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U.S. Department of Justice

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SMART POLICING INITIATIVE QUARTERLY NEWSLETTER ISSUE NO. VIII SUMMER 2013

Smart Policing Initiative (SPI) Phase IV Inaugural Meeting

By Brittany Heckel

On April 16-17, 2013, BJA and CNA convened an inaugural meeting in Alexandria, Virginia, for the Phase IV SPI sites. This meeting provided an opportunity for site participants to gather together to discuss important issues pertaining to Smart Policing, such as project implementation, lessons learned during implementation, effective research partnerships, evidence-based policing, and sustainability of innovations. Participants also engaged in peer-to-peer dialogue about their projects and progress to date. In attendance were representatives from seven SPI sites, BJA leadership, CNA training and technical assistance providers, SPI subject matter experts, and special guests from the BJA National Training and Technical Assistance Center and the Office of the Assistant Attorney General. The five Phase IV sites in attendance were: Columbia, SC; East Palo Alto, CA; Kansas City, MO; Port St. Lucie, FL; and Rochester, NY. The two Phase I sites were Glendale, AZ and Los Angeles, CA.

Presentations and topic discussions included:

- Phase IV Site Presentations
- Smart Policing in Action: Los Angeles, CA
- Smart Policing in Action: Glendale, AZ
- Sustaining Innovation in Smart Policing
- Case Study in Sustainability: Port St. Lucie, FL
- Researcher and Coordinator Roundtable Discussions

Dr. James "Chip" Coldren, Jr., SPI Project Director, closed the meeting by noting that without the dedication of those at BJA, the SPI would not be what it is today. Dr. Coldren reminded conference participants that they define Smart Policing every day through the work they do and the problems they solve.

More information, including a complete meeting summary, can be found on the SPI website: http://www.smartpolicinginitiative.com/spi-events/2013-april-spi-phase-iv-inaugural-meeting

SPI WELCOMES CATHERINE MCNAMEE TO THE TEAM

Catherine McNamee will serve as the SPI Policy Advisor for BJA. Ms. McNamee's biography can be found on page 3. Please join us in welcoming her to the team!

About Us

SPI is a collaborative effort between the Bureau of Justice Assistance, CNA, local law enforcement agencies, and researchers. It is designed to assist agencies with identifying innovative and evidence-based solutions to effectively and efficiently tackle chronic crime problems in their jurisdictions. Please read this newsletter and feel free to share your thoughts and experiences with us at SPI@cna.org.

INSIDE...

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.

Photos from the Phase IV Inaugural Meeting.

Western Regional SPI Training Workshop

By Dr. Michael White

On Friday May 3, 2013, the Center for Violence Prevention and Community Safety at Arizona State University (ASU) sponsored a Western Regional SPI Training Workshop. The Workshop was held at ASU's downtown Phoenix campus. The target audience for the day-long Workshop included law enforcement officers and criminal justice professionals from Arizona and surrounding states. More than 70 representatives from law enforcement agencies attended the Workshop.

Drs. Charles Katz and Michael White of ASU began the conference with an overview of SPI. The centerpiece of the Training Workshop involved the presentation of projects and outcomes from various SPI sites in the western and southwestern United States. SPI sites were

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represented by both sworn officers and their academic research partners.

Presentations at the Workshop included:

- Reno, Nevada, SPI: Prescription Drug Abuse— A Community Problem
- Indio, California, SPI: Enhancing Burglary Enforcement through Predictive Geospatial Modeling and Mapping in the Indio Police Department
- Glendale, Arizona, SPI: Hot Spots and Prolific Offenders—Using Data-Driven Approaches to Address Persistent Crime Problems in Glendale, AZ
- Phoenix, Arizona, SPI: Implementing On-Officer Body Cameras in the Phoenix Police Department
- Los Angeles, California, SPI: Smart Policing in Los Angeles—Operation LASER

More information, including slides from the presentations, can be found on the SPI website: http://www.smartpolicinginitiative.com/spi-events/2013-may-western-regional-training-workshop

Outcomes

Several positive outcomes emerged from the Western Regional SPI Workshop. Both SPI presenters and audience members commented on the high quality of presentations, particularly because of the "practitioner-focused" themes and the seamless integration between research partners and law enforcement representatives. Other outcomes include:

1. Increased knowledge about the SPI to Arizona law enforcement officials.
2. Increased knowledge about the SPI projects among SPI participants and Subject Matter Experts.
3. Increased knowledge about the SPI to graduate students and faculty at ASU.
4. Networking opportunities between SMEs and the California Police Chiefs Association.
5. Peer-to-peer networking among the SPI sites themselves, as well as with Arizona law enforcement officials.

