



# Lesson: Sustaining SPI

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# Session Objectives

- Defining sustainability
- Why is sustainability so important?
- Planning for sustainability
- Designing strategies with sustainability in mind
- Examples of sustainability practices in SPI

# Defining Sustainability: What does it really mean?

# Sustainability

- Creating (refining, supporting) organizational structures and practices that allow for the integration of (newly discovered) evidence-based approaches and strategies
- Moving from a 'finding' (based on research and analysis) to establishing a 'practice' grounded in the organizational structure and culture (translational practices)

# Why is sustainability important to the Smart Policing Initiative?

# SPI Stresses Sustaining Innovations and Improvements

- It's not over when it's over = Abandon the 'grant-to-grant' mentality
- The key is integration and sustainability
  - For SPI process/planning methodology
  - For SPI outcomes, once an innovation has proven to be effective
- A strategy for sustainability is required
- Treat sustainability as an outcome

# Strategies for Promoting Sustainability

# Three elements required for innovation (also from GovExec.com):

1. Empathy = give everyone a chance to learn about something they may not fully understand
  - Just because you 'get it,' doesn't mean everyone else does
  - Can you put yourself in the shoes of those who will receive the 'innovation?'



# Three elements required for innovation:

2. Diversity = different voices must be brought to the table to get representation of diverse perspectives on a problem.

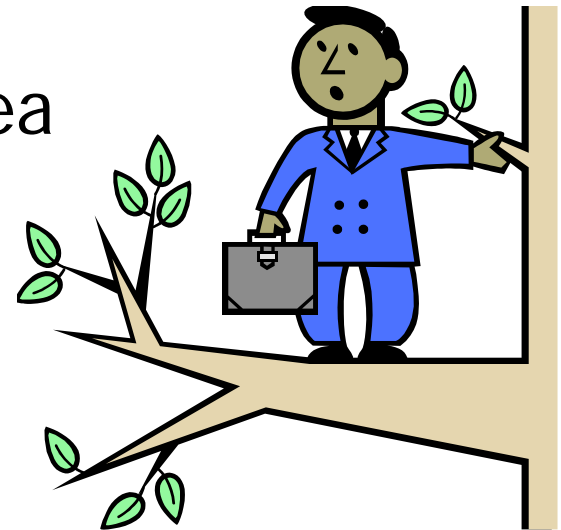


- Those in the room must be open to all participants, regardless of status in the organization, sharing their own ideas

# Three elements required for innovation

3. Risk taking = people must be willing to try something different, to voice a “wild” idea without fear of ridicule or repercussions

- Is there a culture of innovation in the organization?
- Does leadership support risk taking?



# Conditions for Sustained Innovation

(from ANAO)

1. Leaders provide a supportive culture
2. Innovation is part of the agency's strategy, and it is resourced
3. Staff have training, skills, & development opportunities
4. Agency engages with citizens and stakeholders

# Conditions for Sustained Innovation

(from ANAO)

5. Agency has a 'deep understanding' of the business (data, evidence, environment)
6. Assessment mechanisms are in place
7. Organizational agility
8. Innovation is recognized and rewarded



# Integration and Sustainability... taking stock

- What opportunities for formal and informal influence have been created and taken advantage of, or missed?
  - Who are the change agents in your department, and how are they integrated or aligned with Smart Policing (leadership, training, support division, operations division, intelligence, crime analysis)?
  - What specific things can you do to support sustainability of Smart Policing?

# Promoting Sustainability

- Once the SPI planning has begun
  - Determine who needs to know what? when?
- Identify a pathway for migration
  - Can you identify a process for moving from test/pilot to broader, perhaps agency-wide implementation?
- Develop interdisciplinary working groups

# Promoting Sustainability

- Be visionary
  - Develop a story about “What we can be...”
  - Articulate the vision often
- Develop an overarching concept
  - SPI innovations **MUST** reach beyond the experimental unit
- Agency-wide Training



# Promoting Sustainability

- Demonstrate need:
  - “Show me” the evidence?
    - It needs to be replicable
    - The change is desirable
    - How the innovation came about
    - The researcher is an essential partner
- Proactively demonstrate the benefits of the change





# There are so many questions...

1. What is the rationale for changing in the first place?
  2. What are the barriers and how will they be managed?
  3. Why should senior and executive leadership care?
  4. What is your communications plan for the change effort?
  5. How will you generate and maintain momentum?
  6. Who are the people you have to work with to maximize the likelihood of sustainability?
  7. What will be measured and how?
  8. How will you build a record of success?
- Try to address many of them in advance

# Stop and Think



- We know a desired innovation has become sustainable when.....

# Stop and Think

- We know a desired innovation has become sustainable when.....
  - Organization behavior changes
  - Organization policies change
  - Organization rewards and incentives change
  - Organization language (meaning) changes, reflects the new policy or practice
  - The innovation is no longer considered 'new'
  - Resistance lessens or disappears
  - People anticipate or request the new policy or practice

# Thinking about Leadership

- Top-level support is needed
- It's not the only thing needed
- Innovation and organizational change do not have to start with the top
- Innovators can “manage up” from lower levels in the organization
- “Line level leadership” is critical

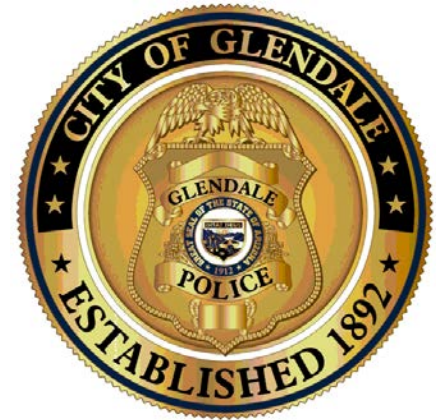


# Leadership issues

- Most of the principles noted here apply at all levels
  - Communication
  - Building a good team
  - Outreach and collaboration
  - Being realistic
  - Listening to all
  - Link your efforts to the agency's mission in visible ways

# Examples of sustainability practices in SPI

# Glendale, AZ



- Rewriting performance evaluation criteria
- Conducting outreach to other police agencies in the region
- Collaborating with community and corporate entities
- Integrating crime analysis into SPI

# Palm Beach, FL

- Department-wide cultural sensitivity training
- On-going efforts of community outreach



# Winston-Salem, NC

- Focused training sessions on intelligence-led policing





# Reno, NV

- Department-wide working group on intelligence-led policing



# Lowell, MA

- Training in smart policing at all levels
- Revisiting Compstat
- Outreach to other police agencies in the region



# SPI examples

- Boston PD SSTs lowered street robberies by 17%, now focusing on homicide clearance rates (SPI approach sustained)
- Lowell, MA PD now includes Smart Policing concepts and practices on its intranet, and in CompStat meetings
- LAPD developed new analytics and revamped gang intelligence in the Newton Division; homicides down substantially; now expanding SPI to other divisions

# Sustaining Innovation in the SPI Sites

- Modifying officer performance evaluations
- Reaching out to agencies in the region
- Routinizing collaboration with external stakeholders
- Enhancing crime analysis capabilities
- Modifying CompStat meetings
- Providing specific training on SPI - roll calls, on-line, academy

# Stop and Think



- Are there other sustainability practices that have not been discussed here?
- Do you think of sustainability as an “outcome”?
- What are you doing to advance the sustainability of your project?

# Don't forget, Sustainability is...

- Hard work that requires
  - Patience,
  - Persistence, and
  - Partnerships
- Acknowledge Your Lessons, Celebrate Your Victories, and Share your successes

