WINSTON SALEM STATE UNIVERSITY

The Center for Community Safety

Safeguarding the Community Ideal through Data-Driven Collaboration

Winston-Salem Intelligent-Led Policing

A Blueprint for Implementing

PROJECT SAFE NEIGHBORHOODS

America's Network Against Gun Violence

Winston-Salem

Smart Policing Building Blocks

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The Winston-Salem Intelligent-Led Policing, locally referred to as Smart Policing, was a collaborative effort by the Winston-Salem community, Winston-Salem Police Department, and Center for Community Safety at Winston-Salem State University, in conjunction with the Office of Justice Programs' Bureau of Justice Assistance.

The goal of this data-driven project was to create systemic change in the way the police department and the community address and reduce crime. Without the dedication of the partners and the financial support of a 2-year grant from BJA, this program would not have been possible.

This implementation plan is a summary of work that each of the following individuals contributed to the project's success:

Community Leaders and Residents of the West-Salem Community

Denise D. Nation, Ph.D., Researcher, Winston-Salem State University

Chief Scott Cunningham, Winston-Salem Police Department

Assistant Chief Barry Rountree, Winston-Salem Police Department

Captain William Cobb, Winston-Salem Police Department

Corporal John Leone, Winston-Salem Police Department

Sergeant Steve Osborne, Winston-Salem Police Department

Alvin Atkinson, the Center for Community Safety at Winston-Salem State University

Tara Worden, the Center for Community Safety at Winston-Salem State University, Aerators*VISTA

Brandi Morgan, Crime Analysis Unit, Winston-Salem Police Department

Julia Conley, Crime Analysis Unit, Winston-Salem Police Department

Stephanie Larson, the Center for Community Safety at Winston-Salem State University, Aerators*VISTA

Candace Madren, Crime Analysis Unit, Winston-Salem Police Department

Jennifer Massey, Crime Analysis Unit, Winston-Salem Police Department

Foreword

We thank these individuals as well as the many individuals that are not named for their contributions to this project and for the lasting impact on the West Salem community.

A Blueprint for Implementing Smart Policing Building Blocks

A common challenge faced by communities that have received funding for local problem-solving initiatives is finding ways to sustain activities after the grant period ends. This issue of sustaining initiatives is not a new one, and lately, many solutions are based upon the notion of institutionalizing an effective problem-solving approach. Admittedly, this is a long-term process that often is accelerated by commitment and leadership, which are essential elements in achieving any substantive organizational and operational change. Consequently, the executive leadership of the Winston-Salem Police Department (WSPD) must be commended for their willingness to integrate the processes of intelligence (information and data) analysis with the best practices of evidence-based policing models to achieve maximum crime prevention outcomes. As a result of this effort, the WSPD can be seen as a certifiable smart policing agency.

For the past two years, the Center for Community Safety (CCS) at Winston-Salem State University has partnered with the WSPD to lead efforts in implementing components of the 2009 Bureau of Justice Assistance Smart Policing Initiative (SPI). In particular, our support was meant to assist the WSPD project team with research and in mobilizing community participation. Another key objective for the CCS was to complete a training guide or toolkit that could be used to expand SPI practices to other WSPD units and to provide other jurisdictions with resources to guide and support their initiation of SPI practices. The result of this objective is this publication: "Winston-Salem Intelligent-Led Policing: A Blueprint for Implementing Smart Policing Building Blocks".

The Blueprint provides description, processes, and activities undertaken by the WSPD and the SPI project team along with documents and other resources that may be used by others to assist in their efforts to implement smart policing. In providing this report, the CCS is continuing to support its goal of incorporating its real experiences into educational and training resources for leveraging and sustaining strategic, evidence-based problem-solving approaches that help make and keep communities safe for all of its residents.

Alvin L. Atkinson

Executive Director

Introduction/Background

Smart Policing is a data-driven, evidence-based approach to effectively and economically resolve specific crime issues within a community through enhanced analysis of crime data, strategic deployment of resources, and strengthened partnerships within the community.

This project was made possible through a grant from the Bureau of Justice Assistance (BJA), US Department of Justice. The purpose of the two-year smart policing project—Intelligence-Led Problem Oriented Policing Project (IL-POP)—was twofold: to enhance the capabilities of the Winston-Salem Police Department's (WSPD) intelligence operations and processes, and to implement an evidence-based crime reduction strategy in a high-crime neighborhood.

The original IL-POP proposal was to establish a drug market intervention (DMI) in a Weed and Seed area; however, after building our intelligence-based tools and utilizing them to analyze our crime data, we found that a DMI was not warranted. It should be noted that when our original grant proposal was written, there was the preconceived belief that we would find our leading crime problem to be an open-air drug market within a designated Weed and Seed site.

After following the principles set forth in the Smart Policing Initiative (SPI) model, we found ourselves looking at analyses of crime data that did not support our initial preconceived beliefs. We were then forced to decide whether to pursue our original intent of our grant proposal to create a DMI within a Weed & Seed site and try to make it fit the SPI model, or to follow the SPI findings and pursue a new strategy based upon the analyses of the crime data. We chose to follow the SPI model and develop a new strategy based upon our findings.

In reviewing our crime data, we discovered that we did have a section of our city (commonly referred to as the West Salem area) that was experiencing an increased amount of Part I and Part II crimes as defined in the Uniform Crime Reporting Handbook (2004). The West Salem area exists within one of our Weed and Seed communities known as the Twin City East West Partnership. In further analyzing the crime data, the IL-POP team identified key offenses, locations, and offenders involved. The team believed that we could significantly impact the crime within this community by following established evidence-based policing strategies and developing a partnership with the community. The evidence-based policing strategies involved strategically deploying resources to focus on these key locations, offenders, and offenses utilizing proven methods to impact crime.

The changes from the original grant involved replacing the DMI strategy with a new strategy more responsive to the crime issues identified as well as the budget required to support the new strategy. The new strategy involved proven offender-based, location-based, and offense-based strategies previously established through evidence-based practices.

This document outlines the steps taken to implement the project in Winston-Salem, NC and provides examples of the tools that can be replicated in other communities.

Project Goals

Objectives for this project were to:

- Enhance proactive, crime-focused, problem-oriented performance measurements and accountability process;
- Explore the use of various technologies, techniques, and equipment to enhance the ability of WSPD to provide effective services;
- Enhance the use of analytical, statistical, and content data throughout the department;
- Improve internal and external police department communication and coordination.

Preparation

Team Structure

This project was implemented through a IL-POP project team composed of officers from WSPD, members of CCS, a researcher from the Social Sciences Department at Winston-Salem State University (WSSU), and a CCS AmeriCorps*VISTA member. This team worked with community leaders to implement the SPI. The project duration was two years.

