

SPI Welcomes 2016 Sites and Enhances Training and Technical Assistance

The Bureau of Justice Assistance (BJA) Smart Policing Initiative (SPI) is pleased to announce six new SPI sites joining our community of practice in 2016. The six sites are: Atlanta, Georgia; Detroit, Michigan; Kansas City, Missouri; Lowell, Massachusetts; Madison, Wisconsin; and Sacramento, California. These sites will focus on addressing gun crime (including fatal and nonfatal shootings, and armed robberies), opioid addiction and related crime, and homelessness and related crime.

WELCOME 2016 SPI SITES!

Join us in welcoming the newest SPI sites:

- Atlanta, GA
- Detroit, MI
- Kansas City, MO
- Lowell, MA
- Madison, WI
- Sacramento County, CA



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SPI WELCOMES NEW SITES

BJA added six new sites to the SPI community in 2016; join us in welcoming them.

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SPI 2016 SITES

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Learn about violence reduction strategies and a new clearinghouse for violence reduction.

BJA also awarded the CNA Corporation to continue as the SPI training and technical assistance (TTA) provider. In the coming months, SPI will be pushing out a variety of TTA enhancements, including a new website, videos, and publications highlighting SPI site successes and outcomes, and much more. We encourage you to stay tuned to these TTA enhancements!

Go to the next page to learn more about the new sites' targeted problems and interventions! More information about each site will soon be available on the SPI website.

About Us

SPI is a collaborative effort among BJA, CNA, state and 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.

As always, feel free to share your thoughts and experiences with us at SPI@cna.org.

You can sign up for the SPI mailing list online at <http://bit.ly/1M6qLhP>.

SPI Welcomes 2016 Sites

Site-Targeted Problems and Interventions

By Kamyra Raja (SPI Analyst)

Detroit, Michigan

Site collaborators: Detroit Police Department, Michigan State University

Site targeted problem: Fatal and nonfatal shootings and armed robberies

Site strategy: Hotspots policing

The Detroit Police Department's (DPD's) Smart Policing Initiative (SPI) will target geographic hotspots of violent crime through a data-driven, police-community partnership project. The project specifically seeks to identify clusters of violence through DPD's Real Time Crime Center, Community CompStat Model, Risk Terrain Modeling, and Ceasefire Detroit strategies to significantly reduce levels of fatal and nonfatal shootings and armed robberies.

Detroit's SPI will build on past projects, including DPD's Project Green Light, a response to associations between high risk business locations and violent crime, and Detroit's participation in BJA's national Violence Reduction Network. The research partners for this project are Dr. Edmund McGarrell and his team of graduate research assistants from the School of Criminal Justice at Michigan State University.

Kansas City, Missouri

Site collaborators: Kansas City Board of Police Commissioners, University of Missouri–Kansas City, and California State University–Fresno

Site targeted problem: Shootings and armed robberies

Site strategy: Hotspots policing

The Kansas City Board of Police Commissioners (KCBPC) will implement a data-driven project aimed at reducing shootings and armed robberies. KCBPC's strategy includes police-community partnerships and social network analysis identifying geographic hotspots.

The Kansas City Police Department conducted similar work in 2012 through the formation of the Kansas City No Violence Alliance, which found that, in Kansas City:

- Crime is spatially concentrated, involving small groups of offenders.
- Violent offenders are organized in loose social networks.
- Focused efforts on high risk individuals interrupts the cycle of violence.

The 2017 KCBPC SPI will build off of these past findings (from Kansas City's first SPI project) to implement data-driven, evidence-based strategies. The research partners for this project are Dr. Kenneth J. Novak from the University of Missouri–Kansas City and Dr. Andrew M. Fox from California State University–Fresno.

Lowell, Massachusetts

Site collaborators: Lowell Police Department, Suffolk University, Middlesex District Attorney's Office, the Lowell Health Department, Lowell House, Inc., and the Mental Health Association of Greater Lowell

Site targeted problem: Opioid abuse and related crime

Site strategy: Multiagency collaboration; problem-oriented policing

The Lowell Police Department will collaborate with the Middlesex District Attorney's Office, the Lowell Health Department, Lowell House, Inc., and the Mental Health Association of Greater Lowell to intervene in the lives of opioid overdose victims and provide early intervention to children impacted by opioid overdoses. Lowell, an urban community of over 108,000 residents, experienced a 64 percent increase in opioid-related deaths between 2012 and 2014. Not only do the staggering impacts of opioid use affect Lowell residents and their children individually, but on a community level. Evidence suggests that much of the city's property crime (burglaries, shoplifting incidents, car break-ins) are driven by drug-addicted individuals using crime to support their habits.

