New Findings in SPI

Chip Coldren & Vivian Elliott (facilitators)

Lt. Det. Darrin Greeley & Desiree Dusseault (Boston SPI)

Commissioner Robert Haas (ret.) & Dr. Julie Schnobrich-Davis (Cambridge SPI)

Deputy Chief Dennis Kato & Dr. Craig Uchida (Los Angeles SPI)

Nick Petitti & Dr. John Klofas (Rochester SPI)

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Improving Homicide Clearance Rates in Boston

Boston Police Department Smart Policing Initiative

Lt. Det. Darrin Greeley, Homicide Commander
Desiree Dusseault, Deputy Chief of Staff

May 10, 2017

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BPD's GOAL

Increase Homicide Clearance Rates

- Between 2007 and 2011, homicide clearance rate in Boston was 44%
- National Average was about 65%

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Clearances by Homicide Motives 2011

Motive	Total homicides	Cleared	Open	Percent Cleared
Gang / criminal group	158	44	114	27.8%
Drug / drug robbery	48	21	27	43.8%
Argument / disputes	63	46	17	73.0%
Robbery	14	8	6	57.1%
Domestic / family violence	20	18	2	90.0%
Other	3	3	0	100.0%
Unknown	8	0	8	0.0%

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SPI Project Model

- **Problem Oriented Policing:**

  SARA Model

  - »SCAN
  - »ANALYSIS
  - »RESPONSE
  - »ASSESSMENT

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Problem Analysis Process

SCAN

- **Homicide Advisory Committee**
- **Review of investigative best practices**

ANALYZE

- **Analysis of factors associated with clearances**
  - Data collection on N= 314 homicide investigation case files, 2007 - 2011

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Key Elements of Enhanced Approach

RESPONSE

- Additional detectives assigned to Homicide Unit
- Checklists to standardize investigative procedures
- Standardize forensic review meetings
- Additional training for homicide detectives
- Dedicated crime analyst
- Training and new protocols for District detectives and officers handling crime scenes
- Regular review of homicide investigations
- FARO 3-D Shooting Reconstruction

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Evaluation Design

- Intervention started in 2012 and continued to strengthen over the course of the year
- Within-Boston analyses (2007 – 2014)
  - Simple comparisons of clearance rates over time
  - Changes in investigative activity
  - Sophisticated statistical modeling
    - Hierarchical logistic regression models
    - Seasonality, neighborhoods, case characteristics, and more!
- Boston relative to the rest of Massachusetts

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Findings

ASSESSMENT

- The BPD homicide unit increased the yearly Boston homicide clearance rate by nearly 10% when the standard clearance rate definition was applied.
- Clearances were increased by more than 18% when the clearance rate definition was extended to include those cases awaiting grand jury decisions.
- The improvement in Boston's homicide clearance was not observed in the rest of Massachusetts, or nationally.
- Advanced statistical analysis showed that the intervention was associated with statistically significant increases in the probability of clearance.

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Lessons Learned

- Homicide clearance rates can be improved
- Investigative effort matters
- Problem-oriented policing can have an impact

FOR MORE INFORMATION LOOK FOR THE UPCOMING SPI SPOTLIGHT REPORT:

Improving Homicide Clearance Rates: The Value of Analysis to Guide Investments in Investigative Policies and Practices

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Operation RASOR: A Regional Initiative

Cambridge, Everett, and Somerville, MA Smart Policing Initiative

Commissioner Robert Haas (ret.)

