SPI Technical Assistance

As the Smart Policing initiative (SPI) technical assistance (TA) provider to SPI grantee sites, CNA has several means of helping SPI grantee sites achieve their goals and desired outcomes, such as webinars, targeted assistance, resource guides, and peer-to-peer exchanges. See Table 1 on Page 2 for a complete list of technical assistance provided, including example topic areas.

Requesting Technical Assistance

Need Training and Technical Assistance? Submit a request here!

SPI grantee sites may request TA through two pathways:

- Through the SPI website: An SPI grantee site can communicate a TA request directly to CNA online at: www.smartpolicinginitiative.com/tta/spi-cna-technical-assistance. This TA request form requires that a site submit the following: SPI contact information, the issue of interest, subject matter experts that might be able to help (if known), and additional information (such as desired TA outcome).

- Through your assigned Subject Matter Expert (SME): To initiate a request for TA, an SPI grantee site may—in the course of regular consultations with its assigned SME—discuss the need for additional resources or assistance, even from other SMEs. The assigned SME will share the grantee's request with CNA so a course of responsive action may be developed.

How BJA/CNA Responds to a TA Request

Once a TA request is made, BJA and CNA determine the most suitable course of action, such as a TA-focused grantee visit, additional SME support, or a peer-to-peer exchange with targeted technical assistance provided for more than one site with the same TA request. Communication between the grantee site and BJA/CNA results in the right kind of technical assistance in a way that works best for the grantee site to achieve desired results. *Continued in Table 1 on Page 2.*

SPI Crime Analysis Tool Comparison

By: Ms. Julie Wartell - The Smart Policing Initiative calls for each site to incorporate a high level of crime analysis into its action plan. SPI site capabilities, assigned personnel, and available crime analysis tools vary across the grantee sites. Some sites have purchased tools related to crime analysis, while others are still deciding on the most appropriate tools for their agency. Law enforcement agencies will likely benefit from assistance in identifying the range of crime analysis tools available and comparing their functionality, cost, and usability. The SPI Crime Analysis Tools Project will assist agencies with identifying and comparing software tools that may be used to most effectively accomplish their analytic objectives. *Continued on Page 5.*

About Us

The Smart Policing Initiative 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 that effectively and efficiently tackle chronic crime problems in their jurisdictions. Please read this newsletter and communicate your thoughts and experiences with us at spi@cna.org. We also encourage you to use the many resources that we describe in this and upcoming versions of the newsletter.

SPI Technical Assistance *Continued from Page 1.*

Table 1. Technical Assistance Offered by CNA

TA Type	TA Description	Example TA Topic Areas
Targeted Technical Assistance	SPI grantee sites can participate in focused TA sessions, provided either by telephone or during an on-site visit	• Improving crime analysis • Securing department-wide buy-in
Peer-to-Peer Exchanges	SPI grantee sites can learn from each other through peer-to-peer exchanges. Exchanges can take place in TA workshops or other meeting venues in which participants learn about core Smart Policing principles, best practices, and lessons learned during a site's SPI implementation.	• Increasing collaboration and coordination • Overcoming internal barriers
Subject Matter Experts	SMEs regularly contact and provide consultation to SPI grantee sites. SME are matched with sites based on each site's project plan/strategies	• Getting assistance with developing measures of organization change • Getting feedback on data-collection forms or surveys
Webinars	The SPI community can participate in online training on topics such as place-based policing, targeting offenders, collaboration, technology, and more.	• "Addressing Crime or Disorder in Housing" • "Targeting Offenders" • "The Smart Policing Officer" • "Utilizing Technology in Policing"
Meetings	National meetings provide SPI sites with the opportunity to gather and discuss important issues pertaining to Smart Policing, such as project implementation and expectations, lessons learned, best practices, effective research partnerships, and sustainability.	• Learning about SPI best practices and lessons learned • Sustaining Smart Policing principles
Research Spotlights and Other Publications	CNA develops reports on SPI outcomes, as well as supportive resources and guides, help disseminate Smart Policing best practices and lessons learned.	• Learning proven and tested strategies • Evaluating your SPI project • Learning about SPI from the perspectives of researchers and police
SPI Website	SPI has an interactive and dynamic website with podcasts, an extensive library of resources, and details on each SPI project. In addition, the SPI LinkedIn page provides an online forum for discussion of relevant topics for the broader law enforcement and researcher community.	• Hearing stories from other SPI sites through podcasts • Enhancing your knowledge or requesting resources on crime analysis, department management, organizational change, outreach, policing strategies, technology, and more • Engaging and interacting with the SPI community
Others	CNA can tailor and develop additional TA in response to requests that are not described above and are specific to a SPI grantee's needs.	• "SPI Crime Analysis Tool Project"