The Lowell Community Opioid Outreach Program (CO-OP) will provide services to overdose victims, and children affected by overdoses in their family will be included in Project CARE (Child Assessment Response Evaluation). The research partners for this project are Dr. Brenda Bond from Suffolk University, and Dr. Wilson R. Palacio and Dr. Melissa Morabito from the

University of Massachusetts–Lowell, Center for Community Research and Engagement.

Madison, Wisconsin

Site collaborators: Madison Police Department; University of Wisconsin–Madison; Public Health Madison–Dane County, Dane County Human Services; Madison Fire Department/EMS; Safe Communities Madison–Dane County; Parent Addiction Network; Wisconsin state agencies; and local addiction treatment organizations

Site targeted problem: Opioid abuse and related crime

Site strategy: Treatment and diversion program; policing focused on justice-involved individuals

The City of Madison Police Department will implement and evaluate an innovative, pilot-tested program—Madison Addiction Recovery Innovation (MARI)—to address opioid overdoses. The State of Wisconsin has experienced a sharp increase overall in opioid overdoses, from an average of 27 in 2007 to 267 in 2014. Preliminary 2015 data from Madison indicates 57 opioid-related deaths. In response to these staggering effects of opioid use, the project seeks to achieve three main goals:

1. Facilitate treatment engagement among 160 individuals apprehended for eligible, drug-related minor crimes.
2. Achieve a 25 percent reduction in property crime-related offenses and recidivism of participants.
3. Improve community health by reducing both the rate of overdose and the rate of overdose-related deaths by 20 percent.

The research partners for this project are Dr. Aleksandra Zgierska and Dr. Marlon Mundt from the University of Wisconsin–Madison School of Medicine and Public Health.

Sacramento, California

Site collaborators: Sacramento Sheriff's Department, California State University–Sacramento, and Sacramento Steps Forward

Site targeted problem: Homelessness and related crime

Site strategy: Problem-oriented policing

The Sacramento County Sheriff's Department's (SCSD's) Smart Policing Homeless Initiative seeks to reduce homelessness-related crimes in Sacramento County through a research-based, data-driven approach to homelessness challenges. SCSD will partner with Sacramento Steps Forward, a lead agency working to end homelessness in Sacramento, to connect homeless persons with available housing, employment, health, education, and other services.

The project approach applies the Scanning, Analysis, Response, and Assessment (SARA) model by reaching out to the homeless population through designated Homeless Outreach Navigators who coordinate assessment of individuals' housing and service needs, prioritize each individual using the Vulnerability Index–Service Prioritization Decision Assistance Tool, and match identified individuals with the most appropriate service providers. The research partners for this project include Dr. David Barker and a research analyst, both from the Institute for Social Research at California State University–Sacramento.

Atlanta, Georgia

Site collaborators: Atlanta Police Department, Applied Research Services, and Grady Memorial Hospital

Site targeted problem: Gun violence

Site strategy: Community-oriented policing; coordinated community response

The Atlanta Police Department (APD) will partner with Grady Memorial Hospital through a data-sharing, hospital-based intervention program in response to Atlanta's precipitous increase in gun-related crime. Although Atlanta's overall crime has declined since 2007, gun-related violence has grown, with the number of persons shot in Atlanta having increased by 29 percent between 2010 and 2014.

In addition to this medical-law enforcement data-sharing partnership, APD will collaborate with community members and use community-oriented policing tactics to identify hotspot areas and organize with communities against gun violence. The research partner for this project is Applied Research Services, an Atlanta-based criminal justice research firm.