Dr. Julie Schnobrich-Davis

May 10, 2017

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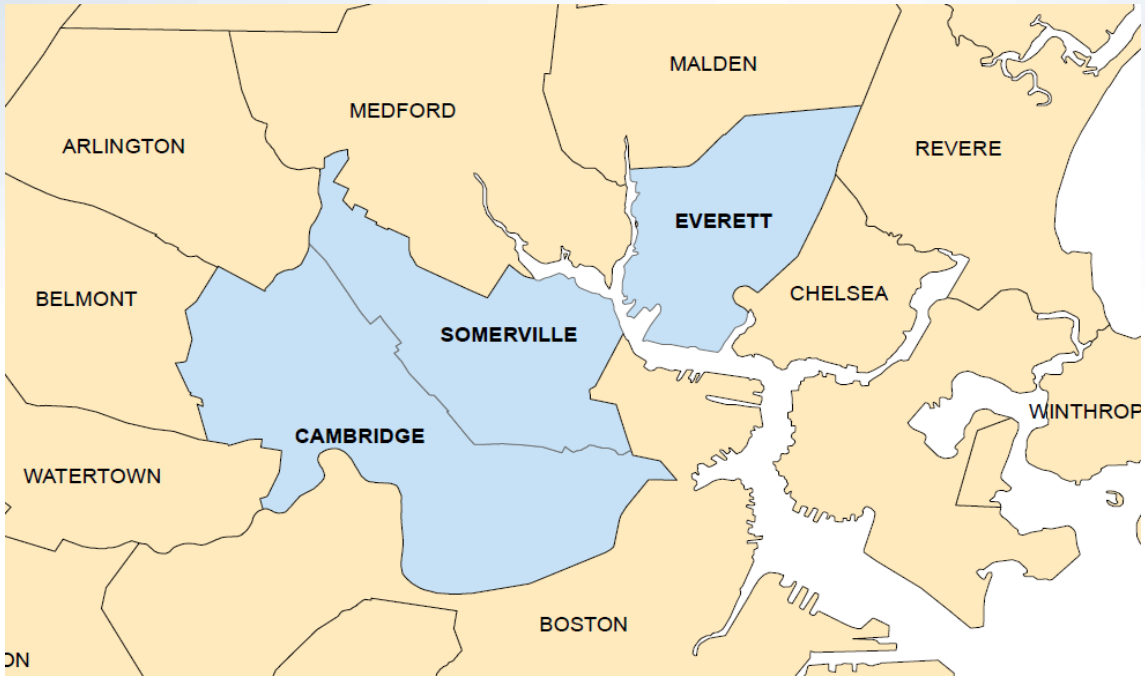
Introduction

- Operation RASOR – cross-jurisdictional offenders
- Cambridge, Somerville, Everett, MA



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Modified Focused Deterrence

Operation RASOR

- Cross-Jurisdictional
- 3 District Courts
- Data Driven
- Social Harm
- Limited leverage
- Complete partnership with services providers
- Police assist with service delivery & case management

Pulling Levers

- Single Jurisdiction
- 1 District Court
- Officer identified
- Violent crimes
- Complete leverage
- Separate messages from providers and LE
- Police typically focus on traditional enforcement efforts only

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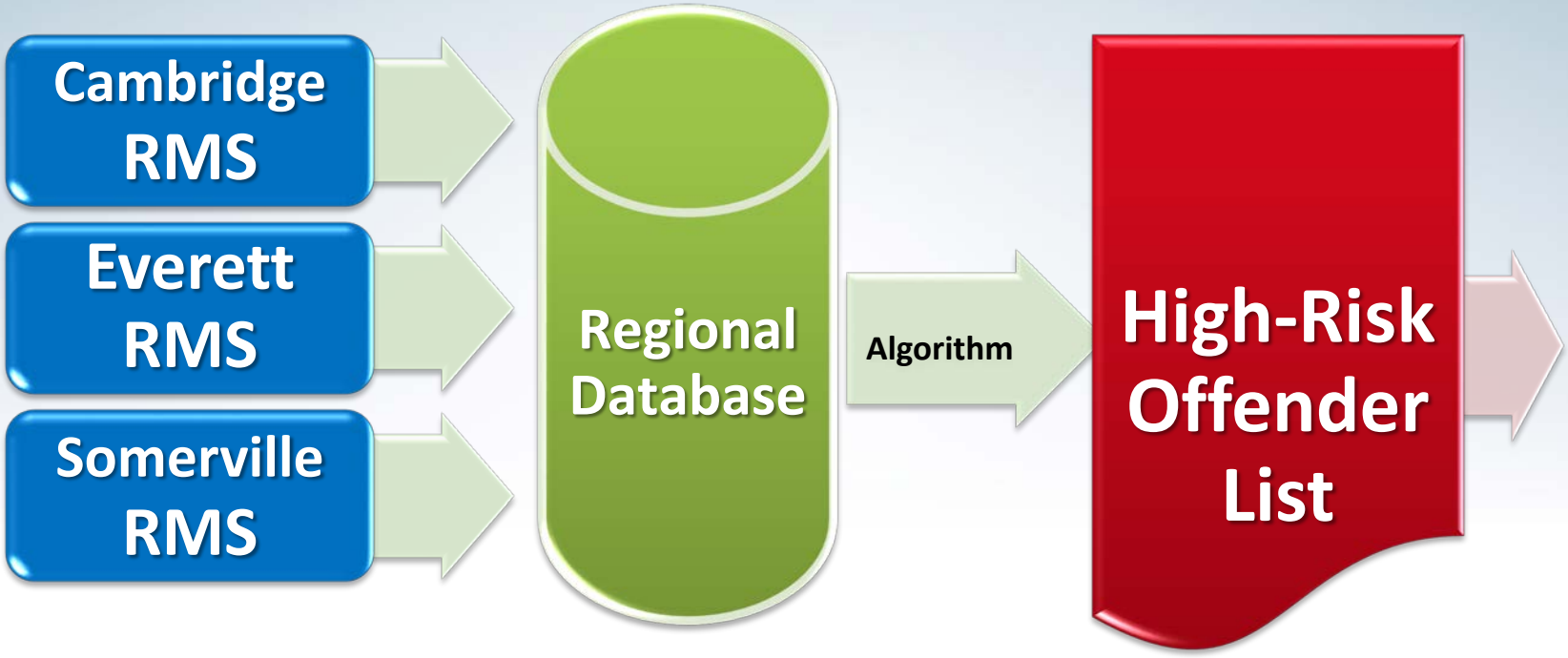
Operation RASOR – data driven