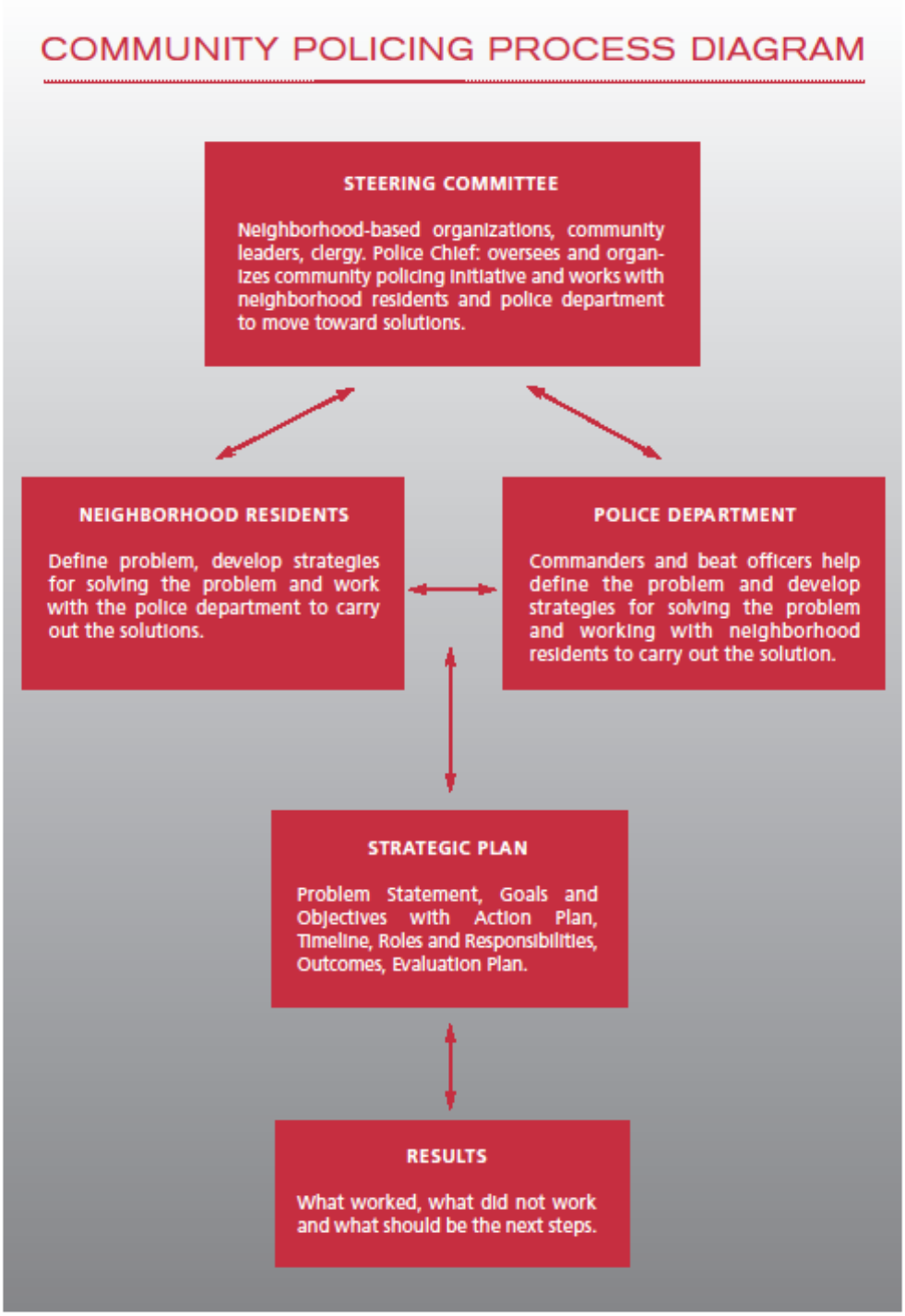
The four keys tasks of the IL-POP project team were to:

- Establish policy/guidelines for intelligence operations;
- Create communication/information-sharing procedures for internal and external consumption;
- Customize the intelligence process; and
- Develop a model implementation plan.

The project focused on the following six steps of the intelligence process:

- Planning and direction
- Data collection
- Processing/collection
- Analysis
- Dissemination
- Reevaluation

The Team Structure at Work



Proposed Project Timeline, Goals, and Milestones

Goals	Program Objectives	Major Tasks	Activities	Expected Completion Date	Responsible Partners	Project Milestones
To implement and institute intelligence-led, problem-oriented policing practices	Create and adopt integrated intelligence operations	Create task & coordination process	Organize & establish IL-POP project team	Months 1-2	WSPD, WSSU	IL-POP Project Team established
			Develop project tasks	Month 2-3	WSPD, WSSU	Task list established
			Develop project timeline	Month 2-3	WSPD, WSSU	Timeline established
			Establish periodic meetings schedule	Months 2-3	WSPD, WSSU	Establish regular meeting schedule
		Develop definitions and protocols for intelligence-led policing	Define tactical intelligence	Month 3	IL-POP Team	Definition established
			Define strategic intelligence	Month 3	IL-POP Team	Definition established
			Define evidentiary intelligence	Month 3	IL-POP Team	Definition established
			Define operational intelligence	Month 3	IL-POP Team	Definition established
			Establish Policies/Guidelines	Months 3-4	IL-POP Team	Policies and/or guidelines established
		Create information sharing procedures	Survey WSPD personnel for insight on current practices	Months 3-6	Researcher	Survey results
			Create internal information sharing procedure	Months 4-6	IL-POP Team	Internal information sharing protocol established
			Improve internal information sharing capabilities	Months 23-26	IL-POP Team	Enhancement of internal website and applications

Goals	Program Objectives	Major Tasks	Activities	Expected Completion Date	Responsible Partners	Project Milestones
			Create external information sharing procedure	Months 4-6	IL-POP Team	External information sharing protocol established
			Improve external information sharing capabilities	Months 23-26	IL-POP Team	Creation and implementation of external web site and applications
		Develop IL-POP training plan	Identify training materials for WSPD Personnel	Months 4-6	Project Coordinator, Il-POP Team, Researcher	Training plan produced
			Train WSPD Personnel and other key IL-POP partners	Months 4-6	Project Coordinator, Il-POP Team, Researcher	Training provided
			Train citizens and other key stakeholders	Months 23-26	IL-POP Team	Training provided to citizens and other key stakeholders on website capabilities & web applications
To implement evidence-based policing	To identify and significantly reduce quality of life crime in the West Salem Community	Synthesize data	Data Collection	Months 2-3	Crime Analysts, Researcher	Data collected
			Crime mapping	Months 2-3	Crime Analysts, Researcher	Crime maps created
			Crime data analysis	Months 3-4	Crime Analysts, Researcher, IL-POP Team	Data analysis completed

Goals	Program Objectives	Major Tasks	Activities	Expected Completion Date	Responsible Partners	Project Milestones
		Research evidence-based practices to implement	Analyze crime data	Months 4-6	Researcher, IL-POP Team	Hot Spots, Hot Offenders, Hot Offenses with time-of-day and day-of-week prioritized
			Survey citizens for their perspectives	Months 6-9	Researcher	Survey instrument developed and implemented
			Identify strategies	Months 9-12	Researcher, IL-POP Team, WSPD	Specific evidence-based strategies adopted
		Strengthen police-community partnerships	Community engagement and mobilization	Months 2, 4, 6, 8	CCS, WSPD, IL-POP Team	Key Stakeholders identified and engaged
			Develop tools to improve police-community relations	Months 23-26	IL-POP Team	Development of tools to improve relations
		Implement evidence-based strategies	Implement strategies to focus on key offenses	Months 12-24	WSPD	Evidence-based practices implemented
			Implement strategies to focus on Hot Spots	Months 12-24	WSPD	Evidence-based practices implemented
			Implement strategies to focus on hot offenders	Months 12-24	WSPD	Evidence-based practices implemented
		Conduct process and impact evaluations	Revise and test performance measures	Quarterly throughout project	Researcher, IL-POP Team	Performance measures established

Goals	Program Objectives	Major Tasks	Activities	Expected Completion Date	Responsible Partners	Project Milestones
		Produce IL-POP final report	Complete final project report	Month 26	Researcher	Final Report produced

Implementation

The WSPD's smart policing IL-POP approach was designed to complement its Three Year Strategic Plan, which entails five overall objectives:

- Improve the quality of neighborhood life and reduce criminal activity and the conditions that foster crime and the fear of crime;
- Enhance the WSPD's problem-solving and crime-fighting capacity;
- Institutionalize intelligence-led and problem-oriented strategies within the WSPD approach to policing;
- Develop a strong partnership with the community by improving community trust, interaction, involvement, and accountability;
- Enhance agency efficiency and effectiveness.

