

**SMART**  
POLICING  
Data. Analysis. Solutions.



**BJA**  
Bureau of Justice Assistance  
U.S. Department of Justice

# The City of Lowell, Massachusetts

Smart Policing Initiative NE Regional Meeting

September 25, 2012

# Scanning: Problem Identification

## Drug and drug-related property crime

1. Patrol officers and supervisors, criminal investigators, and participants in Compstat were spending a significant amount of time discussing concerns around property crime
2. It was believed that the majority of property crimes were being committed by individuals who had an addiction to drugs.

It was also believed that that the increase in property crimes – including motor vehicle breaks, house breaks and larcenies, were crimes that could be addressed through a multi-pronged approach.

# Analysis: Examining the Problem

## Focus on Place

- ❖ LPD Crime Analysis and Intelligence Unit pulled property-related crime data
  - ❖ Robbery; Burglary; Stolen Property Offense Shoplifting; Theft from Building; Theft from a Motor Vehicle; Theft from a MV Parts/Accessories; All other Larceny; Drug/Narcotic Violations; Drug Equipment Violations; Prostitution; Assisting Prostitution
  - ❖ Collected qualitative data from Sector Captains and Officers
  - ❖ Collected photos and characteristic data to create profiles of places that would serve as intervention locations

## Focus on Offenders

- ❖ Examined the criminal histories of individuals who overdosed
- ❖ Analyzed characteristics of targeted offenders; Collected quantitative, qualitative, anecdotal data on chronic drug users who were also involved in criminal activities

# Response: Addressing the Problem

<b>Placed-based Strategies</b>	<b>Offender-based Strategies</b>	<b>Organizational Strategies</b>
Selected 12 hot spots for SPI intervention; 12 comparison spots	Created criteria for selecting approximately 35 Offenders of interest	Identify systems changes needed to support SPI
Identify nature & characteristics of crime in hot spot locations	Conduct home visits and interview key stakeholders to understand offender behavior	Create or modify policies or practices related to data collection, analysis and dissemination
Identify evidence-based strategies to use in interventions	Identify evidence-based strategies to use in interventions	Improve communication & coordination within LPD relative to SPI concepts and implementation
Explore new and innovative strategies based on evidence or promising practices	Establish and strengthen interagency partnerships for intervention and suppression	Focus on costs and resources utilized in SPI implementation
Conduct process and outcome evaluation	Conduct process and outcome evaluation	