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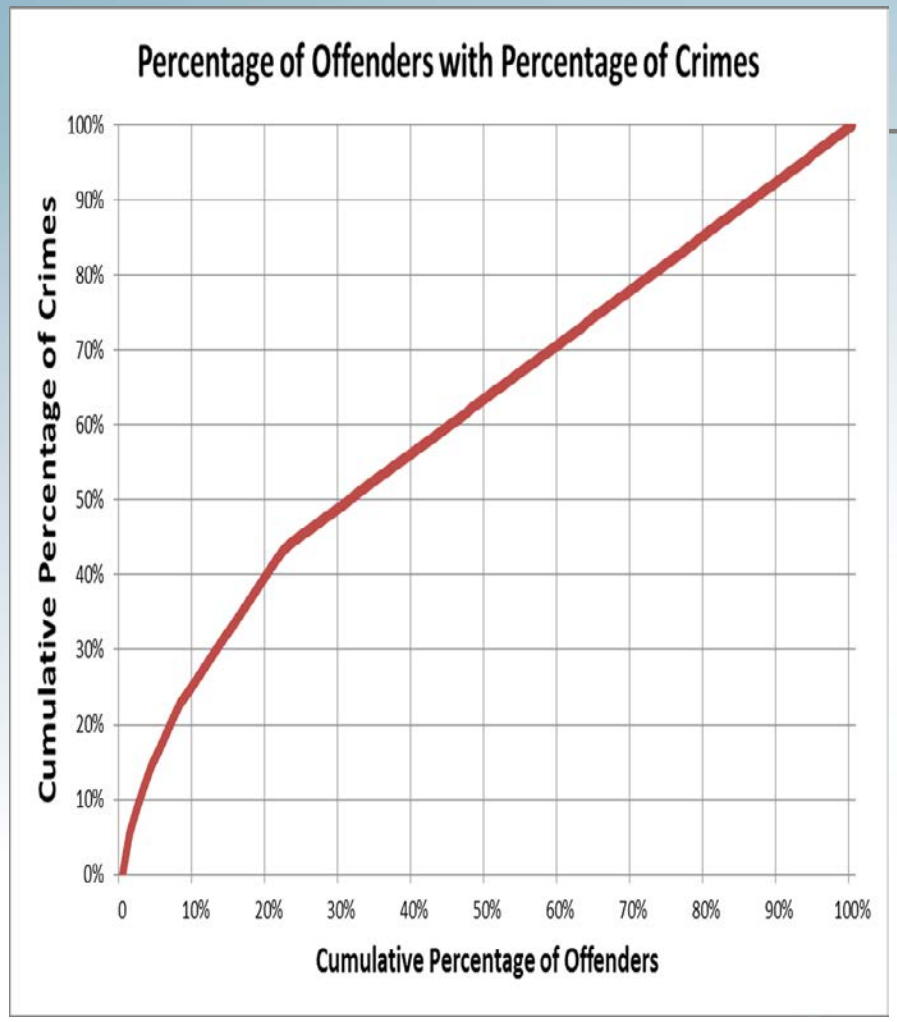