BJA STAFF PROFILE

CATHERINE "KATE" MCNAMEE

POLICY ADVISOR

As a Policy Advisor in BJA, Catherine "Kate" McNamee plans and manages national level criminal justice programs that assist state and local law enforcement in adopting promising practices such as evidence-based violence reduction strategies, intellectual property crime enforcement, and crime and violence prevention public education. Ms. McNamee previously held the position of Senior Research Analyst within the Department of Defense where she oversaw the evaluation of sexual assault prevention and response programs. Prior to this, Ms. McNamee was a Social Science Analyst within the National Institute of Justice's Violence and Victimization Research Division for six years, where she managed the Strategic Approaches to Community Safety Initiative, participated in the development and implementation of the President's DNA Initiative, and oversaw the deployment of national level prevalence studies of various crime issues as well as evaluations of promising crime prevention programs. She holds an M.S. in Justice, Law and Society from American University and a B.A. in English and Political Science from The George Washington University.

SPI Case Study: Phoenix, Arizona

Reducing Domestic Violence and Improving Police Accountability with Body-worn Cameras

By Vivian Chu

Project Focus

In 2010, the number of reported violent and property crimes in Phoenix, Arizona, decreased approximately 7 percent compared to the year 2009. Though statistics showed that violence in general has declined, domestic violence within the area continues to be problematic. In addition, the Phoenix Police

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Department (Phoenix PD) noted a shift in its relationship with the residents it serves. In 2010, internal documents indicated that the Phoenix PD's Professional Standards Bureau received more than 150 complaints or allegations of officer misconduct.

Goals and Objectives

The goal of Phoenix PD's SPI is to develop and implement an innovative approach that will increase police accountability and increase the effectiveness of the police to control violence—particularly domestic violence. The project aims to:

1. Increase police accountability;
2. Improve police-community relations; and
3. Increase the effectiveness of the police in their response to domestic violence.

To achieve this goal, Phoenix's SPI consists of purchasing and deploying on-person video cameras to record the interactions between community members (e.g., the public, suspects, and victims) and officers. The department sees video recordings as a means of documenting statements, observations, and behaviors; while also a means to prevent and deter unprofessional, illegal, and inappropriate behaviors by both the police and the public. Accordingly, the department hopes that the technology will aid in resolving disputes and building trust with the community by preserving a record of critical events.

Research partner Dr. Charles Katz noted, "This will be one of the first evaluations of this type of technology in the field. We will be relying not only on official data, but also examining officer self-reports of the technology." He also described the innovative nature of the project: "Most of the prior work examining body camera technology has examined its impact on reductions in police misconduct, but we believe that the technology has a number of other potential benefits to officers."

Implementation

The first critical task of the Phoenix SPI project was to conduct meetings with local representatives (city court, departments, unions, etc.) to review and revise departmental policies and procedures with regards to camera use (e.g., access to video, storage/release protocols). Once the policies and procedures were vetted and approved by appropriate stakeholders, the team was properly prepared to identify the video camera technology they would be deploying and evaluating in their target area. In fall 2012, the site issued a solicitation for camera vendor participation, which was followed by testing, reviewing, and scoring of cameras from three companies: VieVue, Taser, and Panasonic. Scoring focused on the suitability of the technology in terms of technical specifications, officer usability, and forensic imaging. In January 2013, the department selected VieVue Corporation as the primary camera vendor, based on scoring by IT and forensics staff in the department, as well as input from officers.

To evaluate the effectiveness of the cameras, Phoenix SPI is deploying 56 cameras in the Maryvale precinct (an area that historically has been a location for a high volume of police activity, calls for service, and elevated crime rates, particularly for violent crime, relative to other areas in the city). The Maryvale precinct is operationally and geographically divided into two similarly sized areas. For this study, the implementation of the camera system will occur in one of the two areas—Area 82. The cameras will provide simultaneous coverage in Area 82 during all seven days of the week, during all three shifts, and by all deployed officers, and will allow for each system to be downloaded prior its next use. All officers assigned to Area 82 were issued the equipment and provided training in April 2013. VieVue Corporation provided the training, which included instructions on use of camera, and departmental personnel instructed officers on proper handling of video files. Providing officer training is critical to the success of the project because, as Dr. Katz explained: "…if the officers are to use the technology they must find it comfortable, easy to use, and process the evidence in a timely fashion. So much of our evaluation focuses on the officers' perceptions of the technology and their willingness to deploy it in the field."

