



# The Smart Police Executive

*Chief Executive Track - Education Session*

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# Presenters

- Edward Davis, Commissioner of Police (retired), Boston Police Department
- William Taylor, Superintendent of Police, Lowell Police Department
- Dean Esserman, Chief of Police, New Haven Police Department
- Nola Joyce and Kevin Bethel, Deputy Commissioners, Philadelphia Police Department
- Larry Larimore, Chief of Police, Shawnee Police Department
- Kate McNamee, Policy Advisor, Bureau of Justice Assistance, Office of Justice Programs U.S. Department of Justice (facilitator)

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# Smart Policing Principles

- Performance measurement and research partnerships
- Outreach and collaboration,
- Managing organizational change
- Strategic targeting
- Making better use of intelligence and other data and information systems.

# Edward Davis

Commissioner of Police (retired)  
Boston Police Department



# Important factors of being a Smart Policing Executive

- Develop a common mission and goals
- Manage police academic relationships
- Encourage a culture of asking questions, reflection, and risk taking
- Learn through research, evidence-based practices, and measurement to get better at what you do
- Understand behaviors based on familiar strategies and context
- Change behaviors to create new strategies and context
- Embrace change

# William Taylor

## Superintendent of Police

### Lowell Police Department



# A Smart Policing Executive

- Communicates the priority of evidence-based practices throughout the organization;
- Utilizes data driven strategies;
- Researches evidence-based practices;
- Communicates the strategies throughout the organization; and
- Holds employees accountable for these actions.
  - Compstat
  - Training
  - Command Staff

# Dean Esserman

## Chief of Police

### New Haven Police Department





# Success Through Smart Policing

- Arm your officers with the right data
- What has always worked doesn't work
- Research partnerships get results
- Reduced gun violence in New Haven
  - 50%+ reduction in Homicides, Non-Fatal Shootings, and Firearms Discharges in 3 Years
- Know enough to know what you don't know

# Nola Joyce and Kevin Bethel

## Deputy Commissioners

### Philadelphia Police Department



# Principles of Smart Policing and Traits of Great Leaders

- Be Results Orientated
- Be Customer Focused
- Have a Vision
- Be Strategically Focused
- Effectively Get Work Done Through Others
- Be Good at Dealing with Conflict
- Ask Great Questions
- Make High Quality Decisions
- Be a Trusted Leader
- Be an Incredible Communicator

<sup>11</sup> Robert Hewes, “Top Ten Traits of Great Leaders”, American Management Association, February 2012

# Larry Larimore

## Chief of Police

### Shawnee Police Department



# Chief Larry Larimore, Shawnee, Kansas

- “Never tell people how to do things. Tell them what to do, and they will surprise you with their ingenuity.”
- “The Hedgehog Concept.”
- “Perfection is not attainable, but if we chase perfection we can catch excellence.”
- “Lies, damned lies, and statistics.”
- “We cannot become what we need to be, remaining what we are.”
- “You get what you get and never throw a fit.”