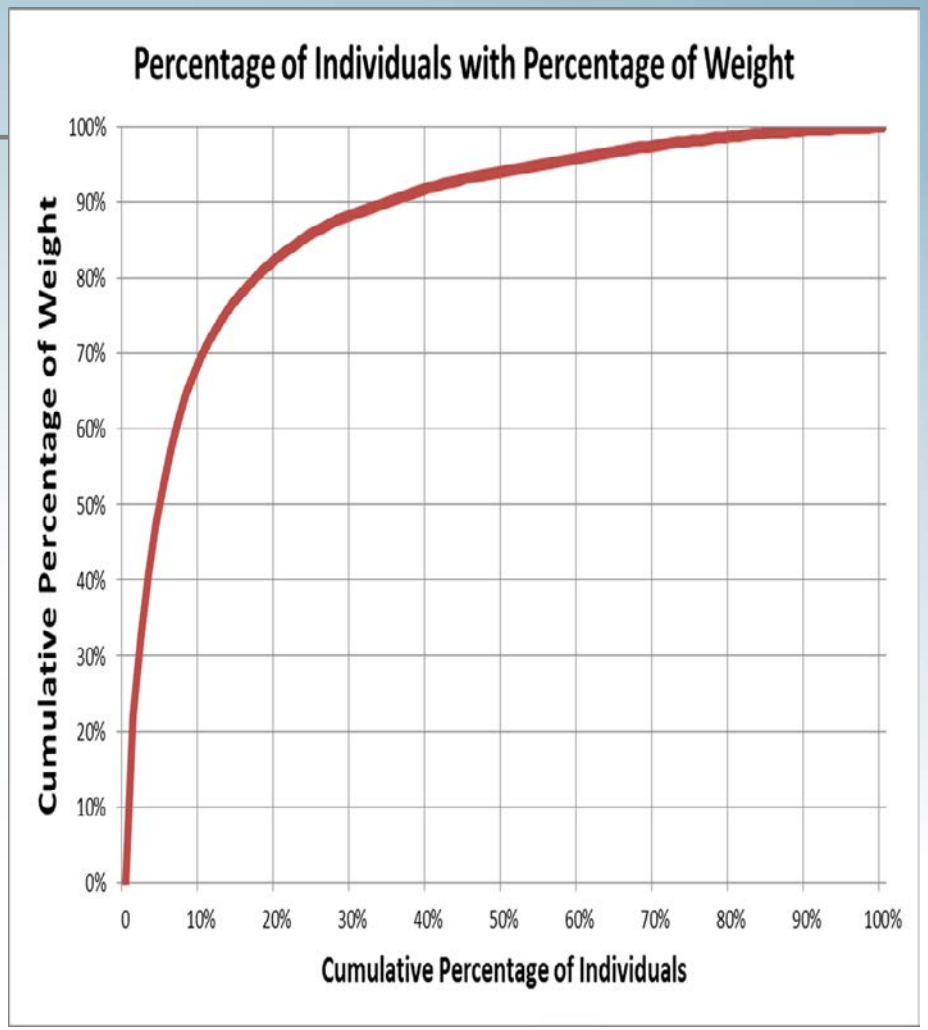

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Outreach Phase

- Crime analysts, police officers, and detectives developed detailed case profiles
- Candidates invited to the notification meeting
- Police case manager engages the family and friends of candidate

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Notification Meeting

Candidates self-selected into two groups:

- Participants – those who chose to participate
  - Completed initial intake forms
- Non-participants – those who chose not to participate (or are removed)
  - Received more intensive enforcement efforts through a plan developed for each offender by case management team

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Case Management Team

- Police detectives work with officers in all three jurisdictions
  - Keep in contact with participants and probation/parole officers
  - Officers supported each other
- Social Worker coordinates with service providers, conducts site visits with officers, develops individualized treatment plan