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Upcoming in SPI

Smart Policing Inaugural Meeting for FY12 SPI Sites

On April 16-17, 2013, BJA and CNA will host the Smart Policing Initiative Inaugural Meeting for the FY12 SPI site at CNA headquarters in Alexandria, Virginia. Attendees from the four FY12 SPI sites—Rochester, New York; Columbia, South Carolina; East Palo Alto, California; and Port St. Lucie, Florida, as well as Kansas City, MO—will have opportunities to hear results and lessons learned from SPI sites that have completed their research. In addition, grantees will engage in discussions about Smart Policing core principles and practices, as well as discussions on analysis and research, formulating action plans, and sustaining organizational change. To view summaries of previous SPI meetings, go to: www.smartpolicinginitiative.com/spi-events.

Smart Policing Issue of *Police Quarterly*

In September 2013, a special issue of *Police Quarterly* will focus on Smart Policing. It will feature an opening article from CNA and BJA, as well as submissions from SPI team members from a number of grantee sites (i.e., Craig Uchida on Los Angeles, California SPI; Brenda Bond on Lowell, Massachusetts SPI; Mike White and Charles Katz on Glendale, Arizona SPI; and Anthony Braga on Boston, Massachusetts SPI. The issue will conclude with a commentary on the SPI by James K. "Chips" Stewart and Boston Police Chief Ed Davis.

SPI SITE HIGHLIGHTS
From November 2012–January 2013

BOSTON, MA

Boston's SPI is implementing an organizational change project for their Homicide Unit, focused on increasing the case clearance rate. They have initiated many changes to investigation protocols, including formalizing crime scene roles and responsibilities and instituting review procedures for homicide investigations.

FRISCO, TX

Frisco's SPI is investigating the impacts of community-oriented policing on crime at a targeted apartment complex. A dedicated officer has been located at the apartment complex for the intervention. Recently, a second, nearby apartment complex has also begun involving the officer in their community.

LOS ANGELES, CA

Los Angeles' SPI focused on reducing gun-related and violent crime through a hotspot-based intervention strategy called Operation LASER. The targeted Newton Division ended 2012 with a record low number of homicides, representing a decrease of more than 50 percent compared with 2011 and 2010. The police department is planning to expand Operation LASER to additional Divisions, and the research partner continues to monitor SPI performance indicators.

PULLMAN, WA

Pullman's SPI is investigating the impacts of CCTV monitoring on a crime hotspot. The installation of the cameras and planned crime intervention strategies were highlighted in a *Spokesman-Review* article published on February 20, 2013. The article features quotes from the Chief of Police Gary Jenkins and SPI research partner Zachary Hays. www.spokesman.com/stories/2013/feb/20/cameras-focus-on-college-hill/

To learn more about these and the other SPI sites, visit: www.smartpolicinginitiative.com/SPIsites.

NEW SPI SUBJECT MATTER EXPERTS

SPI would like to welcome two new subject matter experts to its team – **Dr. Brenda Bond** and **James R. Bueermann**.

Dr. Brenda Bond is the research partner for the Lowell, MA SPI and brings a wealth of knowledge and experience in organizational change and systematic approaches to organizational and community challenges. She is also an Assistant Professor of Public Services at the Sawyer Business School of Suffolk University, has written numerous publications in her field of expertise, and holds a Ph.D. in Social Policy from Brandeis University.

Mr. James Bueermann is the President of the Police Foundation and brings with him expertise in evidence-based policing, prisoner re-entry, police legitimacy, surveillance technology, and community-oriented policing. He previously served as the Chief of Police and Director of Recreation and Senior Services at the Redlands, CA Police Department for 12 years. Mr. Bueermann participates in a number of policing professional affiliations and holds a Master's of Arts in Management from the University of Redlands.