The WSPD implemented an evidence-based crime reduction strategy utilizing these approaches in a high-crime neighborhood with several goals to be accomplished. The following goals directed the teams' efforts:

- Make neighborhoods safer from violent and quality-of-life crime issues by reducing crime rates in the designated area.
- Enhance the quality of life and reduce the fear of crime for all citizens in the study area.
- Develop a strong partnership with the community by improving community trust, interaction, involvement, and accountability.
- Expand and further develop a statistical crime-analysis program that allows for timely and accurate review and dissemination of crime information for operational planning and implementation in the community.
- Enhance proactive, crime-focused, problem-oriented strategies;
- Improve internal and external police department communication and coordination.

Strategies for Implementing IL-POP

In an effort to communicate the strategies for this project to officers and the project team in the West Salem community, Sergeant Osborne developed the following model of "system policing" for SPI.

"Osborne-Model" System Policing: West Salem Community

Crime Data Research

1. Should be simple and focused.
2. Verify/compare reported crime with actual verified crime to ensure energy is focused on actual crime versus perceived crime.
3. Include repeat call locations:
   - Thoroughly investigate and address the true cause of the repeat calls.
   - Institute mandatory notifications to property owners if it is a rental property
4. Establish active warrants in designated area:
   - List should include residents and others that are involved in any police reports in the designated area (this can be obtained from the "person" module in our Incident Reports).
   - Conduct dedicated and relentless warrant service attempts to arrest persons identified with warrants.
5. Include information sharing between involved units:
   - Establish an information bulletin (maximum duration between bulletins should be weekly).
   - Ensure that all units involved in the strategy have access to relevant investigative data.
   - Maintain a united front for Wanted Subjects searches and the amount of tolerance for specifically designated crime areas.
6. Determine which issues are police-related problems to solve, and which issues need to be referred to other resources for resolution.

Investigations:

1. Should be systematic and relentlessly investigated to their logical conclusion. This is absolutely essential because all subsequent data will be drawn from the investigations.
2. All involved investigative units must actively engage in their investigative role and ensure information is disseminated in a timely fashion for it to be usable:
   - Uniformed Roles—Primary response and preliminary investigations
   - Undercover Roles—Surveillance and special needs investigations
   - Inconspicuous Roles— Surveillance Crime Unit (SCU) involvement/police stings/etc.
   - Detective Roles—Suspect trends and pawn shops
3. Cases should remain open until any identifiable suspects are located. This will force the officers to continue to search for the suspects and remove the anonymity element from those that commit crime.
4. Mandatory involvement and/or notification of property owners are essential for accountability.

Enforcement:

1. Relentless warrant services are pivotal and need to be based on processed/analyzed data. The ultimate goal of this step is to place the known criminals from the target area in jail so they can no longer contribute to criminal issues in that area.
2. Open-air (in public) and quality-of-life issues *Violation of Chemical Substance Act* (VCSA), *Alcohol Beverage Control* (ABC) violations, visible transient-related crime) should be aggressively enforced and suppressed. We strategically want to move any crimes being committed out of public view.
3. Community resources should be utilized for governing any geographic cause of the quality-of-life issues (e.g., Inspection, zoning, property owners).

Crime Prevention Unit:

1. Follow-up assessment by the Crime Prevention Unit (CPU) in property crimes is pivotal.
2. Consider strategically deploying the CPU in businesses that commonly attract the criminal element (e.g., motels, convenience stores, and any transient population location) to develop a systematic plan with business management to combat this issue.

Community Relations and Notification:

1. Initial Community Meeting: Include an assessment of crime data and comparison of the community crime perceptions and police department crime data; make an initial assessment of who will ultimately assume "ownership" of each of the perceived problems.
2. Periodic Update: Use a format that is agreeable by all involved (e.g., group e-mail in the form of the traditional "Police Blotter").

Reassessment of Data:

1. A timeframe and a clear and reasonable measure of success should be established prior to beginning a deployment of personnel in this fashion.
2. Re-evaluate crime data and crime trends near the end of the designated period and determine future deployment needs or closure to the current deployment.

Management of Project:

1. One person should be designated as the "Manager" of the deployment area for accountability and dissemination purposes.
2. It is essential to have one person act as the "gatekeeper" for both directions of information flow.
3. These positions also ensure consistency and ultimate accountability for the deployment of resources.

Staffing and Deployment:

Selecting the right leader to supervise officers deployed in the target area is essential to the success and transparency of the officers in the community. The officers selected for this project must have the ability and desire to change the way they think about policing and accept the "new" guidelines for interacting with residents. Officers were strategically selected, trained, and deployed using this process:

1. Provided smart policing training to Command Staff
2. Provided information to operational personnel about the smart policing strategy
3. Briefed personnel on:
   - Key offenders
   - Key locations
   - Key offenses
4. Conducted Time of Day/Day of Week analysis
5. Initiated strategic deployment and enforcement activities
6. Conducted a periodic review of deployment activities
7. Evaluated effectiveness
8. Analyzed current crime information
9. Made modifications of deployment for:
   - Key offenders
   - Key locations
   - Key offenses
   - Time of day/day of week
3.

Collaboration with Other Agencies

The police departments must be open to collaborate with community agencies to bring a sense of community to this new initiative. The WSPD identified key partners in this initiative. These partners included:

- U.S. Attorney's Office, Middle District of North Carolina
- North Carolina Probation and Parole
- Forsyth County District Attorney's Office
- Winston-Salem Police Department

- City of Winston-Salem
- Winston-Salem State University, Center for Community Safety
- Habitat for Humanity
- Housing Authority of Winston-Salem
- Community stakeholders
- Neighborhood Watch members

Engaging Crime Analysts

Effective data was gathered by asking and reporting the right information *or* information that is analyzed and provides useful intelligence. It was important that crime analysts and police officers communicate and understand the language used in requesting data and explaining the data. The WSPD crime analysis team compiled data on crime statistics, providing officers with information and evaluation of their impact in the targeted area.

Engaging the Community

SPI is a strategy that is based upon the successful participation and support of community residents. Consequently, determining the appropriate community engagement and mobilization strategy is critical to achieving the desired outcomes. Community engagement connects community members with problem-solving solutions for issues that affect them, which are critical to the success of any initiative. The most effective way to improve safety or reach the public is to engage those community members experiencing the problems. Community engagement means involving community members in all activities, from identifying the relevant issues and making decisions about how to address them, to evaluating and sharing the results with the community. The issues were identified through a series of focus group sessions. The information collected from the focus group sessions was compiled, and reoccurring concerns were addressed in this project.

Police departments must understand that the relationship with community residents is vital to the success of the project. Police officers must develop a working relationship with community residents and show concern to them as individuals. Police officers must be visible, not just when a crime has been committed. They must attend community events and be seen as partners, not just patrol officers. Community engagement has three interrelated objectives in the smart policing strategy:

- To support law enforcement
- To challenge the community to action
- To complement a larger community-change process

Addressing Problems Encountered

As problems were identified, the WSPD addressed them in a professional manner to keep the community trust. Key leaders of the target community were included in strategy meetings with the smart policing leadership team, and any problems or concerns were addressed at that time. When problems are encountered, it is important to consider the following steps to minimize conflict:

- Answer questions openly and honestly.
- Remind all parties of the goals of the project.
- Bring in an outside facilitator or mediator to moderate the discussion or have a respected community member, such as a clergy member or community organizer, moderate.

- Make sure that there is a diverse representation of the community participating in the discussion.
- Summarize common themes and issues at regular intervals in the discussion.
- Use a consensus process to come to resolutions, decisions, and conclusions

Improving Relations in Socially Disorganized Neighborhoods

Developing a strong partnership with the community by improving community trust, interaction, involvement, and accountability; enhancing the quality of life; and reducing the fear of crime for all citizens was the foundation to a successful outcome. There may be multiple strategies in various portions of the target community to develop trust of the police department and acceptance of the project. The WSPD committed to:

- Increased police presence
- Continuity of patrol officers
- Providing direction as the residents were encouraged to become a part of the solutions to their problems
- Providing a linkage between non-communicating community organizations
- Supporting outlets for the community residents to come together to meet and open the lines of communication

RESOURSE TOOLS

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BJA Smart Policing

As part of a research study of the impact of using data-driven policing strategy to impact crime rates in the city of Winston-Salem, we are conducting this survey to help implement "smart policing" strategies. This smart policing survey is being conducted to find out the community's priorities of crime control and public safety. We will first ask some questions about you to help us interpret the results of the survey, and then we will ask about your thoughts on police work.