TRAINING AND TECHNICAL ASSISTANCE (TTA) TOPIC SPOTLIGHT

Crime Analysis

A core principle of Smart Policing is making better use of intelligence and other data and information systems. It requires adept and efficient use of data and information resources; thus, many SPI sites have requested TTA to enhance or build their crime analysis capacities. Through CNA, TTA in crime analysis is available to all SPI sites, covering such topics and skills as: types of crime analysis, problem solving, data collection, crime pattern analysis, social network analysis, crime mapping, predictive policing, process and impact evaluation, and more. To request SPI TTA, contact spi@cna.org or your assigned subject matter expert!

Innovation in Community Survey Research

By Bryce Peterson (Urban Institute) and Daniel Lawrence (RTI International)

A particular challenge that many law enforcement agencies and researchers have faced is how to best survey community members in a way that is both rigorous and cost-effective. Past efforts have included in-person surveys, telephone interviews, and web surveys, among others, but these can be expensive and time consuming. As part of the Milwaukee Police Department's (MPD's) Smart Policing Initiative (SPI), the Urban Institute conducted a community survey with a representative sample of 508 Milwaukee, Wisconsin, residents that was completed within 2 days and cost \$6 per survey. It accomplished this using Google Consumer Surveys, an innovative tool that can assist departments or researchers seeking to assess community attitudes quickly and rigorously. This article details the challenges the site encountered and lessons learned while using this tool.

Milwaukee SPI

MPD faces many challenges in improving its relationship with the community. Milwaukee has a large and diverse population, a high proportion of residents

in poverty, and a significant violent crime problem. In the city's high-crime and high-poverty neighborhoods, there remains a distrust of police and a call for greater transparency. Police-community relations have been particularly challenged after a series of high-profile police shootings, most recently one involving the death of Sylville Smith that led to substantial social unrest.

As a result of community scrutiny and political pressure, MPD sought to increase transparency by deploying body-worn cameras (BWCs) to all its patrol officers by the end of 2016. In October 2015, MPD received an SPI grant to support its BWC program, which included an evaluation conducted by the Urban Institute. The full evaluation will involve a randomized controlled trial with 504 officers, a quasi-experimental study of all BWC-wearing officers after department-wide rollout (roughly 1,200 officers), field observations of officers, and focus groups with officers and community members.

Because of Milwaukee's history of challenging police-community relations, the researchers were also tasked with assessing how MPD's BWC program affects public sentiments toward the police. To accomplish this, they looked for ways to generate a representative sample of the community in a manner that was cost-efficient. The researchers decided to use an innovative new approach for rapidly administering surveys: Google Consumer Surveys. The researchers worked with Google to test the consumer tools available to Google's "Enterprise" partners such as targeting respondents from smaller geographic areas.¹

Google Consumer Surveys

The Google Consumer Survey platform works by establishing a "surveywall" with dozens of publisher sites, whereby visitors can gain access to the sites' premium content (e.g., newspaper articles) by answering a short survey on their computers or smart phones instead of paying money. There are many advantages to Google's survey method over traditional Internet- or phone-based surveys. For example, Google surveys are relatively inexpensive (each completed

¹ The MPD team was given temporary permission to use the Enterprise partnership with Google. This partnership requires significant upfront financial investment under normal circumstances.

survey costs between \$3 and \$6) and can be administered very quickly (500 responses can be collected within 1 or 2 days). Because of the infrastructure Google has developed, the process of administering surveys is easy for any researcher or police department, especially when they do not have the capacity or personnel to complete the work themselves.

Google Consumer Surveys

Key Advantages:	Challenges:
Cost	Limited number of questions
Ease of administration	Targeting specific respondents
Built-in analysis tools	

Despite these advantages, the MPD team had to overcome challenges and limitations in our test of Google’s platform. First, Google surveys can only have 10 questions, which include any “screener” questions that screen people in or out of the survey. For example, because research activities were subject to Institutional Review Board approval, one of the screener questions informed respondents that the survey was part of a research project funded by the Bureau of Justice Assistance and gave them the option to voluntarily take the survey or decline to participate. The researchers then had to carefully choose the remaining nine questions, settling on questions about respondents’ demographics, histories of police interactions, and perceptions of the MPD and BWCs.