Lessons Learned

The department has begun soliciting feedback from officers about the camera use. One commander noted:

> "Technology is constantly evolving and it is imperative that law enforcement take full advantage

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of those technological advancements that enhance our ability to suppress crime and more effectively engage the community. It has been said that there is nothing more transparent than video. Through our SPI, on-officer video is removing any doubt about the professional manner with which our officers conduct themselves. On-officer video gives our officers an invaluable tool to do their jobs better while at the same time engendering trust with the public we serve through the addition of such a powerful accountability measure."

Next steps for the project include review of official police data and implementing the second round of officer surveys.

More information about the Phoenix SPI can be found on their SPI site page:

http://www.smartpolicinginitiative.com/SPIsites/phoenix-arizona

SPI Case Study: Pullman, Washington

Reducing Violent Crime in Hotspots Through the Safety Camera Initiative

By Zoë Thorkildsen

Project Focus

Pullman, Washington, is home to Washington State University (WSU), which serves approximately 20,000 students and has a reputation for excessive student drinking. The northeast hill on campus houses the school's "Greek row" and also contains the majority of the university's off-campus housing. This area represents a hotspot of crime in the city of Pullman, with most violent crime occurring in this section of campus. The Pullman Police Department (Pullman PD) has attempted to address this hotspot using a variety of strategies, but the level and severity of violent crime has continued to increase.

Goals and Objectives

In order to address their identified problem, the Pullman PD is implementing their Safety Camera Initiative. Its goals include:

1. Deterring criminal behavior in the targeted areas;
2. Increasing investigations of previously unreported crimes; and
3. Increasing clearance rates for reported crimes.

To achieve these goals, the Pullman SPI project involves the installation of a network of safety cameras in identified hotspots. In conjunction with this effort, the department will implement technology to provide live streaming feeds from these cameras, accessible to officers at various locations, including stations and patrol units.

Implementation

During the initial implementation of the project, the Pullman SPI focused on two tasks: identifying and contracting a vendor to install the fixed cameras; and conducting community outreach activities to explain the project and solicit feedback. The department chose RFI Communications & Security Systems as the vendor and began the procurement process in April 2012. Camera installation began in October 2012, and the cameras were brought online February 1, 2013.

During this process, the Pullman SPI began their planned community outreach activities. They held three public meetings to describe the project and address community concerns. These meetings were held in January, February, and March of 2012, and a summary from each meeting was posted to the Pullman PD's website in a section dedicated to the Safety Camera Initiative project (http://www.pullman-wa.gov/departments/police/safety-camera-initiative). In addition, a survey was distributed to WSU students, and business owners in the targeted area were interviewed. In general, the community-at-large was found to be supportive of the project, though some individuals also expressed concerns about data storage and privacy.

Footage from the cameras was used almost immediately after installation, as explained by Chief Gary Jenkins: "Less than 48 hours after camera installation was completed on February 1, 2013, an assault occurred in the area that was captured on the camera feeds. Camera footage of the incident was instrumental in verifying the

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aggressor for criminal prosecution, due to conflicting statements from parties involved."

Two months later, footage from the cameras was used to help solve a serious crime involving the assault of a WSU professor. Chief Jenkins provided the following information:

> "Two months after camera installation and less than one month after students from a WSU Criminal Justice class began monitoring the live camera feeds during peak activity times, an assault occurred in the area that resulted in a Washington State University professor sustaining serious brain injury. A student monitor was one of the two reporting parties to the local 911 dispatch. The suspects fled the scene and witnesses at the scene were not cooperative. The Pullman PD provided both still images and video clips of the suspects and possible witnesses to the local media, as well as on the department's website and social media pages. The story was picked up by media outlets across Washington State and throughout the region, and an anonymous tip from the west side of the state provided clues leading to the identification and arrest of four suspects. Given the initial unwillingness of witnesses at the scene to provide any concrete information, it is very likely that this serious assault would have gone unsolved without the assistance of the camera footage."

