

In This Newsletter

The Strategies for Policing Innovation (SPI) team is excited to share updates from the SPI sites. This summer 2018 newsletter dives into important issues in policing, such as information sharing, community engagement and program sustainment, and violent crime reduction. It also focuses on the latest updates from the 2017 SPI sites, as well as training and technical assistance (TTA) activities across the entire SPI.

Information Sharing in Law Enforcement Agencies

By: Emma Wohl, SPI Analyst

Information sharing is increasingly important in American law enforcement. The National Institute of Justice recently funded the Criminal Justice System Data Architecture project to better understand how law enforcement agencies share data with other criminal justice entities. “Creating a Framework for Criminal Justice Information Sharing”¹ reports that the criminal justice system has typically invested in information sharing but does not always have a comprehensive view of the information sharing processes. Law enforcement agencies are well represented in information sharing procedures, but criminal justice units such as forensics and data analytics are not. The project developed a proposal for a National Justice Data Architecture, which will provide agencies a method to create cross-agency information-sharing plans.



Several SPI sites have implemented and continue to implement information-sharing processes designed to serve their particular program needs and goals. The Evans County, Georgia, SPI aimed to formalize information sharing through technology, after finding that the primary means of information sharing from one shift to the next was informal conversations either in person or via telephone between officers or deputies.

About Us

SPI is a collaborative effort among the Bureau of Justice Assistance (BJA), CNA, state and local law enforcement agencies, and researchers. It is designed to assist agencies with identifying innovative and evidence-based solutions to effectively and efficiently tackle chronic crime problems in their jurisdictions.

As always, feel free to share your thoughts and experiences with us at SPI@cna.org. You can sign up for the SPI mailing list online at <http://bit.ly/1M6qLhP>.

¹ National Institute of Justice, “Creating a Framework for Criminal Justice Information Sharing,” March 7, 2018. NIJ.gov: <https://nij.gov/topics/justice-system/Pages/creating-a-framework-for-criminal-justice-information-sharing.aspx>

INSIDE...

Page 1 – 2

INFORMATION SHARING IN LAW ENFORCEMENT AGENCIES

Learn about the importance of information sharing and SPI site strategies.

Page 2 – 3

TRAINING AND TECHNICAL ASSISTANCE ACTIVITIES

Check out recent and upcoming SPI activities.

Page 3

FY17 SITE UPDATES

Read about what the newest SPI sites have accomplished this year.

Page 4

SUSTAINING SPI IN BROOKLYN PARK, MINNESOTA

Learn about the Brooklyn Park SPI project on collective efficacy.

Page 5 – 6

BUILDING A COLLABORATIVE APPROACH TO VIOLENT CRIME

Cities have seen a recent surge in violent crime—learn about strategies to combat it.

Page 6

STAFF SPOTLIGHT ON CHRIS SUN

Meet the SPI Project Manager.

Information Sharing in Law Enforcement Agencies (continued)

To improve information sharing, the Evans County SPI built upon their existing Intelligence Operations Center and deployed smartphones to officers and deputies so they could receive e-roll calls with daily intelligence information. The result was significantly enhanced communication and collaboration among the policing jurisdictions and use of intelligence products received through smartphones as justification to patrol certain areas.

The Atlanta, Georgia, SPI project aims to improve data sharing and implement hospital-based Violence Interrupters to work with APD's Community Oriented Policing Section (COPS) unit officers to reduce repeat and retaliatory gun violence. The Lowell, Massachusetts, SPI aims to reduce and prevent future overdoses through the Community Opiate Outreach Program (CO-OP) team, which consists of members of the Lowell Police Department, Lowell Fire Department, Lowell Health Department, and Lowell House, a local substance abuse treatment provider. The team has developed a Health Insurance Portability and Accountability Act of 1996 (HIPAA)-compliant database to share information on outreach to victims of overdoses, which better coordinates future response to those in need of assistance.

SPI Training and Technical Assistance (TTA) activities

Innovations Suite Researcher Practitioner Fellows Academy: From February 27 to March 2, 2018, several SPI sites attended the Innovations Suite Researcher Practitioner Fellows Academy in Chicago, Illinois. The Academy is a partnership between BJA and the School of Criminal Justice at Michigan State University and aims to connect researchers and practitioners to better identify, analyze, and address chronic and emerging crime problems. The 2018 Academy focused on the use of science and data in supporting criminal justice planning, translating research into practice, and implementing evidence-based practices. Representatives from the Atlanta, Georgia; Milwaukee, Wisconsin; Pinellas County, Florida; and Shoreline, Washington, SPI sites and the St. Louis, Missouri, Police-Prosecutor Partnership Initiative (3PI) site were in attendance. At least one member from each SPI police department team and one member of their research team attended the Academy. Attendance at the Academy reinforced SPI practices, including building research partnerships and a community of practice.