A second challenge was how to target Milwaukee residents. Even with access to Google’s Enterprise tools, the research team could only target respondents at the zip code prefix level (i.e., the first three digits in a zip code). In Milwaukee, the zip code prefix “532” includes the city proper, as well as other parts of Milwaukee County. In response, the team had to include a question that screened out respondents who did not live or work in the city. The MPD team also administered three separate surveys with screener questions that targeted a specific number of respondents from Milwaukee’s three largest racial and ethnic groups, based on 2010 Census proportions.

Findings

Ultimately, the MPD team was successful in collecting information from 508 Milwaukee residents within a 2-

day period, which allowed us to assess community perceptions of MPD and its SPI-funded BWC program. Figure 1 presents some preliminary findings from this assessment.² Findings indicate that Black and Hispanic respondents were significantly less likely than White respondents to believe that MPD treats people with dignity and respect or that BWCs are likely to improve police-community relationships in Milwaukee. These findings underscore the racial tensions in Milwaukee and the challenges facing MPD as it continues to deploy BWCs. However, they also provide MPD with valuable information that will allow the department to track progress and adapt its BWC program.

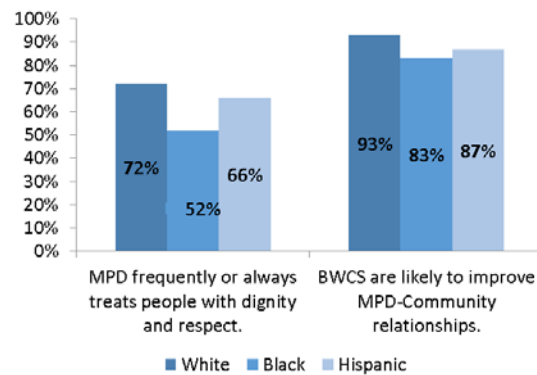


Figure 1. Findings from Google Consumer Surveys

Perceptions of Safety and Police in Los Angeles

Results from a Survey of Los Angeles Residents

By Dr. Craig Uchida (Justice & Security Strategies, Inc. and Hart Research Associates)

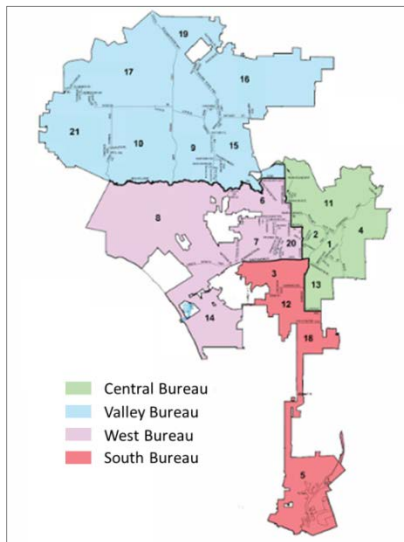
Introduction

In November 2015, Chief Charlie Beck and Commander Sean Malinowski of the Los Angeles Police Department (LAPD) asked Justice & Security Strategies, Inc. (JSS) to conduct a community survey regarding public perceptions of LAPD.

Nationally and locally, during the last 3 years, the public’s trust in the police and criminal justice system has waned dramatically. The police-involved fatalities of Laquan McDonald (Chicago), Michael Brown

² Percentages in Figure 1 are based on predicted probabilities from logistic regressions that controlled for sex, age, race, income, length of residence, and interaction with MPD.

(Ferguson), Eric Garner (Staten Island), Freddie Gray (Baltimore), and Ezell Ford (Los Angeles) led to protests and demands for reform. Both police and prosecutors have been vilified by the public for the perceived lack of accountability, integrity, and transparency of decisions in these instances.



Map of LAPD's four geographic bureaus

Chief Beck specifically requested an independent and objective survey, one that was methodologically rigorous and that would be analyzed independently of the police department. The Chief wanted to know what the residents of Los Angeles thought about the department (good or bad), and he wanted a survey that would serve as a baseline from which to measure changes over time. In response, JSS and Hart Research Associates conducted a citywide survey to measure residents' concerns about fear of crime, public trust in the police, and satisfaction with police services.

Some findings from the survey are surprising, given the tenor of the country; other findings are less surprising. However, all of the findings can serve as building blocks for improving the department and its relationships with Los Angeles residents.