Do **NOT** put your name on this survey, and anything you write **will be kept confidential.**

Thank you for taking the time to complete this survey!

I. Directions: We would like to ask you some questions about yourself that will help us to interpret the results of this survey.

1. What is your current age? _____

2. Which of the following best describes your racial or ethnic group?

   A. African American or Black _____
   B. Asian _____
   C. Latino _____
   D. White _____
   E. Other _____

3. What is your sex?

   A. Male
   B. Female

4. Which of the following apply?

   A. Working full-time
   B. Working part-time
   C. Temporarily Unemployed
   D. Retired
   E. Other_____

5. What is the highest degree or level of school you have completed? If currently enrolled, mark the previous grade or highest degree received.

A. Some high school, no diploma
B. High school graduate—high school diploma or the equivalent (for example: GED)
C. Some college credit, no degree
D. Associate degree (for example: AA, AS)
E. Bachelor's degree (for example: BA, AB, BS)
F. Master's degree (for example: MA, MS, MEng, MEd, MSW, MBA)
G. Professional degree (for example: MD, DDS, DVM, LLB, JD)
H. Doctorate degree (for example: PhD, EdD)

6. Please estimate the annual income of your household (all sources).

A. Less than $15,000
B. Between $15,000 and $25,000
C. Between $25,000 and $40,000
D. Between $40,000 and $60,000
E. Over $60,000
F. Don't Know

7. Which of the following best describes your home?

A. Own
B. Renting
C. Other _____
D. Don't Know

8. Which of the following best describes the community you grew up in?

A. Rural
B. Suburb
C. Urban
D. Don't know

9. Which of the following best describes the size of the city you grew up in?

A. Small
B. Medium
C. Large
D. Don't know

10. Which of the following best describes how you feel in your community?

A. Very Safe
B. Fairly Safe
C. Safe
D. Unsafe
E. Fairly Unsafe
F. Very Unsafe

PREFERENCES FOR POLICE WORK

II. Directions: People have said there are several things police officers should do to be effective at their job. Each of the statements below represents what some people think the police function should be.

Please use the scale below to indicate how important you think each item is to police work. Circle the number that best reflects your opinion after each statement.

1	2	3	4	5	6	7
Very Important	**Important**	**Somewhat Important**	**Neither Important or Unimportant**	**Somewhat Unimportant**	**Unimportant**	**Very Unimportant**

1. Stop individuals, if officer suspects criminal activity (e.g., questioning, pat-downs, searches).	1	2	3	4	5	6	7
2. Enforce quality-of-life violations such as public urination, panhandling, loitering, and drinking in public.	1	2	3	4	5	6	7
3. Conducting high-visibility patrol in neighborhoods, enforcing traffic laws, and assisting stranded motorists.	1	2	3	4	5	6	7
4. Provide information about the citizen's role in the criminal justice system.	1	2	3	4	5	6	7
5. Maintain contact with neighborhoods.	1	2	3	4	5	6	7
6. Enforce youth crimes such as graffiti, loud music, and truancy.	1	2	3	4	5	6	7

7. Educate the community on crime prevention services (e.g., identity theft, graffiti removal, fraud prevention, and residential security).	1	2	3	4	5	6	7
8. Be conversational and informative with the public.	1	2	3	4	5	6	7
9. Provide information to residents about social services or government agencies.	1	2	3	4	5	6	7
10. Ensure all constitutional rights are guaranteed during an encounter with an offender.	1	2	3	4	5	6	7
11. Be able to use force to overcome combative behavior for the safety of the community and the individual.	1	2	3	4	5	6	7
12. Perform in a professional manner when interacting with citizens.	1	2	3	4	5	6	7
13. Maintain respectful verbal communication with citizens, as deemed appropriate to the situation.	1	2	3	4	5	6	7
14. Be able to use minimal or minor force with resistive suspects.	1	2	3	4	5	6	7
15. Be attentive to citizens' concerns.	1	2	3	4	5	6	7
16. Be empathetic during an encounter with a citizen.	1	2	3	4	5	6	7
17. Explain the process of what a citizen can expect regarding an incident.	1	2	3	4	5	6	7

18. Effectively inform arrestees of their constitutional rights.	1	2	3	4	5	6	7
19. Participate with community-based programs (e.g., Boys and Girls Club, Meals on Wheels, etc.).	1	2	3	4	5	6	7
20. Perform regular enforcement of high-crime areas.	1	2	3	4	5	6	7

III. Directions**:** We would like to know your views on the Winston-Salem Police Department. Please circle your answer for each of the questions below.

1. How much confidence do you have in the Winston-Salem Police Department?

   A. Complete
   B. Some
   C. Hardly Any
   D. No Opinion

   Why? _____

2. How do you think the Winston-Salem police deal with minority residents?

   A. Fair
   B. Somewhat Fair
   C. Unfair
   D. Don't know

3. How do you think the Winston-Salem police deal with white residents?

   A. Fair
   B. Somewhat Fair
   C. Unfair
   D. Don't know

4. How much respect do you have for the Winston-Salem police?

   A. Complete
   B. Some
   C. Hardly Any
   D. No Opinion

Why? _____

5. How satisfied are you with the way the Winston-Salem police do their job?

A. Satisfied
B. Somewhat Satisfied
C. Somewhat Dissatisfied
D. Dissatisfied
E. Don't Know

Why? _____

6 In your estimation, how many times have you had contact with a Winston-Salem police officer?

_____

7. Have you ever asked a Winston-Salem police officer for help with a problem other than something involving a crime?

A. Yes
B. No

8. If yes, of your most recent encounter with the police, how did the police treat you?

A. Very Good
B. Good
C. Poorly
D. Very Poorly

9. Have you ever been stopped by a Winston-Salem police officer while you were driving a car?

A. Yes
B. No

10. If yes, of your most recent encounter with the police, how did the police treat you?

A. Very Good
B. Good
C. Poorly
D. Very Poorly

11. Have you ever contacted the Winston-Salem Police Department because you had been a victim of a crime?

A. Yes
B. No

12. If yes, of your most recent encounter with the police, how did the police treat you?

A. Very Good
B. Good
C. Poorly
D. Very Poorly

13. Have you ever been arrested by a Winston-Salem police officer?

A. Yes
B. No

14. If yes, of your most recent encounter with the police, how did the police treat you?

A. Very Good
B. Good
C. Poorly
D. Very Poorly

15. Do you think residents should play a role in keeping your community safe?

A. Yes
B. No

16. If yes, what role do you think residents should play in making a community safe?

A. Reporting crime to the police
B. Getting to know your local beat cop
C. Joining a crime watch group
D. Personally stopping crime from happening
E. Other, specify_____

17. Do you think residents should work with Winston-Salem police to address crime and disorder issues in their community?

A. Yes
B. No

18. If yes, how should residents work with the police to address these issues?

A. Report known offenders to the police
B. Report known crime problems to the police
C. Join a crime watch group
D. Personally stop crime from happening
E. Other, specify_____

That completes the survey. Thank you for your cooperation!

BJA Smart Policing Post-Survey

As part of a research study of the impact of using data-driven policing strategy to impact crime rates in the city of Winston-Salem, we are conducting this survey to help implement smart policing strategies. This smart policing survey is being conducted to find out the community's priorities of crime control and public safety. We will first ask some questions about you to help us interpret the results of the survey, and then we will ask about your thoughts on police work.