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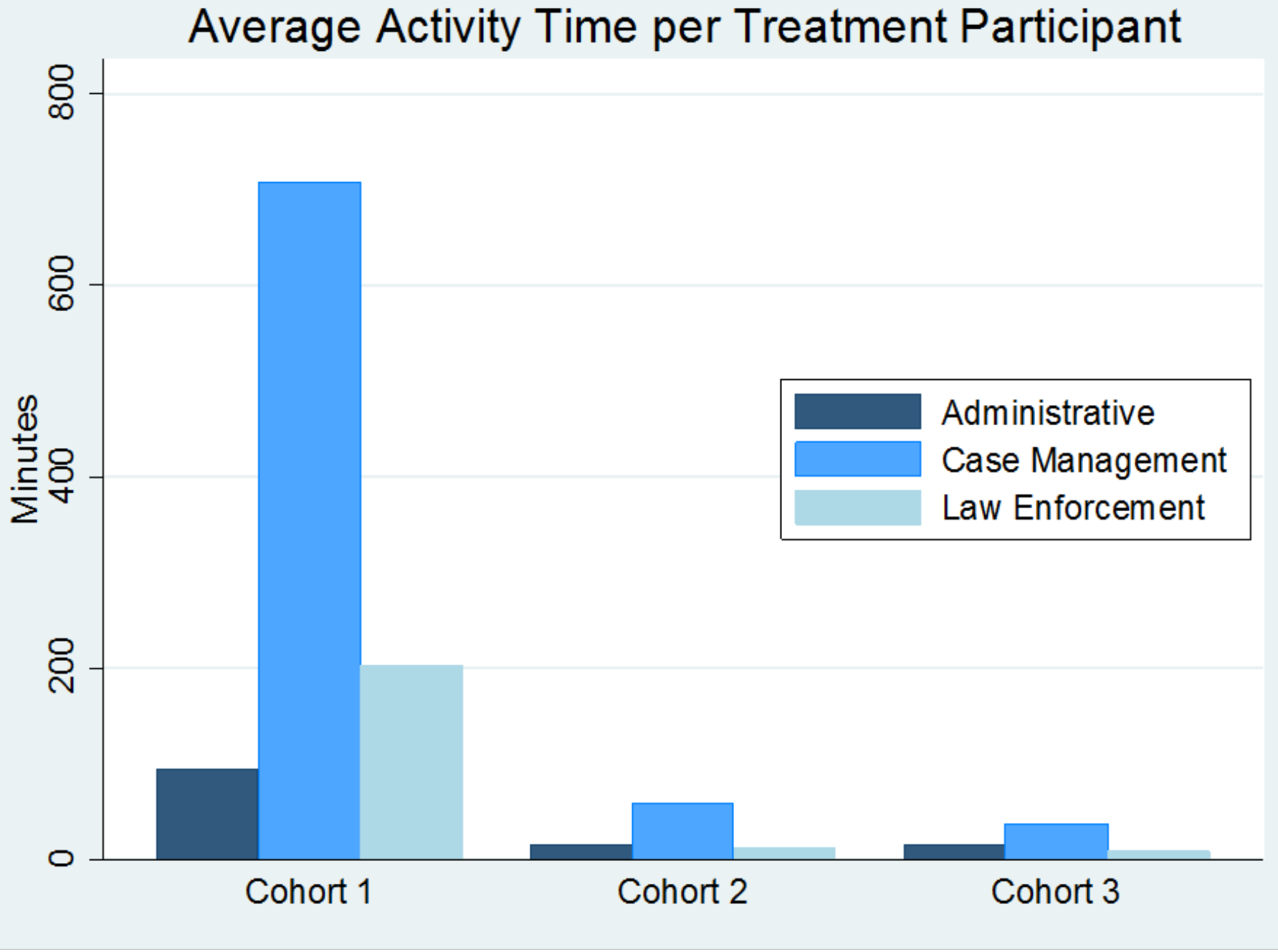
Average Activity Time per Treatment Participant
Minutes
0
200
400
600
800
Cohort 1
Cohort 2
Cohort 3
Administrative
Case Management
Law Enforcement

Qualitative Findings

Participant 1:

- Chronic offender, about 50 arrests prior to involvement in the program.
- A&Bs, larcenies, domestics, A&B with a dangerous weapon, B&Es, resisting arrest, etc.
- Homeless (staying in shelters or street)
- Case management team persuaded court to keep her in jail on a $5000 bail bond, with an expedited trial, and sentence to prison

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Qualitative Findings

Participant 2:

- Chronic offender, over 70 arrests prior to involvement in program
- Several restraining orders, A&Bs, domestics, intimidation, disorderly conduct, B&Es, larceny, and others
- He and his wife attended the meeting
- They were crying and hugging each other after the meeting saying, "somebody cares about us."
- He has not worked in over 30 years and is currently working, no new arrests, and looking for housing

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Lessons Learned

- Organizational learning - feedback for police agencies provided opportunity to rethink strategies and tactics
- Leverage on offenders could greatly increase participation
- More research needs to be conducted on the effectiveness of this strategy in one jurisdiction

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Lessons Learned

- Capacity building:
  - Social workers
  - Crime analysis
  - Police buy-in to new role
- Collaboration:
  - Working with service providers (25)
  - Multi-jurisdictional (PDs & Courts)
- Police legitimacy:
  - Relationship building between offenders & officers/ detectives

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Operation LASER+

Smart Policing in the Los Angeles Police Department

Deputy Chief Dennis Kato, LAPD

Dr. Craig D. Uchida, Justice & Security Strategies, Inc.