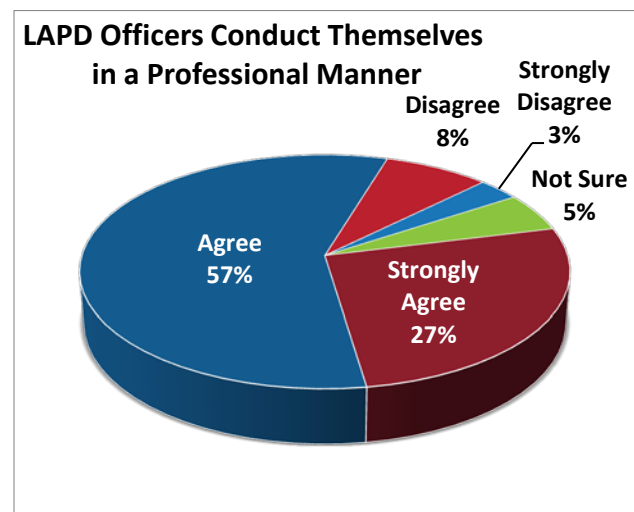
Survey Methods

The survey was conducted in four LAPD geographic bureaus (Central, South, Valley, and West Bureaus). A weighting process was applied to ensure an accurate representation of the City of Los Angeles adult population. Telephone interviews conducted by landline

(1,035) and cell phone (969) were carried out in English (1,787) and Spanish (217). Within each landline household, one adult was designated by a random procedure to be the respondent for the survey. Cell phone interviews were conducted with the person who answered the phone.

Selected Results

Across the city, 73.4 percent of residents strongly approve or somewhat approve of the job the department is doing.



Nearly 84 percent of Los Angeles residents strongly agree or agree that officers conduct themselves in a professional manner.

Nearly 69 percent of Los Angeles residents strongly agree or agree that officers are honest and trustworthy.

Nearly half (49.7 percent) of Los Angeles residents strongly agree or agree that LAPD officers treat people of all races and ethnicities fairly. Nearly 37 percent strongly disagree or disagree with the statement.

Over one-half of Los Angeles residents believe that LAPD officers use force only when absolutely necessary (53.3 percent strongly agree or agree).

Perceptions of Safety and Police Services

JSS created four scales of citizen safety, police effectiveness, satisfaction with police services, and fairness and integrity of police.

For citizen perceptions of safety, South Bureau residents feel less safe (mean= 3.07) than those in the West Bureau (mean=3.59). For police effectiveness,

residents in South Bureau view the police as less effective than those residents in the Valley.

For residents' perceptions of police fairness and integrity, the Valley Bureau shows the highest positive views, followed by the West and Central Bureaus. South Bureau shows slightly negative views compared to the other bureaus.

Differences and Similarities by Gender, Race and Ethnicity, and Age

- Regarding police effectiveness, satisfaction with police, and police fairness, men and women have the same views. Women, however, feel significantly *less safe* than men citywide.
- White residents feel safer than all other races and ethnicities in the city. Black/African-Americans feel the least safe, followed by “other” races and ethnicities, Latino/Hispanics, and Asians.
- Black/African-Americans view LAPD in a more negative light than White residents. Other races and ethnicities, Latino/Hispanics, and Asians place themselves within the two extremes.
- All races and ethnicities show high levels of satisfaction with police services.

- All age groups are relatively satisfied with police services. Older residents (those who are 50 and older) show the highest satisfaction with police. For police effectiveness, residents who are 18 to 49 perceive the police to be less effective than the other age groups do.

As a result of this survey, JSS recommended that LAPD:

- (1) disseminate the results internally and externally in a transparent fashion;
- (2) Improve relationships with residents in South Bureau, especially with Black/African-Americans;
- (3) Overcome the perception that the department does not treat people of all races and ethnicities fairly;
- (4) Proactively educate the public about use-of-force policies and practices within LAPD;
- (5) Reduce fear of crime among women and Black/African-Americans; and
- (6) Increase police responsiveness to community concerns and interact more with residents.

We'll continue to update you about LAPD's SPI work through our newsletters, monthly updates, and the SPI website.

