population: 672,829.
- DPD: 3027 (2457 Sworn, 570 Civilian).
- Detroit has experienced an overall decline in crime in almost every category in recent years, yet the city's violent crime rate is still one of the highest in the nation.

Violent Crime						
Category	Prior Day	Prior 7 Days	2018 YTD	2017 YTD	Change	% Change
Criminal Homicides	3	10	175	183	-8	-4%
Aggravated Assaults	18	168	5641	5938	-297	-5%
- Non-Fatal Shootings	5	25	504	579	-75	-13%
Robbery *	5	36	1554	1772	-218	-12%
- Carjackings	1	6	212	205	7	3%

\*Aggravated Assaults include Non-Fatal Shootings

\* Robbery includes Armed, Unarmed, and Carjacking



# Project Green Light Detroit

- History

- Analysis revealed 25% of violent crime after 10:00 pm happened within 500 feet of a gas station.
- Goal of PGL was to significantly reduce part one crime at these locations.
- Began in January 2016 with 8 participating gas stations.
  - Install high-quality cameras.
  - Improve lighting.
  - Upgrade internet bandwidth.
  - Display signage and green light.

- Features

- Real-time footage from cameras is fed into the RTCC.
- Priority response to 911 calls.
- Virtual Patrol.
- Increased Patrol Visits.



# Project Green Light Detroit

- Today
  - Currently 383 participating business.
  - Average 35 calls for service daily.
  - Greektown Corridor, Corktown Corridor, DPS vocational school, plazas, and senior living.
  - Improving community relationships.
- Future
  - Multi-family housing.
  - Scaling for growth.
  - Goal 500 businesses.



# Real Time Crime Center

- Operations
  - Opened in November 2017.
  - 24/7 operation.
  - Staffed by sworn and non-sworn personnel.
  - Project Green Light.
  - Traffic Management Center.
  - Counterterrorism Threat Analysis Team (CTAT).
- Focus
  - Improved citizen and officer safety.
  - Improved investigative abilities.
  - Innovative technical capabilities.
  - Actionable intelligence to responding officers.



# Project Green Light Detroit

- On-Boarding
  - Business submits application.
  - Crime Intel staff look at crime and call-for-service history.
  - MOU is sent to business and signed.
  - Business identifies installer.
  - Audio Video Evidence Response Team (AVERT) conducts site survey.
  - Installer installs cameras.
  - AVERT conducts site audit.
  - Crime Intel connects to cameras.
  - Business goes live.
- Compliance
  - Business fails to adhere to the requirements within the MOU (camera consistency, signage, lighting, etc).
  - Police Assistant (PA) conducts site visit to troubleshoot through issue.
  - If business continues to fail to adhere, the PA issues a verbal warning.
  - After 14 days, the PA issues a written warning.
  - After 14 days, the Strategy Board votes to remove the location.

# Results/Outcomes

- Decreased violent crime
  - Thus far, participating businesses experienced a 23% decrease in violent crime when comparing 2018 to 2015.\*
  - We anticipate to continue to see gains in violent crime reduction.
- Increased case closure and convictions.
- Annual Green Light business partner meeting.
- Neighborhood Police Officer visits.
- Precinct Command staff visits.



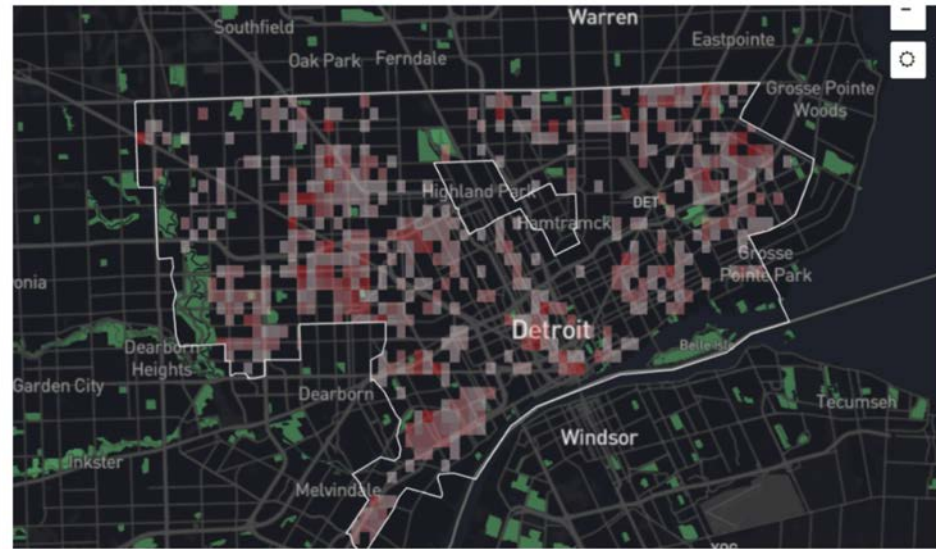
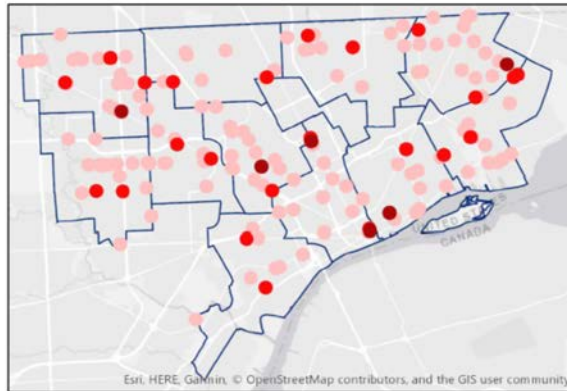
# Predictive Analysis



## PROJECT GREEN LIGHT TARGET LIST

April 26, 2018 to March 9, 2018

Map and 25 Hottest Sites



# Crime Intelligence Unit

## Crime Intelligence Unit

1-Captain  
2-Lieutenants  
1-Executive Manager  
5-Sergeants  
11-Police Officers  
10-Intell Specialists  
20-Crime Analysts  
3-Police Assistants  
3-Project GL Staff

## Audio Video Evidence Response Team

1-Sergeant  
2-Detectives  
1-Corporal  
3-Police Officers

## Shooting Response Team

5-Detectives  
1-Police Officer

# Project Green Light Detroit

- Lessons Learned

- This type of program requires buy-in at all levels, from the mayor, the chief, and everyone in between.
- The success of Project Green Light is only in part due to the cameras and the software in the RTCC. Success can also be attributed to the new relationships we've built with business owners, patrol visits at all locations (about 3000-3500 total per month), and the sworn and civilian members who are dedicated to the work.





# Project Green Light Detroit

## Springfield City Councilors react favorably to 'Project Green Light' proposal

Updated Oct 16, 2017; Posted Oct 16, 2017



CRIME

## Project Green Light puts real-time surveillance cameras at businesses to fight crime

Chief Hall hopes to bring Project Green Light to Dallas, which has decreased crime at participating stores by 50 percent in Detroit.



# Q&A