May 10, 2017

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Institutionalizing Operation LASER+

- What is LASER+?
- Why did LAPD adopt the approach?
- What does it take to sustain and institutionalize data-driven policing?

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Operation LASER+

- LASER+ = Los Angeles' Strategic Extraction and Restoration Program
- Use laser-like, non-invasive techniques to rid areas of crime and criminals
- Use appropriate data and analysis to drive decision making
- Measure what matters
- Focus on results and outcomes
- Continue to follow Constitutional Policing

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Operation LASER+: Evaluation

- Began in 2011 in Newton Division
- Expanded to 12 Divisions (of 21) in 2017
- Why expand? Why Adopt the approach?
- Evaluation by JSS and Dr. Craig Uchida showed that targeting specific locations and chronic offenders reduces violence
  - In Newton, homicides decreased by 56%; violence decreased by 19%
  - Continue to show positive results

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Winning Elements

- Use of Crime Intelligence Details (CID)
- Identify hot spot corridors and maintain them for 9-12 months
- Create Chronic Offender bulletins and assign them to patrol and special units
- Collect and analyze data throughout the intervention period
- Direct regular patrol, bikes, and foot patrol into the hot spot corridors

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Measure Dosage

- Dosage is the amount of visible police presence spent in a LASER zone.
- Early on, many believed that just spending time in a zone would reduce crime. We found that presence alone was not enough.
- Time spent in a LASER zone should match the time and day of when the analysis showed crime occurring. LASER zones are based on a historical pattern of crime.

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Chronic Offender Bulletins

- Created by police and crime analysts
- Based on a daily review of dozens of field interview cards, arrests, and incident reports
- Now created in Palantir (data/analytic platform)
- Each Division has at least 12 violent chronic offenders (with replacements as necessary)

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Chronic Offender Criteria

- For the 12 chronic offender bulletins, individuals are rank-ordered based on the following point system:
  - 5 points if the individual is a gang member
  - 5 points if the individual is on Parole or Probation
  - 5 points if the individual had any prior arrests with a handgun
  - 5 points if the individual had any violent crimes in his rap sheet
  - 1 point for every "quality" police contact in the last two years (FIs, arrests, etc.)

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Sustain and Institutionalize LASER

- Leadership – Chief Charlie Beck emphasizes data-driven policing
- Made it part of the LAPD Strategic Plan
- Use LASER in Compstat
- Demonstrate how it works
- Evaluate its effects
- Expand slowly
- Train, re-train, use technology, rely upon analysts

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Strategic Goal 1: Reduce Crime and Victimization

Initiative C | Expand Data Driven Crime Prevention Programs

1. Expand PredPol predictive policing program to prevent property and violent crimes.	• Implement PredPol in 8 Divisions to reduce property and violent crimes, measuring dosage and crime reduction weekly.	• Implement PredPol in 12 Divisions to reduce property and violent crimes, measuring dosage and crime reduction weekly.	OO	OO EAS RACR ITB
2. Expand Smart Policing program Operation LASER to increase visibility and reduce violence.	• Identify LASER Zones in 8 Divisions, measure crime reduction and dosage weekly, identify 30–40 chronic offenders to prevent criminal behavior.	• Identify LASER Zones in 12 Divisions, measure crime reduction and dosage weekly, identify 30–40 chronic offenders to prevent criminal behavior.	OO	OO EAS RACR ITB
3. Utilize Dashboard for data-driven focus in Crime Control and CompStat meetings.	• Pilot Dashboard for weekly Crime Control meetings and in CompStat for 2 Bureaus.	• Pilot Dashboard for weekly Crime Control meetings and in CompStat for all Bureaus.	OO	OO EAS RACR ITB

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Preventing Dispute Related Violence

Rochester, NY

Nick Petitti, Rochester Police Department
Dr. John Klofas, Rochester Institute of Technology

May 10, 2017

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Over 60% of Shootings result from known Disputes

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Key Principles

- The best predictor of violence tonight is violence last night
- The most effective way of reducing shootings is to identify and intervene in disputes when there is a high risk of violence

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Operational definition of Dispute

Retaliatory Dispute Definition

A violent retaliatory dispute is an interaction involving conflict, over a period of time, between two or more individuals and/or people associated with them and marked by two or more events involving confrontation or intimidation, in which at least some of those events involve violent acts or credible threats of violence.