Lessons Learned

Chief Jenkins stresses the importance of the community outreach portion of their project implementation, stating, "We found that community inclusion during policy development prior to camera implementation was a critical element of community acceptance. There has been very little criticism or skepticism from the public about the use of security cameras in public places."

He also noted that the partnership between the police department and the university has had multiple positive impacts, as explained below.

> "The Pullman SPI project has proven to be a compelling example of the multiple benefits which can result from active partnerships between law enforcement practitioners and academic researchers. In the process of working together to develop "tactical" data to inform the placement of the public safety cameras, the Pullman PD and WSU cemented a relationship that will not only provide direct project benefits, but continue to pay dividends for both agencies in the years to come. This relationship now embodies the mutual trust, communication, and appreciation for capacity which define the most productive relationships between practitioners and academia. This relationship will continue to benefit the SPI project on multiple levels:
>
> - Continued development of tactical data which can inform operational policy;
> - Collection of data necessary to effectively evaluate the project as a whole; and
> - Capture of data and information which will inform the creation of a robust "lessons learned" report which can serve as a primer for implementation of similar projects elsewhere.
>
> We anticipate that this mutually beneficial relationship will continue past the end of this particular project, and will generate symbiotic benefits for both entities and the citizens of the area for years to come.
>
> One example of an immediate benefit is the collaborative development of a volunteer program for WSU Criminal Justice students to monitor the camera feed live during peak hours and report suspicious activity to police. Student monitors are able to call the police when potentially disruptive behavior is observed in real time allowing the police to respond immediately to prevent the behavior from escalating. Another example is advanced research of the use of police body-worn cameras that was initiated from the collaboration between WSU researchers and police command staff."

Next steps for the Pullman SPI project include a second round of student surveys to gather information during the operational phase of the project.

More information about the Pullman SPI can be found on their SPI site page:

http://www.smartpolicinginitiative.com/SPIsites/pullman-washington

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Major Cities Chiefs Conference

By Stephen Rickman

On May 28-31, 2013, the Major Cities Chiefs Association held their summer conference in Grapevine, TX,. Stephen Rickman, SPI Senior Advisor, and Dr. James "Chip" R. Coldren Jr., SPI Project Director, presented an overview of the SPI project and its impact on police departments nationwide. Nola Joyce, Deputy Commissioner for the Philadelphia Police Department, Ed Davis, Commissioner of the Boston Police Department, and Charles Beck, Chief of the Los Angeles Police Department, each described their SPI projects and highlighted the benefits and lessons learned from their work.

Mr. Rickman opened the presentation by discussing the origins of the SPI program, a collaborative effort between BJA and CNA. He described the vision for SPI: *a strategic initiative based on greater use of science, data, and technology to drive intelligent decision-making by police departments*. Dr. Coldren then discussed the driving principles behind SPI, including emphasis on researcher-practitioner partnerships.

Deputy Commissioner Joyce reviewed the Philadelphia, Pennsylvania, SPI project. The Philadelphia SPI involved evaluating the impacts of three policing strategies across 80 randomly selected micro-places within the city: problem-oriented policing, foot patrols, and offender-focused policing. Deputy Commissioner Joyce described the importance of the SPI project in facilitating organizational change in their department, as it demonstrated the value of analytical policing to officers and departmental leadership.

Chief Charles Beck discussed the Los Angeles, California, SPI project, called Los Angeles' Strategic Extraction and Restoration Program (Operation LASER). Operation LASER focuses on a combination of place- and offender-based strategies applied to the Newton Division (a high crime and gang activity area of the city). The program yielded promising results, including a substantial reduction in violent crimes, homicides, and robberies in the Newton Division. Chief Beck noted that SPI demonstrated the importance of having data-driven evidence of the efficacy of Operation LASER, which the department plans to expand to other high crime divisions.

Police Commissioner Edward Davis discussed the Boston, Massachusetts, Phase I SPI project. The Boston SPI focused on reducing crime in hotspots by introducing Safe Street Teams and reinvigorating their existing Project Ceasefire. Commissioner Davis reported that areas targeted in the SPI project have shown substantial reductions in robberies and aggravated results with no associated displacement effects. Commissioner Davis concluded by saying that "SPI was the best and most impactful BJA initiative that I have been associated with" and praised CNA's efforts as training and technical assistance provider.