Case Study: Joliet, IL

Strategic Tactical Deployment
By Vivian Chu

The Joliet, Illinois SPI began in October 2010 with a goal of reducing gun violence through enhancing data analysis, partnering with Probation and Parole, expanding intelligence, focusing on hotspot policing, and conducting a publicity campaign. The SPI team included the Joliet Police Department (JPD), Loyola University of Chicago (as the research partner), the Will County Probation Department, the Illinois Department of Corrections, and the University of St. Francis Solutions Resource Center. The team created a strategic deployment program that focused on the activities described below, including an evaluation by the research partner.

Enhanced Data Analysis

The Joliet SPI team used spatial and temporal analysis to identify areas of crime concentration for the following activities: shootings, drug arrests, gang contact, probation contact, parole contact, gun seizures, robbery, and upcoming paroles.

Partnerships with Probation and Parole

JPD partnered with Probation and Parole to enhance and share information. JPD shared information weekly related to field interviews, suspects, and arrests. The department also coordinated sweeps of targeted offenders (based on activity and address) once a month. In response, Probation and Parole processed the information received, attended weekly meetings, conducted follow-ups with offenders, and worked with JPD on coordinated sweeps.

Expanded Intelligence Processes

The Joliet SPI also focused on providing additional information and intelligence to officers, processing intelligence received from the street to share with Probation and Parole, and identifying and tracking top offenders.

Focused Approach in Hotspots

The team's strategy for focusing on hotspots included the implementation of various strategies, including: offender-based patrol, parole sweeps, targeting of known offenders, tracking of current tensions and past altercations between gang members, and focusing on deterrence strategies with identified shooters.

Public Announcements

The Joliet SPI also developed messaging to the public in an effort to encourage community members to take part in efforts to prevent crime and violence.

Evaluation and Results

The research partner conducted a time-series analysis to estimate whether the implementation of deployments produced an overall reduction in gun violence. Analysis included the pre-deployment phase, the actual deployment phase, and activities with Probation and Parole, using data since June 2005. Findings revealed the following impacts:

- No statistically significant effect of the intervention on violent crime rates (i.e., shots fired and robberies).

- Institutionalization of specific patrol and investigative efforts ("Top Ten" suspects continue to be requested by the patrol division as do weekly crime maps. Field interview cards are being effectively used daily through matches to active probation and parole lists.)

- A solid working relationship created with the Juvenile Probation Department and the District Attorney's Office (Representatives from both agencies continue to attend weekly crime meetings and provide current information.)

CONGRATS TO SME JULIE WARTELL

SPI Crime Analysis Expert Julie Wartell has been accepted into the University of Cambridge's Institute of Criminology Police Executive Programme. Julie will attain this two-year Master's degree in Applied Criminology and Police Management with 25 police executives from around the world. She will spend six weeks each year onsite at Cambridge and begins her studies in April.

Crime Analysis in SPI *Continued from Page 1.*

The initial step in the project was to identify all currently available tools. The tools that are included in this project (Table 2) are those that are used for analytic purposes. Also, only tools that work with any imported data or connect to any CAD/RMS were included. Next, we determined which criteria would be included in the comparison (i.e., cost, primary target users, learning curve, regional functionality, direct impact on SPI project, software platform, analytical features, etc.). We are now doing the research on each tool. This consists of obtaining input from existing users, reviewing websites, contacting vendors, and identifying evaluations and reports about the tools. The results will include a matrix and report with the above information for each tool, and the vendor's name and website.

A survey was conducted through the International Association of Crime Analysts listserv (www.iaca.net/), as well as through a crime-mapping listserv that the National Institute of Justice (NIJ) MAPS Program manages (www.nij.gov/nij/topics/technology/maps/). We received 243 valid responses (5 surveys were completed by vendors that were not included). Respondents were asked what software tools they had experience using, how often the tool was used, and how difficult it was to use. Preliminary results show that the five most commonly used software tools are Excel, ArcGIS, Access, i2/Analyst's Notebook, and ATAC. We included a question about the target audience for the products (e.g., Patrol, Investigations, Admin/Management, Other Analysts, or Community). Lastly, there were questions included about the respondent (e.g., type of agency, primary job/role, amount of time working in Crime Analysis, and education level). These latter questions should help users decide what tools are better for them (e.g., if they are a small agency) or what might work better (if they have experienced and/or educated users). The results are being analyzed and will be published in a report.