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The Skeleton: 3 + 1
Dispute Intervention Components

1. Identify disputes early
2. Assess the risk of violence
3. **Intervene for the purpose of preventing future violence**
4. Ongoing assessment of the process and outcomes of dispute cases

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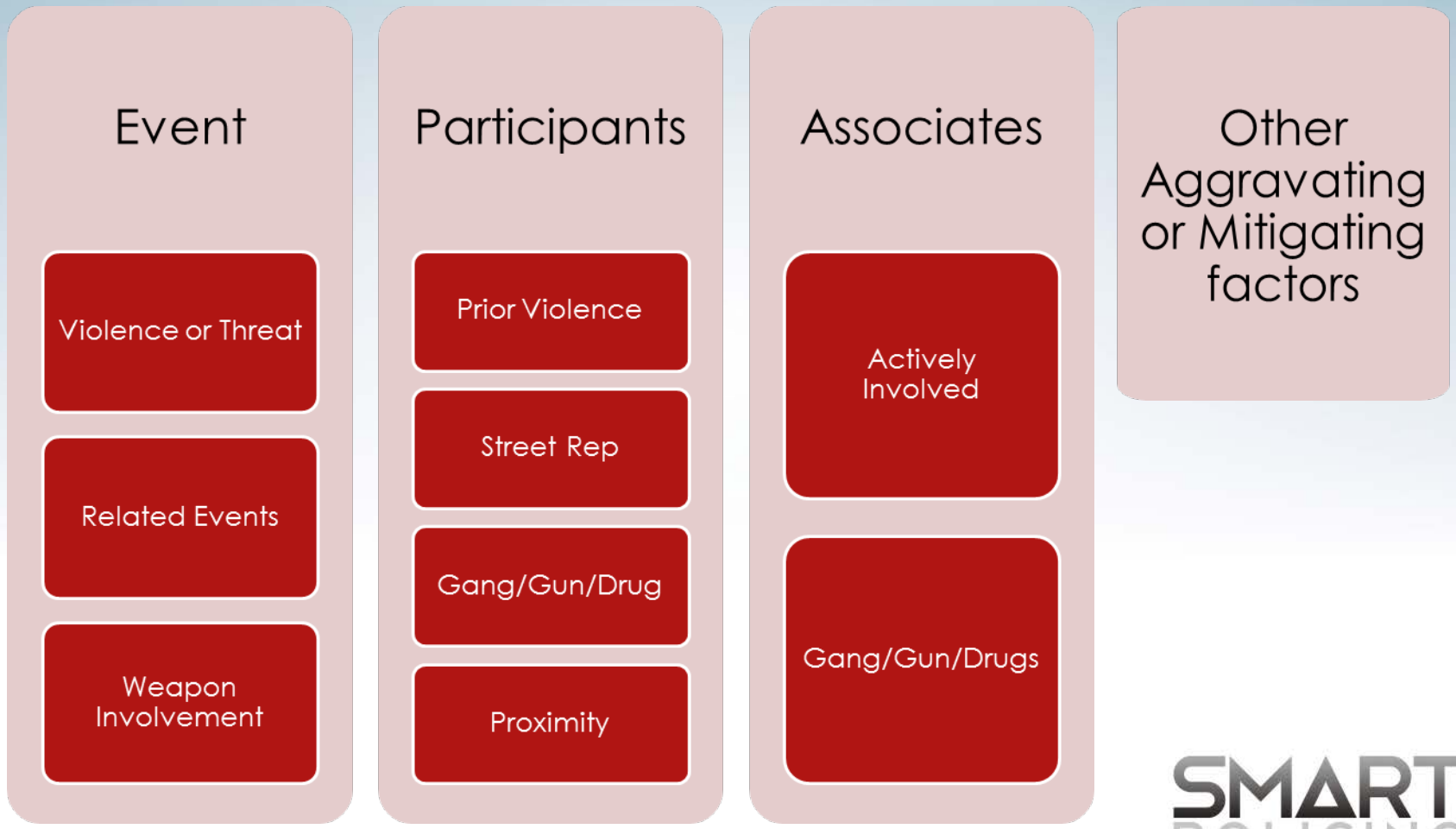
Assessing Risk of Future Violence



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Reducing violence this way chiefly uses traditional and available law enforcement and criminal justice resources

And, it does not conflict or compete with other violence reduction/prevention strategies.