Do **NOT** put you name on this survey, and anything you write **will be kept confidential.**

Thank you for taking the time to complete this survey! For more information about this survey, please feel free to call._____.

I. Directions: We would like to ask you some questions about yourself that will help us to interpret the results of this survey.

1. What is your current age? _____

2. Which of the following best describes your racial or ethnic group?

   A. African American or Black _____
   B. Asian _____
   C. Latino _____
   D. White _____
   E. Other _____

3. What is your sex?

   A. Male
   B. Female

4. Which of the following apply?

   A. Working full-time
   B. Working part-time
   C. Temporarily Unemployed

D. Retired
E. Other

5. What is the highest degree of level of school you have completed? If currently enrolled, mark the previous grade or highest degree received.

A. Some High School
B. High School Graduate—High School Diploma or the equivalent (for example: GED)
C. Some College
D. Associate's Degree
E. Bachelor's Degree
F. Master's Degree
G. Doctorate's Degree

6. Please estimate the annual income of your household.

A. Less than $15,000
B. Between $15,000 and $25,000
C. Between $25,000 and $40,000
D. Between $40,000 and $60,000
E. Over $60,000
F. Don't Know

7. Which of the following best describes your home?

A. Own
B. Renting
C. Other _____
D. Don't Know

8. Which of the following best describes the community you grew up in?

A. Rural
B. Suburban
C. Urban
D. Don't Know

9. Which of the following best describes the size of the city you grew up in?

A. Small
B. Medium
C. Large
D. Don't Know

10. Which of the following best describes how you feel in your community?

A. Safe
B. Fairly Safe
C. Fairly Unsafe
D. Unsafe

II. Directions: Next we would like to know your views on the Winston-Salem Police Department. Please circle your answer for each of the questions below.

1. How much confidence do you have in the Winston-Salem Police Department?

A. Complete
B. Some
C. Hardly Any
D. No Opinion

Why? _____

2. How do you think the Winston-Salem police deal with minority residents?

A. Fair
B. Somewhat Fair
C. Unfair
D. Don't know

3. How do you think the Winston-Salem police deal with white residents?

A. Fair
B. Somewhat Fair
C. Unfair
D. Don't know

4. How much respect do you have for the Winston-Salem police?

A. Complete
B. Some
C. Hardly Any
D. No Opinion

Why? _____

5. How satisfied are you with the way the Winston-Salem police do their job?

A. Satisfied
B. Somewhat Satisfied
C. Somewhat Dissatisfied
D. Dissatisfied
E. Don't Know

Why? _____

6. In your estimation, how many times have you had contact with a Winston-Salem police officer?

_____

7. Have you ever asked a Winston-Salem police officer for help with a problem other than something involving a crime?

A. Yes
B. No

8. If yes, of your most recent encounter with the police, how did the police treat you?

A. Very Good
B. Good
C. Poorly
D. Very Poorly

9. Have you ever been stopped by a Winston-Salem police officer while you were driving a car?

A. Yes
B. No

10. If yes, of your most recent encounter with the police, how did the police treat you?

A. Very Good
B. Good
C. Poorly
D. Very Poorly

11. Have you ever contacted the Winston-Salem Police Department because you had been a victim of a crime?

A. Yes
B. No

12. If yes, of your most recent encounter with the police, how did the police treat you?

A. Very Good
B. Good
C. Poorly
D. Very Poorly

13. Have you ever been arrested by a Winston-Salem police officer?

A. Yes
B. No

14. If yes, of your most recent encounter with the police, how did the police treat you?

A. Very Good
B. Good
C. Poorly
D. Very Poorly

15. Do you think residents should play a role in keeping your community safe?

A. Yes
B. No

16. If yes, what role do you think residents should play in making a community safe?

A. Reporting crime to the police
B. Getting to know your local beat cop
C. Joining a crime watch group
D. Personally stopping crime from happening
E. Other, specify_____

17. Do you think residents should work with Winston-Salem police to address crime and disorder issues in their community?

A. Yes
B. No

18. If yes, how should residents work with the police to address these issues?

A. Reporting crime to the police
B. Getting to know your local beat cop
C. Joining a crime watch group
D. Personally stopping crime from happening
E. Other, specify _____

That completes the survey. Thank you for your cooperation!

BJA Vigilancia Inteligente (Smart) Encuesta

Esta encuesta Policial titulada "Inteligente" (smart) se está llevando a cabo para determinar las prioridades de la comunidad en la lucha contra la delincuencia y la seguridad pública. Le vamos a hacer algunas preguntas acerca de usted que nos ayudaran a interpretar los resultados de la encuesta y, a continuación sus pensamientos sobre el trabajo de la policía. Esto es parte de un estudio de investigativo sobre el impacto de la estrategia policial basada en datos de impacto en los índices de criminalidad en la ciudad de Winston-Salem. Estamos llevando a cabo esta encuesta para ayudar a implementar estrategias inteligentes de vigilancia.

NO ponga su nombre en esta encuesta, y cualquier cosa que escriba **séra confidencial**.

¡Gracias por tomarse el tiempo para completar esta encuesta! Para obtener más información sobre esta encuesta, por favor no vacile en llamar a _____.

I. Directrices: Nos gustaría hacerle algunas preguntas sobre usted que nos ayudarán a interpretar los resultados de esta encuesta.

1. ¿Qué edad tiene?_____

2. ¿Cuál de las siguientes opciones mejor describe su grupo racial o étnico?

   A. Afro-Americano o Negro _____
   B. Asiático _____
   C. Latino/Hispano _____
   D. Blanco _____
   E. Otro _____

3. ¿Cuál es su sexo?

   A. Masculino
   B. Femenino

4. ¿Cuál de los siguientes aplica a usted?

   A. Trabajando tiempo completo
   B. Trabajando a tiempo parcial
   C. Temporeramente desempleado
   D. Retirado
   E. Otro _____

5. ¿Cuál es el grado más alto o nivel escolar que ha terminado? Si actualmente está inscrito, marca el grado anterior o el grado más alto que recibió.

A. Algo de Escuela Secundaria
B. Graduado de Escuela Secundaria—Diploma de Escuela Secundaria o un equivalente (por ejemplo: GED)
C. Algunos créditos Universitarios
D. Grado asociado Universitario
E. Grado de Bachiller
F. Grado de Maestría
G. Grado Profesional
H. Grado Doctoral

6. Por favor estime las entradas económicas de su hogar:

A. Menos de $15,000
B. Entre $15,000 y $25,000
C. Entre $25,000 y $40,000
D. Por encima de $60,000
E. No Sé

7. ¿Cuál de las siguientes describe su hogar?

A. Dueño de su propiedad
B. Rentado
C. Otro _____
D. No Sé

8. ¿Cuál de las siguientes describe la comunidad donde usted se crió?

A. Rural
B. Suburbio
C. Urbano
D. No Sé

9. ¿Cuál de las siguientes describe el tamaño de la ciudad en que se crió?

A. Pequeño
B. Mediano
C. Grande
D. No Sé

10. ¿Cuál de las siguientes describe mejor cómo usted se siente en su comunidad?

A. Bien Seguro
B. Más o Menos Seguro
C. Seguro
D. Inseguro
E. Bastante Inseguro
F. Bien Inseguro

II. Directrices: A continuación nos gustaría saber su opinión sobre el Departamento de la Policía de Winston-Salem. Marque con un círculo la respuesta para cada una de las siguientes preguntas.

1. ¿Cuánta confianza tiene en el Departamento de la Policía de Winston-Salem?

   A. Completa
   B. Alguna
   C. Casi Ninguna
   D. No Tengo Opinión

¿Por qué? _____

2. ¿Cómo cree que la Policía de Winston-Salem trata a los residentes minoritarios?