During the course of the project, we learned that DHS and NIJ had similar projects (i.e., evaluating crime analysis/mapping tools), and we are now working together to share information and inform one another's results. Our comparison matrix of the crime analysis tools and the report should be completed in the next couple of months.

Table 2. Crime Analysis Tools (Categorized by Primary Function)

Mapping/Spatial Analysis	Intel/Network Analysis	Trend/Series/Other Analysis
• ArcGIS	• Centrifuge	• ATAC
• Crime Analyst Extension	• CIVER-MIND	• ATAC RAIDS
• CrimeMap	• CrimeLink	• Crystal Reports*
• CrimeReports	• CopLink	• Discover
• CrimeStat	• Cytoscape	• Gotham
• CrimeView	• Gephi	• Hunch Lab
• GeoDa	• GRIP	• JMP
• GeoBalance	• I2/Analyst's Notebook	• LEA
• GeoTime	• IMPACT	• MS Access
• GRASS*	• Netminer	• MS Excel
• Map Revelation	• NodeXL	• Near Repeat Calculator
• MapInfo	• PenLink	• PredPol
• Maptitude	• RFFlow	• SPSS
• ProMap	• Sentinel Visualizer	• Tableau
• Quantum GIS*	• Synthesys	• VCAP
• RAIDS Online	• UCINET	
• RIGEL	• uReveal	
• Risk Terrain Modeling	• Visio*	
• SchoolCOP*	• Xanalys	

Note: Tools with an asterisk were not included in the original survey questions (added by respondents, so they do not have the same level of input).

THE READER'S CORNER – REDUCING GUN VIOLENCE

If you are interested in solid, policy-relevant information on the issues of gun control and reducing gun violence, we recommend the following two resources.

Reducing Gun Violence in America: Informing Policy with Evidence and Analysis, **by SPI researcher Daniel Webster (Baltimore SPI) and Jon Vernick.** This recent book, published in January 2013 ($9.95 on Amazon.com), contains a compilation of papers discussed at a recent summit on gun violence held at Johns Hopkins University. Researchers, policymakers, and practitioners from around the world attended this summit to learn about the most recent research findings and recommendations regarding gun control and gun violence, and to continue debating the issues and the evidence. This book includes 19 papers covering such topics as keeping guns from high-risk offenders, identifying high-risk guns, and making gun laws enforceable, and it provides case studies and information on the 2nd Amendment and on public opinion about gun control. The book concludes with a series of recommendations to the President and Congress about federal gun policy.

Firearms and Gun Control: Many Questions, Some Answers, **commentary by the Rand Corp (Greathouse, et al.), Rand.org.** This January 17, 2013 commentary from the Rand Safety and Justice program aims to inform the President and Congress as they contemplate changes to gun policies. It summarizes recent research and findings in such areas as reducing suicides and accidental deaths, reducing homicides, banning assault weapons, reducing access to ammunition, deterring gun use, understanding the role of law enforcement, and identifying violent media. This commentary is available at: http://www.rand.org/commentary/2013/01/17/RAND1.html.

SPI Senior Advisor Awarded as Honorary Fellow

On Wednesday, November 14, 2012, the Academy of Experimental Criminology (AEC) presented the AEC Honorary Fellow award to CNA SPI Senior Advisor, James K. "Chips" Stewart. Mr. Stewart received this award for his substantial contributions to the advancement of experimental criminology, including efforts made during his tenure as NIJ Director. Congratulations, Chips, for this much-deserved honor.

Pictured Left to Right: Chips Stewart and Ms. Cynthia Lum (AEC Secretary / Treasurer)

SPI TEAM PROFILE
JAMES K. "CHIPS" STEWART – SPI SENIOR PROJECT ADVISOR

Mr. Stewart is senior fellow for law enforcement at CNA. He has extensive law enforcement experience from both a professional and research perspective. He is a former commander of the Criminal Investigations Division in the Oakland Police Department, a White House fellow with a position as special assistant to the U.S. Attorney General, and a former NIJ Director. While with NIJ, he refocused the national justice research agenda to inform practitioner policy debates. Subsequently, Mr. Stewart directed a project that led to the strategic restructuring of the Washington, D.C., Metropolitan Police Department. He has supported the Office of Community Oriented Policing by designing and implementing an organizational performance assessment for the $10 billion grant program. He also contributed significantly to the highly regarded Chicago Alternative Policing Strategy. Mr. Stewart earned his MPA from California State University.