



# SPI Sustainability Webinar

Moderator: Mike White, CNA Subject Matter Expert

Presenting Sites: Indio, CA; Lowell, MA; and Pullman, WA

October 15, 2014

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# Agenda

- Sustainability of Smart Policing
- Sustainability Efforts of SPI Sites
  - Indio, California
  - Lowell, Massachusetts
  - Pullman, Washington
- 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?



# Sustainability Webinar

Using a multivariate spatial modeling approach to reduce burglary crime.

Indio Police Department & University of California, Riverside

October 15, 2014

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# Challenges to Sustainment Plan

- Funding to retain key project staff & to sustain the partnership with a university-based researcher
- Ability to sustain prevention, outreach and education efforts in the community due to fiscal constraints



# Importance of Sustainability & SPI

*Definition:* The nourishment of a strategy that reduces or prevents criminal activity and enhances the quality of life in a community.

- Role of police executives in thinking about succession planning not only in terms of staffing but also with regard to sustainable public safety initiatives

# Sustaining Evidence-Based Efforts Beyond SPI

Indio's Sustainability Plan Includes:

- Establishment of the Office of Community Safety (OCS), June 2014
  - SPI successes and community policing principles as foundation of OCS
- Continued research partnership with Dr. Parker & University of California, Riverside
  - OCS & violent crime suppression data-driven analysis



# Sustaining Evidence-Based Efforts Beyond SPI, Cont.

- Retain Indio SPI Outreach Coordinator Position
- Integration of Indio SPI-focused duties of officers & staff
  - Anti-truancy efforts in partnership with local school district, District Attorney's office (e.g., Youth Court) and Juvenile Probation Department
  - On-going burglary prevention efforts in partnership with community, business owners and stakeholders
- Spread SPI message through community engagement and cross-sector partnerships
  - 2014 IACA/NIJ Research Track
  - 2014 CA Chiefs of Police SPI Workshop Proposal
  - Business Watch Meetings
  - Monthly “Lunch with the Chief” Meetings



# *Indio SPI & Continued Cross-Sector Collaborations*

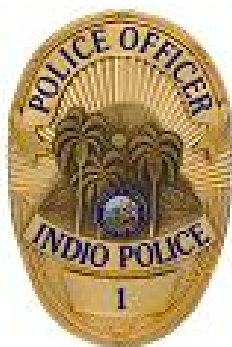


*Connections Event, September 2014*



*Regional SPI Symposium, May 2014*





## Q & A



# Sustainability of Smart Policing

City of Lowell, Massachusetts Police Department

October 15, 2014

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# What is Sustainability

- Embedding the Smart Policing concepts within the organization.
- Thinking about Smart Policing as a concept and not a project.
- Updating policies and institutionalized practices.



# Smart Policing practices and principles of sustainability



- Building evidence-based, data-driven law enforcement tactics and strategies that are effective, efficient and economical.
- Utilizing police-researcher partnerships, improved utilization of data and intelligence, and organizational change.
- Utilizing innovative place-based and offender-based strategies with a focus on sustainability.

# Development of a Sustainability 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?

Who is your driving force?

# When should sites start thinking about Sustainability?



# Challenges

- Officer Resistance/Hesitance
  - It is just another project
- Timing
  - Leadership Changes
  - Realizing that changes take time and will not happen overnight
  - Delays in the promotional process
- Technology
  - Delays in implementation; does not always work as planned

# Questions?





# Sustaining Smart Policing: The Value of Collaboration & Adaptability in the Pullman Safety Camera Initiative

Zachary Hays – CSUB; Gary Jenkins - Pullman PD

October 15, 2014

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# Pullman Safety Camera Initiative

- Project Summary
  - Installed CCTV cameras throughout high crime area of the WSU campus
    - Sought to reduce crime through deterrence, improved police response capabilities, & improved prosecutions
    - Also conducted a three-wave community survey to assess public's satisfaction with the police during project
  - Found that cameras played an important role in handling of multiple cases
    - Prosecuting attorney & officers support continued use
  - Also found that public satisfaction with the police and camera project increased over grant period
    - Respondents also felt that the cameras affected crime in a positive way

# Defining Sustainability

- For the SCI project, our goal was not only to ensure the sustainability of the camera system, but also:
  - Continued buy-in from police officers & staff
  - Continued working relationship with research partners
  - Continued support from the community
- Possible by being willing to adapt to changes in circumstances

SPI defines sustainability as *embedding change so that it survives over time and continues to produce desired or better-than-desired outcomes.*

# SPI Principles & SCI Sustainability

## Performance measurement & research partnerships

- Continuing relationship with WSU & DGSS allows for additional examinations of the camera effectiveness

## Outreach & Collaboration

- Initial public forums set standard for continued transparency & openness of SCI project

## Managing Organizational Change

- Team meetings have emphasized new policies & procedures stemming from SCI project
- Plus, parallel WSU & DGSS research on PD's body worn camera has helped officers acclimate to collaboration & evaluation

## Strategic Targeting

- Initial Departmental crime mapping and researcher partner interviews can inform any future targeting efforts for new or repositioned cameras

## Making Better Use of Intelligence & other Data & Information Systems

- WSU student monitoring internship & community survey provides extra intelligence for future use

# Challenges to sustainability

## Technological Challenges

- Camera & network maintenance & lifespans
- In-house support vs. external contract for any repairs
- Vandalism

## Monitoring the Cameras

- WSU internship program vs. alternatives

## Effectiveness of Cameras

- Continued acceptance of cameras may depend on perceived and actual effectiveness on crime

## Public Acceptance

- Outreach and public information efforts must continue

# Sustainability from the Beginning

- Important to contemplate potential challenges
  - From various standpoints (PD, research partners, public)
    - Much easier when Department & research partners already have a good relationship
- Plan to engage in continuing efforts to maintain support
  - Need to maintain both PD & public cooperation
- Set foundation for adaptive management
  - Not possible to identify everything needed for sustainability, so
  - Must be willing to incorporate opportunities that come along and make a part of sustainability plan

# Conclusion

- Sustainability of the SCI project will depend on the ability to adapt to four primary functions:

Technological challenges

Sustained buy-in from officers & staff

Maintaining collaborative relationship with research partners

Continued support of community

# Questions?



# 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 disappears 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.
  - 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.