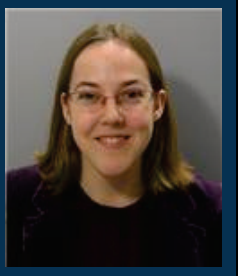
More information on the Philadelphia, Los Angeles, and Boston SPI projects can be found on their site pages on the SPI website, accessible here:

http://www.smartpolicinginitiative.com/SPIsites

SPI TEAM PROFILE

ZOË THORKILDSEN

WEBSITE COORDINATOR



Ms. Zoë Thorkildsen began working at CNA in fall 2009 for the Safety and Security Division. During her time at CNA, she has provided support to criminal justice projects such as the Smart Policing Initiative (SPI) and Law Enforcement Organization of Planning and Research Directors (LEOPRD). Her work on the SPI project includes providing analytical and technical support to the SPI team and grantees. She has played a considerable role in managing and updating the SPI website both in terms of content and technical features. She also has worked closely with grantee sites at national and regional meetings. Through her work with SPI, she has authored and co-authored a number of products, including meeting participant guides, meeting summary reports, and various evaluation reports for technical assistance activities. Ms. Thorkildsen earned her M.A. in Economics from University of Maryland – College Park.

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THE READER'S CORNER – SOCIAL NETWORK ANALYSIS

By James "Chip" Coldren

At recent Smart Policing events—the inaugural meeting of the new SPI sites, and the Western Regional SPI Training Workshop convened by Arizona State University—the topic of social network analysis came up several times and generated much discussion and interest. In this Reader's Corner, we introduce social network analysis as a research technique, describe several promising applications to SPI, and refer readers to good sources for learning more about this exciting and useful methodology.

Generally speaking, social network analysis refers to an analysis of the relationships among people. Focusing on the 'network' aspect, social network analysis determines how people are related in groups. A group may be an organization, an organization sub-unit, a collaborative, a task force, a gang, or a criminal network of one kind or another. A network can be measured, or described, along several dimensions, such as: frequency of contact, links between different individuals, key individuals (e.g., one individual with whom most others in a group have more contact than they do with others), and 'boundary spanners' (e.g., individuals who seem to be at the fringe of a network, or who might be conduits between one group and another). The application of these concepts to measurement in Smart Policing seems to be a natural. We are interested in how offenders are networked, in how our organizations are networked, and in how a good understanding of these networks can aid our efforts.

Consider, for example, the identification of 'central players' in a group or organization: If you wanted to communicate something to the entire network, these are the people to whom you would make sure you deliver the information, so that it has the greatest chance of dissemination throughout a network. Social network analysis helps to identify those individuals, and the concept is as relevant in the police organization as in the criminal organization. If you want to communicate what Smart Policing is, or if you want to communicate important information about Smart Policing events, tactics, or outcomes, you want to make sure that information gets to the central players in your organization. Similarly, if you want to communicate a specific message to a group of offenders, you want to make sure that information gets to the central players in the group of offenders you have targeted.

Yes, you can identify central players qualitatively, using methods such as interviews, surveys, and collecting observations. Social network analysis gives you a quantitative tool to assess group characteristics with statistical accuracy, and sometimes the central players identified will not be the ones you think they are.

These online resources provide a good introduction to social network analysis:

- Social Network Analysis, A Brief Introduction (http://www.orgnet.com/sna.html)
- Social Network Analysis: Introduction and Resources by Ulrike Gretzel (http://lrs.ed.uiuc.edu/tse-portal/analysis/social-network-analysis/)

For case studies and examples of the application of social network analysis, see:

- SNA & ONA Projects, Cases & Research (http://www.orgnet.com/cases.html)
- Social Network Analysis: An Aid in Conspiracy Investigations by Roger H. Davis (https://www.ncjrs.gov/pdffiles1/Digitization/81001NCJRS.pdf)

You may also find these research studies of interest in learning more about social network analysis:

- Bright, D., C. Hughes, & J. Chalmers. (2012). Illuminating dark networks: a social network analysis of an Australian drug trafficking syndicate. *Crime, Law, and Social Change* (2012) 57:151–176.
- McGloin, J. M. (2005). Policy and Intervention Considerations of a Network Analysis of Street Gangs. *Criminology and Public Policy* (2005) 4(3): 607-635.
- Schaefer, D. R. (2012). Youth co-offending networks: An investigation of social and spatial effects. *Social Networks* (2012) 34(1): 141-149.

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