   A. Justamente
   B. Algo Justo
   C. Injustamente
   D. No Sé

3. ¿Cómo cree que la Policía de Winston-Salem trata a los residentes blancos?

   A. Justamente
   B. Algo Justo
   C. Injustamente
   D. No Sé

4. ¿Cuánto respeto tiene por la Policía de Winston-Salem?

   A. Completa
   B. Alguna
   C. Casi Ninguna
   D. No Tengo Opinión

¿Por qué? _____

5. ¿Cuán satisfecho esta con la forma que la Policía de Winston-Salem hace su trabajo?

   A. Satisfecho
   B. Algo Satisfecho
   C. Algo Insatisfecho
   D. Insatisfecho
   E. No Sé

¿Por qué? _____

6. ¿En su estimación, cuántas veces ha tenido contacto con un oficial de la Policía de Winston-Salem?

   _____

7. ¿Le ha pedido alguna vez a un oficial de la Policía de Winston-Salem que le ayude con algún problema que no fuera algo que envolviera un crimen?

   A. Sí
   B. No

8. Si es así, ¿cómo la policía te tratan?

   A. Muy Buena
   B. Buena
   C. Mal
   D. Muy Mal

9. ¿Alguna vez ha sido detenido por un oficial de la Policía de Winston-Salem mientras estuviera manejando un automóvil?

   A. Sí
   B. No

10. Si es así, ¿cómo la policía te tratan?

   A. Muy Buena
   B. Buena
   C. Mal
   D. Muy Mal

11. ¿Ha contactado usted alguna vez al Departamento de la Policía de Winston-Salem porque haya sido una víctima del crimen?

   A. Sí
   B. No

12. Si es así, ¿cómo la policía te tratan?

   A. Muy Buena
   B. Buena
   C. Mal
   D. Muy Mal

13. ¿Ha sido usted alguna vez arrestado por un oficial de la Policía de Winston-Salem?

   A. Sí
   B. No

14. Si es así, ¿cómo la policía te tratan?

   A. Muy Buena
   B. Buena
   C. Mal
   D. Muy Mal

15. ¿Piensa usted que los residentes deben jugar un papel un mantener su comunidad segura?

A. Sí
B. No

16. Si es así, ¿qué papel cree usted que los residentes deben desempeñar para hacer que una comunidad segura?

A. Informe sobre el crimen a la policía
B. Conozca a su policía local
C. Únase a un grupo de vigilancia contra el crimen
D. Personalmente detener el crimen suceda
E. Otro, especificar _____

17. ¿Piensa usted que los residentes deben trabajar con la Policía de Winston-Salem para lidiar con los problemas de crimen y el desorden en su comunidad?

A. Sí
B. No

18. Si es así, ¿cómo los residentes trabajan con la policía para hacer frente estos temas?

A. Informe sobre el crimen a la policía
B. Conozca a su policía local
C. Únase a un grupo de vigilancia contra el crimen
D. Personalmente detener el crimen suceda
E. Otro, especificar _____

Esto completa la encuesta. ¡Muchas gracias por participar!

SPI Website Survey

As BJA and CNA work to enhance and improve the information and capabilities of the Smart Policing Initiative web site, we would appreciate your insight on the questions below. Please e-mail your comments to Vivian Chu (chuv@cna.org) by COB June 6, 2011.

Areas of Interest: What particular areas related to smart policing would you like to focus or obtain more information on (e.g., victims outreach, organizational change, gang violence, recurring problems, etc.)?

- _____
- _____
- _____

Web Site Content: What information, research, papers, training materials, or technology solutions would you like to have regarding smart policing (e.g., training on what other sites are doing, best practices, guides, etc.)?

- How other sites are using data in crime prevention
- Best practices for neighborhood engagement with crime deterrence
- _____

Smart Policing Resources: Are there any resources (e.g., web sites, blogs, journals, etc.) that you find particularly useful in finding police-related information that you think others ought to know about?

- _____
- _____
- _____

Other Comments/Suggestions for the web site

CHECKLIST NEIGHBORHOOD RESIDENT SURVEY

Logistics for Community Forums

- Use of microphones for moderators and for audience so all can be easily understood if forum is a large group and/or in a large space
- Name tags for everyone
- Where and how to seat the moderator and steering committee (seating should not reflect a hierarchical structure)
- Use of sign language or other language translator(s)
- Placement of chairs and/or tables for the audience
- Air-conditioning/heating level: will someone be present at the meeting who knows how to regulate air levels
- Location and cleanliness of the restrooms
- Arrangements for attendees to be greeted as they arrive by members of the steering committee and the police
- A table at the entrance with copies of the meeting agenda and other information for attendees, staffed by the police and members of the steering committee who are prepared to answer questions
- Pencil and paper for meeting participants
- Childcare arrangements: If included, where, for what ages, and how will parents know where to find it? If not, are children welcome in the meeting? Babies?
- Refreshments: If they are served, where will they be served? Be sure to use disposable containers and napkins
- Adequate waste baskets to accommodate trash
- Arrangements for clean-up after the meeting

PLACES TO PUBLICIZE COMMUNITY FORUMS

- Local community-based organizations serving various community members (Boys & Girls Clubs, YMCA, after-school programs, elder-care organizations, organizations that serve particular ethnicities, immigrant populations, or minority groups)
- Churches, mosques, synagogues and other places of worship
- Local city or other government agencies that are located or have clients in the neighborhood (post office, fire and police stations, schools, hospitals or community care clinics, and other walk-in service points)
- Stores, restaurants, supermarkets and other walk-in businesses that post announcements
- Neighborhood newspapers or organizations that send out newsletters, such as local legislative representatives
- Neighborhood business and social organizations (Rotary and Lions Clubs, Chambers of Commerce, Elks, BPOE, and the like)
- Places where people gather regularly, such as local parks, recreation or senior centers

The Center for Community Safety

Safeguarding the Community Ideal through Data-Driven Collaboration

Winston-Salem Smart Policing Initiative

Intelligence Led-Problem Oriented Policing (IL-POP)

Suggested Roles and Responsibilities for Community Partners

Community Leaders

- Be accessible and open to community feedback and concerns
- Hold focus groups throughout the community to learn about strengths and needs
- Host forums where business and community leaders can speak out
- Know and support community initiatives
- Provide a platform for youth to speak out and incentives for youth to be engaged as positive role models
- Be engaged with your local community
- Speak out at legislative sessions throughout your city and county
- Encourage the media to promote your local efforts

Neighborhood Residents

- Be vigilant and look out for each other
- Document anything you want to report
- Notify your law enforcement partners about activity that is important or useful for them
- Participate in regular watch groups and communication networks

Faith Leaders

- Work with and know the police officers assigned to your neighborhood
- Be visible in your community
- Be vocal about the effects of crime on the perpetrators and the community
- Attend community meetings for neighborhood watches and civic associations
- Provide program opportunities for at-risk youth that foster self-esteem and self-respect.
- Work with your neighboring churches to create solidarity
- Invite positive role models to speak to your congregation
- Be aware of resources available in your community for those at risk

Criminal Justice Leaders

- Increase channels of communication and information sharing within your agency and among agencies
- Take an active role in your community
- Be visible and accessible in the community
- Work with a variety of agencies to collect, analyze, and use data and communicate data regularly in the community task force forum
- Support active prevention and intervention programs
- Recognize youth who are successful in the community
- Increase opportunities in the community for youth to engage in positive interaction with police officers and law enforcement officials
- Identify at-risk youth and direct them toward resources
- Educate parents of at-risk youth
- Work with your community to establish prevention and intervention programming
- Provide officers with a quick reference card for referring youth into programming