Recent SPI Activities

- **Global Police Tweet-a-thon:** SPI joined up with police agencies, training and technical assistance providers, law enforcement professionals, and the community to participate in the 6th Global Police Tweet-a-thon on September 30, 2016, using hashtag #PolTwt. We sent out over 25 tweets during the events, highlighting collaboration principles and strategies learned from our SPI Collaboration workshops earlier this year. We received over 20,000 impressions (aka views) of our tweets during the event! We encourage you to follow us on Twitter [@SmartPolicing](https://twitter.com/SmartPolicing).
- **Community Responses to People in Crisis Webinar:** On November 2, 2016, from 2:00-3:30 p.m. EDT, SPI presented a webinar on “Community Responses to People in Crisis.” This webinar focused on the role of policing in assisting communities in addressing mental health concerns and described a range of response strategies for agencies to consider. For more information go to: <http://www.smartpolicinginitiative.com/tta/community-responses-people-crisis>
- **American Society of Criminology (ASC):** This fall, SPI participated in three sessions at the 2016 ASC Annual Meeting in New Orleans, Louisiana. These included one panel on SPI findings, one panel on evaluating body-worn cameras, and one roundtable on facing challenges in police agency organizational change. Five SPI sites will be sharing their Smart Policing experiences in these sessions, including: Cambridge, Massachusetts; Milwaukee, Wisconsin; New Haven, Connecticut; Portland, Oregon; and Rochester, New York.

THE READER'S CORNER – VIOLENCE REDUCTION STRATEGIES

By Vivian Elliott (SPI Project Co-Director and CNA Research Scientist)

Recent attention to the role of police in public safety and the need for improved police-community relations has increased the scrutiny, demands, and expectations of policing in the U.S. This comes at a time when many local law enforcement agencies continue to feel the fiscal impacts of the economic crisis of 2008. Even so, agencies strive to overcome these challenges and make changes in their organizations to build trust between police and the communities they serve, as recommended by the President's Task Force on 21st Century Policing.



Therefore, police officials continue to need knowledge of what works—evidence-based policing—to improve police efforts in proactive crime control, community relations, data analysis, and accountability. Evidence-based policing is a core tenet of Smart Policing. It leverages our nation's investment in criminal justice research to cultivate, implement, and assess policing tactics and strategies. Furthermore, through a foundation in data and science, this approach promises to enable police to make procedurally just decisions for preventing and controlling crime and disorder in their communities.

In this light, the U.S. Department of Justice (DOJ) has been committed to supporting local leaders and law enforcement officials in their work to protect their communities. Through a Bureau of Justice Assistance (BJA)-led initiative called the Violence Reduction Network, federal agencies across DOJ are working in a coordinated effort to deliver strategic, intensive training and technical assistance to select cities experiencing chronic violence. To expand the support of data-driven and evidence-based approaches to other local agencies not participating in the initiative, BJA launched a Violence Reduction Clearinghouse this past September (2016).



The Violence Reduction Clearinghouse brings together in one centralized location the vast array of resources across multiple DOJ agencies, including the Office of Justice Programs; the Bureau of Alcohol, Tobacco, Firearms and Explosives; the Federal Bureau of Investigation; the U.S. Drug Enforcement Administration; the U.S. Marshals Service; the Executive Office for U.S. Attorneys; the Office on Violence Against Women; and the Office of Community Oriented Policing Services.

The Clearinghouse allows any user to build and download toolkits of evidence-based strategies, best practices, training, technical assistance, publications, webinars, podcasts, model programs, and more. Toolkits can be customized based on specific areas of need, types of resources, and agency size, for example. Applicable to the five core principles of Smart Policing are a variety of resources in the subject areas of community policing, crime analysis, intelligence/information sharing, and technology, including resources highlighting the research and findings from SPI.

To learn more about the violence-reduction strategies, please refer to the resources below.

Resources

The Violence Reduction Network Clearinghouse: <https://vrnetwork.org/Clearinghouse>

Core Smart Policing Principles: <http://www.smartpolicinginitiative.com/background/principles>

Bueermann, J. (2012). Being Smart on Crime With Evidence-based Policing. *National Institute of Justice Journal*, No. 269. Retrieved from <https://www.ncjrs.gov/pdffiles1/nij/237723.pdf>.