Atlanta Peer Exchange to San Francisco: Three members of the Atlanta, Georgia SPI, including the SPI project coordinator, research partner, and case worker, visited the San Francisco Wraparound Project on January 24 and 25, 2018, as part of a peer exchange visit supported by BJA. The Atlanta SPI hoped to learn from and model their emerging SPI on the San Francisco Wraparound Project, which is a well-established hospital-based violence prevention program to reduce youth violence. San Francisco Wraparound is one of the longest serving hospital-based violence intervention programs in the nation. Located at the city's main trauma center, Wraparound connects with young people at a teachable moment by working directly with the survivors of violent injury while they're in the hospital and after they return to the community. Wraparound also partners with community-based organizations to address the root causes of violence, meeting weekly with the Mayor's Office and other stakeholder groups to discuss recent incidents of gun violence and determine strategies to reduce further violence. The TTA visit provided the Atlanta team valuable insights into best practices in many areas including data collection and analysis, case worker practices with victims of violence, organizational management, stakeholder relationships, and sustainability. Based on what they learned, the Atlanta SPI is moving forward to implement their Program to Interrupt Violence through Outreach and Treatment (PIVOT) and evaluate its effectiveness. PIVOT will be operational by summer 2018.

Time Series Analysis TTA with Brighton/Commerce City: The Brighton/Commerce City SPI team is building a multijurisdictional sexual assault task force to address sexual assault across jurisdictions. The team is interested in bolstering their research design to better evaluate the impact of the task force. They are considering a pre and post evaluation approach and have developed a rubric to review sexual assault investigations prior to and after the intervention. They believe an interrupted time series approach would be an appropriate way to measure the impact of the task force. This approach would allow researcher see if there is a change in investigation quality after the intervention by comparing investigation quality score trends before and after the intervention. The SPI team is excited to move forward with this approach and requested technical assistance with the interrupted time series research design. The site has spoken with Dr. Mike White from Arizona State University offered advice and the team will be working with CNA research analyst Dr. Daniel Leeds to develop and implement the design.

SPI Training and Technical Assistance (TTA) activities (continued)

Crime Analysis TTA in Miami: The Miami, Florida, SPI focuses on increasing the crime analysis capacity of the department to better police property crime in the city. To facilitate this effort, the Miami SPI site is receiving TTA to ensure all analysts have a foundation in crime analysis. SPI crime analysis subject matter expert Julie Wartell is providing a series of trainings designed to meet this goal and support advanced problem solving in the department using analysis. The first training was from March 6 to 9, 2018, and the second training was from April 17 to 20, 2018. Initial feedback from Miami Police Department on the training was positive and analysts are already applying what was learned at the training to develop crime analysis products to improve property crime investigations and policing.

The **Newark, New Jersey, SPI** continues to form its team and to identify hot spot and predictive policing strategies which will most successfully reduce and prevent gun violence in Newark.

The **Providence, Rhode Island, SPI** team received approval from BJA for its Action Plan to support individuals with mental illness or substance abuse problems using a Behavioral Health Response Team (BHRT). The SPI site team was very engaged with the TTA team during the visit and throughout development of their plan. SPI subject experts provided comments and insights both at the planning stages and on the initial action plan draft including how to approach the evaluation and possible outcome measures for the evaluation. The Providence team is excited to start supporting their community with the BHRT.

The **Syracuse, New York, SPI** team completed its capacity assessment and received approval for its Action Plan. The SPI TTA team conducted a site visit in June 2018. The site is moving forward with the development of a risk prediction model to identify individuals that are likely to become violent crime offenders or victims of crime. The research team is almost done designing the instrument they will use to guide interview with agency partners and hopes to begin those interviews soon. They hope to have a full report on the process evaluation.

FY17 Cohort SPI Site Updates

The **Birmingham, Alabama, SPI** team's Action Plan to use predictive policing to reduce and prevent gun violence through a focused deterrence approach is currently in review by the TTA team. The SPI team has completed their capacity assessment and is moving forward with solidifying partnerships among their team and determining the best course of action for project implementation and evaluation.

The **Brighton/Commerce City, Colorado, SPI** team completed its capacity assessment and is quickly moving forward with their project to develop and implement a sexual assault task force. The SPI TTA team conducted a site visit on April 25, 2018. To recognize the launch of the task force, the site held a press event during the visit that included remarks from the mayor, and the chief of police. In addition, the Brighton/Commerce City site recently received technical assistance on designing an interrupted time series evaluation (see TTA Activities section below for additional details). In response to the discussion, the site decided to move forward with an interrupted time series research design and is currently working on expanding the number of investigations to evaluate to better support this research design. The site is also working on finalizing the investigation rubric to ensure inter-coder reliability.