# Assessment: Evaluating the Response

## Place-Based

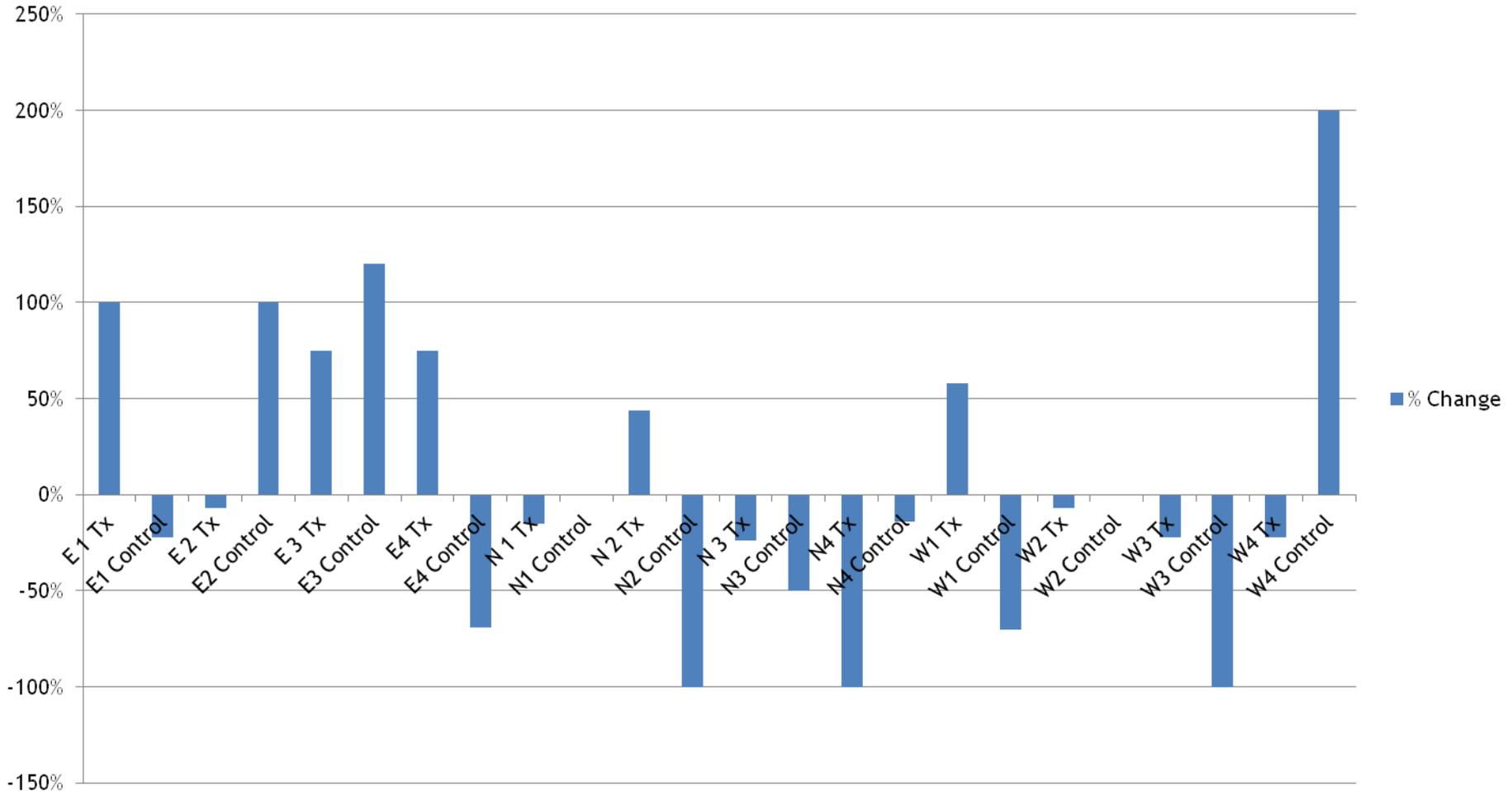
- ❖ Measuring process and outcomes
- ❖ Matched pair design; pre and post outcomes focused on property crimes, including characteristics and photos
- ❖ Process data includes bi-weekly data on interventions, documentation of challenges and opportunities

## Offender-Based

- ❖ Tracking interactions, interventions and criminal activity of offenders

# Comparison of SPI Hot Spots to Controls

(Jan-June 2012 vs. Jan-June 2011)



# Lessons learned so far in Lowell SPI Phase I

## Placed-based strategies

As of August, 7 of 12 SPI hot spots experienced reductions in property crime  
A total of 15 different types of strategies employed across 12 hot spots

- ❖ Of those, 7 most frequently used , were:
  - ❖ Increased/targeted traffic enforcement
  - ❖ Increased visibility via foot, bike, patrol
  - ❖ Drug enforcement
  - ❖ Community/street corner meetings
  - ❖ Code investigations
  - ❖ Working with private businesses on target hardening
- ❖ Other strategies include: focus on bars; dealing with troublesome tenants, etc
- ❖ Most frequent partners include:
  - ❖ **External:** City services (inspectional, neighborhood services; homeless shelter, public and private housing agencies; community groups)
  - ❖ **Internal:** Crime Analysts; Criminal Investigations; Community Response; Family Services

## Offender-based strategies

- ❖ Need for clear criteria; home visits and treatment provider



# SPI Phase II Activities

- ❖ Create Executive Level Working Group
- ❖ Utilize discussions from Working Group to make changes  
(i.e. Records Management System, Compstat process, PTO, In-service and Police Academy)
- ❖ Develop evidence-based training curriculum
- ❖ Conduct evidence-based training through Training Institute to LPD personnel and managers
- ❖ Implement trainings conducted by national leaders in the field of evidence-based policing
- ❖ Develop and disseminate quarterly bulletin to increase awareness and educate personnel on these strategies

# Phase II Progress

- ❖ Added a SPI block in Lowell Police Academy
- ❖ Reorganized Training Division structure to include Police Training Officer (PTO) program within Training Division
- ❖ In process of revising PTO curriculum to structure it to LPD needs

# Strengths and Challenges

## Phase I

- ❖ Technology
- ❖ Offender Strategy
- ❖ Hot Spot Policing

## Phase II

- ❖ Resources
- ❖ Collecting Data
- ❖ Internal Change