City Agencies

- Collaborate with steering committee to maximize efficiency
- Develop a strategy for creating employment and education opportunities for at-risk individuals
- Enforce zoning codes
- Strengthen housing codes and infraction penalties
- Decrease vacant/dangerous properties
- Facilitate the development of neighborhood associations
- Systematically track complaints citywide
- Educate property owners about sanitation codes
- Enforce sanitation codes
- Rapid response to sanitation violations
- Hold landlords accountable for timely property maintenance
- Educate at-risk tenants about their rights
- Develop a strategy for transportation solutions/subsidies that increase access to recreation opportunities for at-risk youth
- Provide space for recreation/tutoring/mentoring programs that service at-risk youth
- Increase preventive recreational programming that targets at-risk youth
- Assist with marketing and communications development as appropriate

Business Leaders

- Post literature about laws and local initiatives
- Team up to sponsor billboards or bus cards or other advertisements
- Create a “business watch” group
- Provide jobs or job training to young people at risk for drug-related activity
- Educate your employees and provide paid time off for them to participate in local initiatives
- Donate materials and services to community groups
- Provide meeting space for your community

Social Service Providers

- Develop a comprehensive list of services across the community and ways to contact these agencies
- Listen to as much information as clients are willing to share and communicate this to the intervention teams
- Strengthen your case management approach to identify juveniles at risk
- Encourage mentoring programs and afterschool activities for at-risk youth
- Work to strengthen parenting skills

School Officials

- Establish and enforce zero tolerance drug policies
- Offer assistance and support for those most at risk of drug use and related crime
- Clearly define unacceptable behaviors and consequences
- Explore mentoring programs
- Know your students
- Provide a safe haven for all who enter
- Educate your students on drug prevention programs
- Use school publications such as newsletters to educate students and families about resources available to them

Health Care Professionals

- Educate your staff on being aware of at-risk characteristics
- Know your community resources and refer those at risk for drug use and related crime
- Report what you know to your local police department and to the community
- Develop protocols with other hospitals for sharing information
- Speak out at schools against drug use and drug-related crime
- Take a public health approach to the problem by understanding what the root causes are in your community
- Be a role model and a mentor for youth interested in health care professions
- Be active in prevention and intervention initiatives.

Elected Officials

- Learn about state and federal enforcement and prosecution strategies in your community
- Be engaged in your local neighborhood groups
- Attend neighborhood meetings to establish rapport with residents
- Be vocal in the community and media
- Facilitate the sharing of information as much as possible
- Elevate the priority of the strategy to allocate funding and human resources
- Ensure that your local or state law enforcement officials have the tools (training, equipment, and authority) to combat the problem
- Educate the public on the effects and penalties of drug-related crime.

Youth Service Providers

- Be active in your community
- Develop a comprehensive list of available youth services in your community
- Recognize, promote, and reinforce positive youth behavior
- Invite local leaders to speak to youth

- Bring law enforcement officers into the picture as mentors and coaches to develop trust
- Reach out to family members as well as youth
- Encourage older youth to mentor younger children
- Enlist a wide range of community leaders to provide mentoring and volunteer services
- Make sure there is adequate programming for all youth at the high crime hours of 3:00 to 6:00 p.m.
- Enforce zero tolerance policies
- Publicize local task force initiatives in your newsletters and facilities
- Provide a safe haven
- Provide information on confidential ways to give information to law enforcement

Formative Milestones

	YES	*NO*
Identify the primary issue		
Identify root and surrounding issues		
Identify key stakeholders		
Bring stakeholders together		
Identify a group facilitator		
Set the format for working together		
Build networks of communication and trust		
Develop a shared mission		
Address and resolve conflicts		
Identify emerging working structure		
Develop positive relationships with partnering agencies		
Identify roles		
Identify resources and needs		

Taking Action

Members understand their roles and are committed		
Members can communicate the shared message and vision		
Decisions for action are made		
Projects are implemented effectively		
The group evaluates and learns from successes and mistakes		
Community support is strong		
Members communicate effectively the group's messages with the agencies they represent		
Members are recognized and rewarded for achievements		
Methods for evaluating and providing feedback are in place		
The group adapts its approach as needed		
Progress and achievements are communicated internally and externally		

Sustain and Evolve

A positive change has been made in the community		
The group promotes the value of the collaborative to the community at large		
The group continues to engage new support as needed		
The vision is enlarged		
The group seeks to build new leadership in the community		
The group promotes larger system change		

Date:

Notes:

Winston-Salem Intelligence-Led Policing Strategy Replication Outline

Month 1 _____ **Date Attained**

- **Week 1:** Police Department Executive Staff meet
- **Week 2:** Executive Staff brief the Police Command Staff
- **Week 3**: **Organizational Readiness Assessment (Questionnaire or Interviews)**
- **Week 4**: Smart Policing Core Team assembled

Month 2 _____

- **Week 2-3:** All police department personnel informed of the initiative: **Smart Policing Presentation**
- **Week 3-4:** Smart Policing Working Group (Task Force) assembled
- **Smart Policing ½ day Training for Working Group**
- Review of readiness assessment results
- Review of organizational intelligence products in use
- Development of shared vision for the initiative
- Determination of intelligence products for the initiative

Month 3 _____

- **Week 1:** Briefing for city council, mayor, and city manager; other law enforcement agencies
- **Week 2-4:** Data and intelligence collection activities implemented
- Potential targets identified (internal communications)
- Development of media materials on the initiative
- **Communitywide announcement of the initiative**