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Key Program Issues

- An ongoing planning process is needed
- Build a solid crime analysis foundation
- Focus on preventing immediate violence and not only on arrest
- Think broadly and develop interventions targeted to the specific disputes
- Learn from your experience
  - Do after-action reports and track data
- Identify and train the next generation of problem solvers

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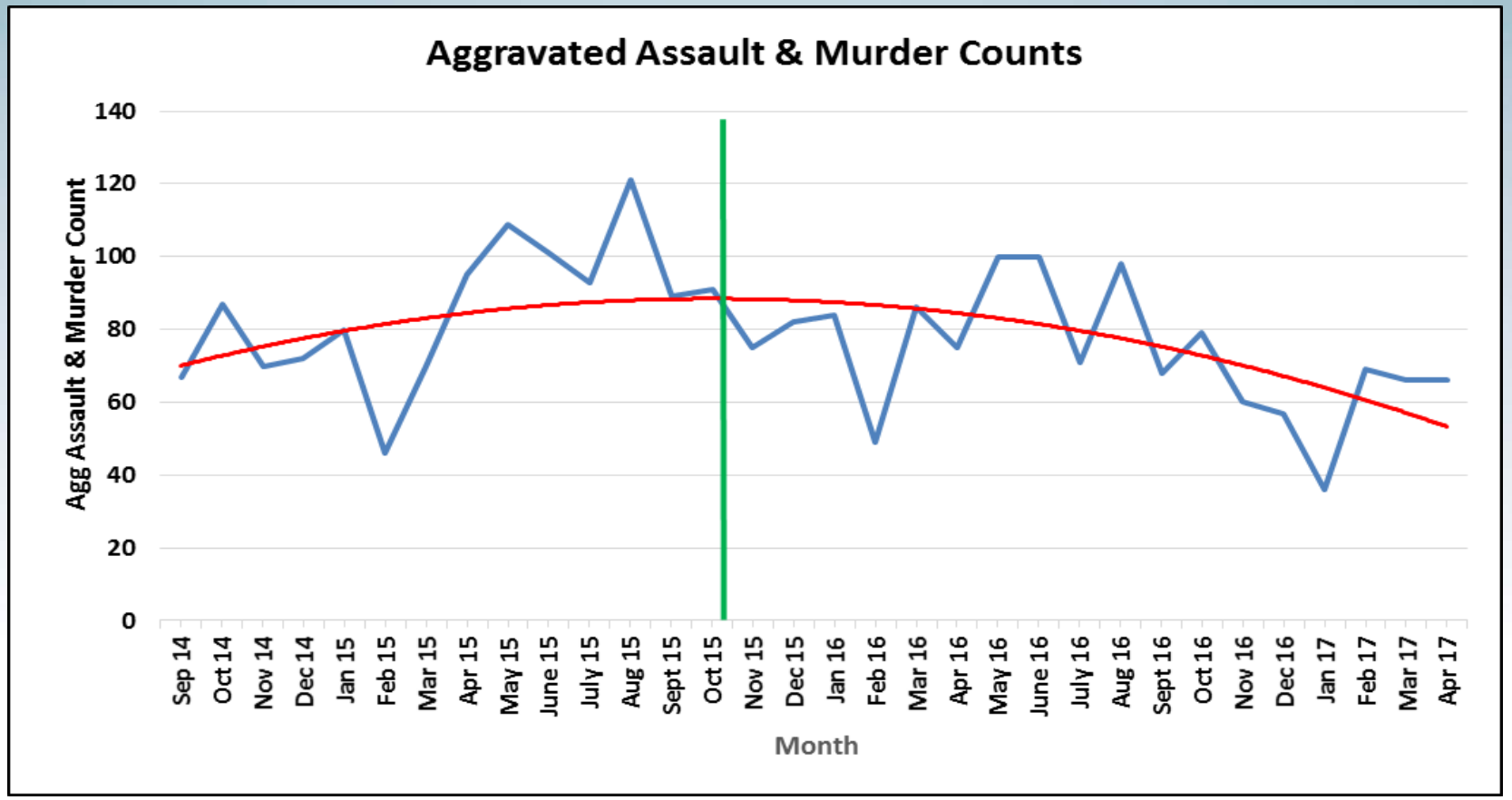
Progress



Monthly Mean Pre-Program: 84

Monthly Mean Post Implementation: 73

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Questions?

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Conclusions – Wrap up

- SPI principles reflected in these presentations

Research Partnerships **Org. Change**

Innovation **Problem-Solving**

Data Utilization & Analytics **Collaboration**

Rigorous methods and research designs

More information about these sites' strategies, implementation and findings is available on the SPI website – check out:

- Boston Case Study in SPI Summer 2012 Quarterly Newsletter
- Cambridge Case Study in SPI Fall 2013 Quarterly Newsletter
- Los Angeles Site Spotlight Report
- Rochester Case Study in SPI Spring 2014 Quarterly Newsletter

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