The **Tempe, Arizona, SPI** team completed its capacity assessment and is making great progress on developing, implementing, and evaluating an evidence-based de-escalation curriculum. The SPI TTA team conducted a site visit on April 4, 2018. The Tempe SPI team has received approval from BJA for its Action Plan. An MOU between the city and ASU has been finalized, and the research team is moving forward with efforts for peer nomination of star de-escalators.

The **Wilmington, Delaware, SPI** continues to form its SPI team and develop an initiative to identify data-driven policing strategies which will most successfully reduce and prevent gun violence in the City of Wilmington. The team completed its capacity assessment and is working on its Action Plan.



Sustaining SPI in Brooklyn Park, Minnesota

By Chip Coldren, SPI Project Director

As the Brooklyn Park, Minnesota, SPI project, an operational application of the collective efficacy concept, draws to a close, we see solid signs of organizational transformation and sustained implementation in the Brooklyn Park Police Department (BPPD). In partnership with researchers David Weisburd and Charlotte Gill from George Mason University, BPPD implemented and evaluated a new initiative called ACT (Assets Coming Together to Take Action) in a group of chronic crime hot spots. Under ACT, police officers worked on social cohesion, community building, and problem-solving strategies in these troubled areas during their discretionary time. While the final evaluation results have not been released, early indications are that ACT achieved positive results in promoting police-community engagement and may have had success in reducing crime in chronic hot spots, compared to matched control areas.

Figure 1. ACT Process



According to Inspector Bill Barritt at BPPD, the collective efficacy approach to policing caught on among BPPD officers. Many officers expressed an interest in continuing the work and maintaining the positive relationships they had developed in their assigned hot spots. That, coupled with Barritt's very positive experience with the initiative, led him to create several new initiatives that build upon the successes achieved through ACT. In the fall of 2017 BPPD launched an updated version of ACT, called Blue Blocks: Blocks Learning to Unite and Engage. Through Blue Blocks, patrol officers use discretionary time to build relationships in 10 high-crime street blocks to bring community members together, reduce fears, and address livability or public safety concerns. Further, BPPD launched two additional, complementary community engagement programs in micro hot spots: Play Safe Stay Safe, a program designed to foster

relationships and respect with youth in high-crime communities, and Ride on Target, a program to support youth who have been victims of bike theft or robbery by providing them with replacement bicycles. This program is also used by BPPD Patrol Officers in the Blue Block areas to assist families in need with a young child or teenager who cannot afford a bicycle. Under Play Safe Stay Safe, patrol officers use discretionary time to engage youth in sports or outdoor activities such as playing football or drawing with sidewalk chalk. These low-stress encounters give patrol officers an opportunity to establish rapport with youth, alleviate fears about

the police, and demonstrate concern and respect for the youth and their community. BPPD plans to distribute hundreds of footballs, basketballs, hula hoops and sidewalk chalk through personal engagement with youth in the targeted communities. In Ride On, BPPD uses the opportunity to build relationships with the youth and their families.

- 647 hours of resident contact
- 747 hours of extra hot spot patrols
- 172 hours of resident meet and greets
- 153 hours of hot spot foot patrols
- 140 hours of data collection
- 21 hours of large community meetings
- 40 hours of smaller community meetings



We are pleased to see the sustained SPI efforts in Brooklyn Park and we wish the Department and the community much success with these new endeavors. When the evaluation results are available we will post them on the SPI website: <http://www.strategiesforpolicinginnovation.com/>.

Building a Collaborative Approach to Reduce Violent Crime

By: John Skinner, PSP and SPI Site Liaison, Lecturer at Towson University, Retired Deputy Police Commissioner from the Baltimore Police Department

When the Federal Bureau of Investigation released the Preliminary Uniform Crime Report for 2016, it confirmed what many researchers and experts in public safety already suspected: that violent crime increased in the United States for the second consecutive year. After decades of consistent reductions, reported violent crime in 2016 was estimated to have increased by nearly 7 percent since 2014. Most concerning, murders were estimated to have increased by over 11 percent, aggravated assaults by over 8 percent and rapes by nearly 5 percent during this two-year period.

Information from 2017 suggests that the recent surge of violent crime remains a persistent and unrelenting problem for several large municipalities. In February 2018, the Major Cities Chief Association released their Midyear Violent Crime Survey of 65 of the largest police agencies in the United States. According to this report, in 2017, 92 percent of the police agencies reported an increase in at least one major violent crime category. While these agencies

collectively reported nearly a 4 percent decrease in homicides, rape was reported at nearly a 2 percent increase and aggravated assaults experienced a 2 percent increase for the year.