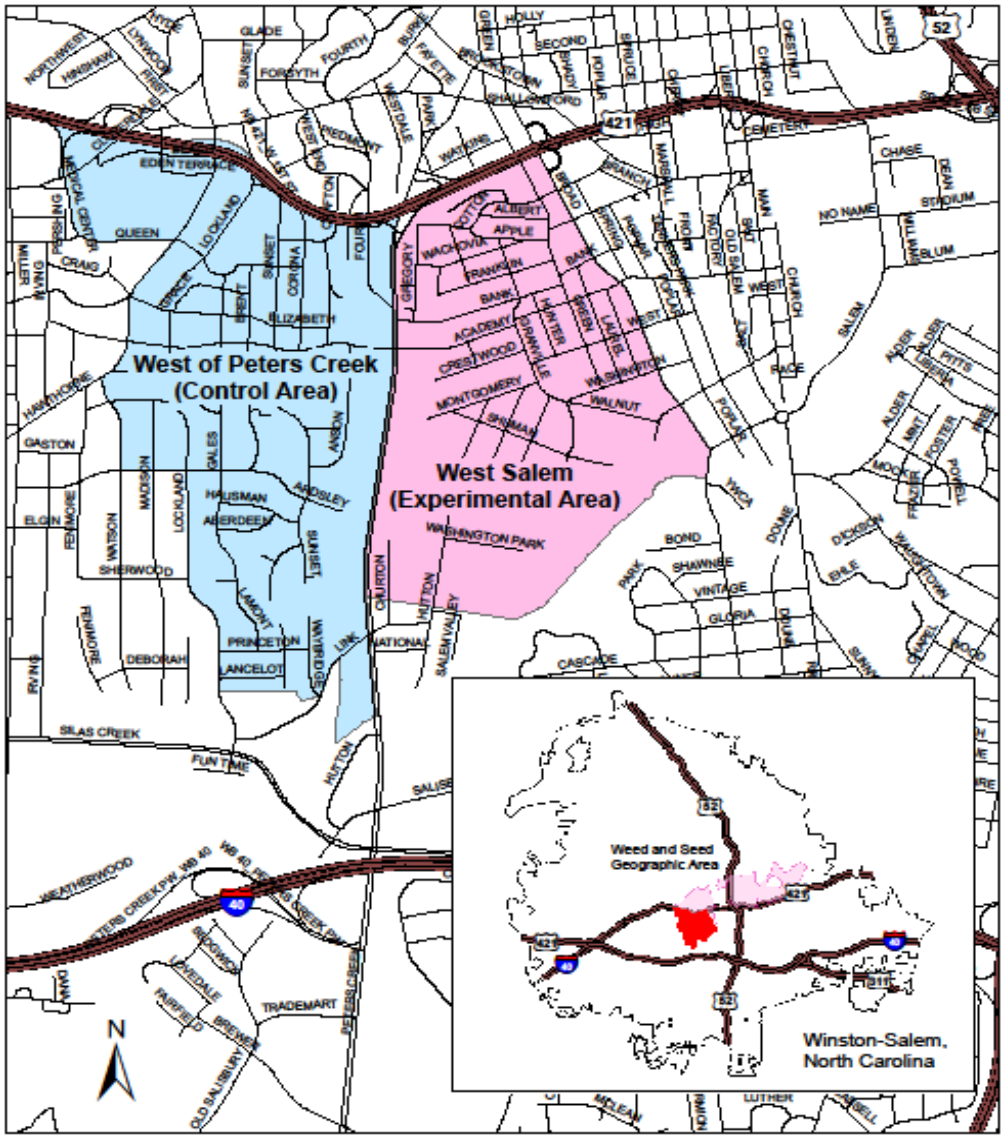
Month 4 _____

- **Week 1-4:** Site selection activities continue
- Review of intelligence from each potential target area
- Briefings with identifiable neighborhood leaders from each target area
- **Community Readiness and Sustainability Capacity Assessments on each target area**

Month 5-6 _____

- **Week 1-4:** Target selected
- **Community engagement model selected**
- **2nd Community briefing for target neighborhood leaders and other key residents or supporters**

Smart Policing Geographic Area



WINSTON SALEM STATE UNIVERSITY
Center for Community Safety

0 0.2 0.4 0.8 Miles

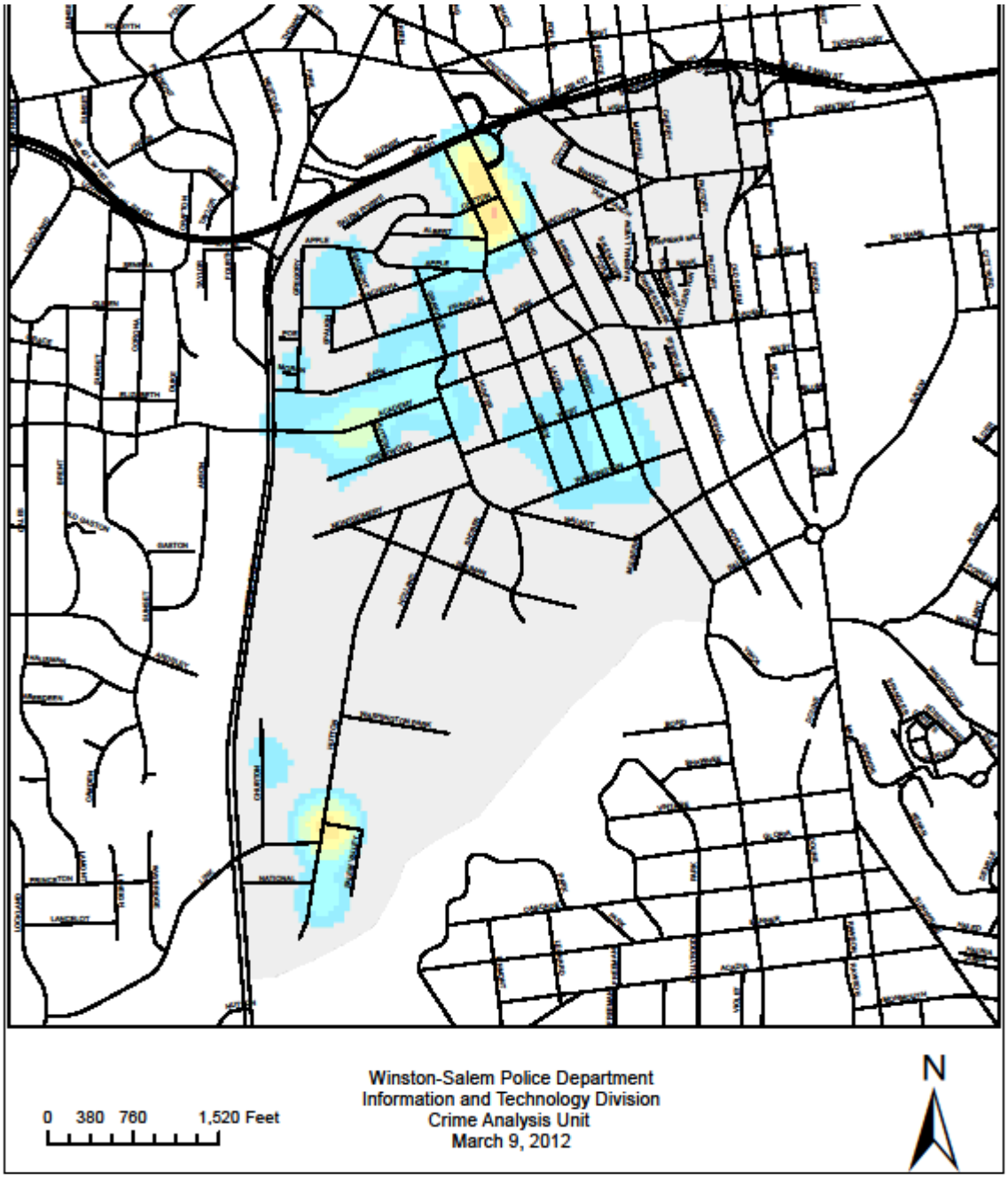
0 1,000 2,000 4,000 Feet

Scale Bar Applicable to Larger Map

Winston-Salem Police Department
Information and Technology Division
Crime Analysis Unit

Map Created by Dr. Timothy Mulrooney
Center for Community Safety at WSSU
mulrooneyti@wssu.edu

West Salem Offenses 2009



West Salem Offenses 2010

COMMUNITY ENGAGEMENT AND SUSTAINABILITY PLAN

I. Multiple communication outlets with community members and leaders to maintain frequent and consistent lines of communication

A. Flyers/newsletters for continued updates
B. E-mail distribution list
C. Neighborhood Watches attended by beat officers
D. Community association meetings
E. Community phone tree
F. CCS website

II. Monitoring of physical conditions of the neighborhood by city departments

A. Vacant/boarded-up houses
B. Insufficient street lighting
C. Trash/litter
D. Unkept yards

III. Coordination of resources for the neighborhood

LAW ENFORCEMENT MAINTENANCE PLAN

I. Regularly scheduled communication with field officers and captains
   - A. Assembly room bulletin board
   - B. MDT messages, (SR DCI message)
   - C. Network drive file
   - D. Weekly meetings with lieutenant
   - E. Direct contact with mirror shift officers

II. Coordination of patrol activity
   - A. Routine patrol
     1. High visibility
     2. Consistent pressure
   - B. Immediate response to threats

III. Continuous integration and linkage with other crime-reduction strategies

DATA GATHERING TOOLS

The following software was used by the WSPD to collect, analyze, and evaluate crime in the target area.

Pistol RMS (produced by OSSI)

Pistol is the records management system and contains our data other than call data.

Visual CAD (produced by OSSI)

Call data is stored in the CAD system.

ArcGIS 9.3

ArcGIS is our mapping software. It allows us to not only provide maps of various areas of the city, but also add data using Crystal Reports to create data layers based on information from our databases.

Crystal Reports 8.5 and Crystal Reports 11

Both versions of Crystal Reports are report-writing software that allows us to pull data from those databases (or any other database) and put it in a more easily readable format that the database software is capable of translating. WSPD uses two versions because Crystal 11 has some increased functionality (such as the ability to add mug shot photos) but the 8.5 version allows WSPD to make the reports available for officers to run, which is a function we do not have for Crystal 11.

The data was selected based on the Fire Demand Zones (FDZs) that contain the selected areas, with FDZs being our smallest reporting area.