As we think about the complexity of this violent crime problem, it is important to remember that these statistics are more than just numerical indicators. Each crime represents real people, real families and entire communities that are impacted by the wide-ranging consequences of violence. It is also important to consider that despite this increase in violent crime, the primary perpetrators still represent a very small segment of an entire community. However, despite their small numbers, unabated offenders perpetuate a cycle of violence that leaves a path of fear and devastation in neighborhoods. According to the Centers for Disease Control and Prevention, over 4,000 individuals are treated in emergency departments every day for injuries from assaults, and violence against youth costs \$17 billion over the course of the victims' lifetimes. A study by the Urban Institute found that surges in gun homicides in several major US cities reduced the growth of new businesses by 4 percent, and a surge in gun violence slowed home value appreciation by 4 percent. The costs of violent crime to communities and local governments are staggering.

United States 65 Responding Agencies

United States	2017	2016
Homicide	6,791	7,044
Rape	32,195	31,638
Robbery	150,505	157,033
Aggravated Assault	255,563	250,331
Non-Fatal Shootings	19,319	20,545

Totals in United States



Data is preliminary—not a final UCR/NIBRS report. Image from: https://www.majorcitieschiefs.com/pdf/news/mcca_violent_crime_report_2017_and_2016_year_end_update_copy1.pdf.

While law enforcement and prosecution play an important role in violence reduction, when used as the sole strategy these efforts rarely lead to long term violence reduction. Through the work of SPI and the Public Safety Partnership Initiatives, we have learned that the jurisdictions that are most effective in systemically reducing violent crime address the problem through a collaborative approach.

A collaborative approach requires a coalition of partners and resources that address the challenges of violence from multiple positions of leverage. Within this approach, multiple agencies and community partners share responsibility for the violent crime problem. Programs that build prevention and intervention become just as important as targeted enforcement. Research has shown that initiatives like diversion programs for high risk youths, community-based mediation and interruption, hospital-based intervention, and focused deterrence can all be woven together to create a more comprehensive strategy to reduce violent crime.

An important but often overlooked element of the collaborative approach is the shared accountability and measurement of results. Many successful coalitions using a collaborative approach meet regularly in a review process to effectively evaluate progress and outcomes. When done properly, this review process breaks down interagency barriers by creating transparency and collective oversight. Through this model, the coalition is able to continually enhance and build upon the overall collaborative strategy. To learn more about collaboration, refer to SPI subject expert Hildy Saizow's article "Collaborative Policing: The New Paradigm for Effective Policing" on the SPI website at:

<http://strategiesforpolicinginnovation.com/resources/collaborative-policing-new-paradigm-effective-policing>.

For more information on a collaborative approach to violent crime, see the following resources:

Braga, A. A. (2008). Pulling levers focused deterrence strategies and the prevention of gun homicide. *Journal of Criminal Justice*, 36(4), 332-343.

Braga, A. A., & Weisburd, D. L. (2012). The effects of 'pulling levers' focused deterrence strategies on crime.

Butts, J. A., Roman, C. G., Bostwick, L., & Porter, J. R. (2015). Cure violence: a public health model to reduce gun violence. *Annual review of public health*, 36, 39-53.

Cooper, C., Eslinger, D. M., & Stolley, P. D. (2006). Hospital-based violence intervention programs work.

Journal of Trauma and Acute Care Surgery, 61(3), 534-540.

National Public Safety Partnership: <https://www.nationalpublicsafetypartnership.org/>

O'Brien, M., Woods, L., & Cisler, R. A. (2007). The Milwaukee Homicide Review Commission: An interagency collaborative process to reduce homicide. *WMJ-MADISON*, 106(7), 385.

Staff Spotlight: Chris Sun, SPI Project Manager



In early 2018, the SPI TTA team introduced Mr. Chris Sun as the SPI Project Manager. Chris played an active role in the SPI for the last year and works with many SPI sites in an analyst capacity, including Chicago, Illinois; Henderson, Nevada; Miami, Florida; Miami Beach, Florida; Phoenix, Arizona; and Providence, Rhode Island. Chris brings over a decade of research-practice partnership experience to the SPI and has managed large-scale technical assistance initiatives in the past, including serving as the Deputy Director of the Regional Educational Laboratory Appalachia, a federally-funded education initiative that supports research-practice partnerships in Kentucky, Tennessee, Virginia, and West Virginia.

When asked about the most rewarding aspect of the SPI, Mr. Sun noted, "the core of an SPI is the relationship between the law enforcement agency and the research partner. This dynamic relationship resonates with my desire to provide actionable information to decision makers as they are grappling with difficult issues in the real world. SPI sites are addressing these critical issues in their communities and using rigorous research methods to gain valuable insights on how to address them. I look forward to supporting BJA and all SPI sites as the Project Manager".