

SMART Policing Initiative



**32nd Annual
PROBLEM-ORIENTED**

POLICING

CONFERENCE

**Moderator: Christopher Sun
Director, Smart Policing
Initiative**

**Baltimore, Maryland
September 2024**

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POLICING** | Data.
Analysis.
Impact.



TODAY'S PANEL

01

Overview of the Smart Policing Initiative (SPI)

02

SPI Site Presentations:

- **Boulder, Colorado**
- **Las Vegas, Nevada Department of Public Safety**
- **Charleston, South Carolina**
- **Harris County, Ohio Sheriff's Office**

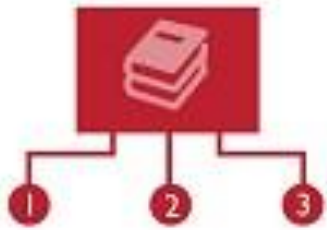
03

Question and Answer

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SPI OVERVIEW

THE FIVE CORE STRATEGIES FOR SMART POLICING PRACTICES



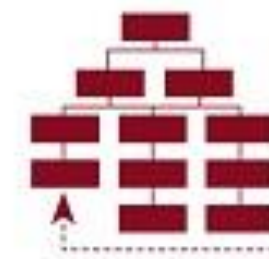
*Performance
measurement
and research*



Strategic targeting



*Making better use of
intelligence and other data
and information systems*

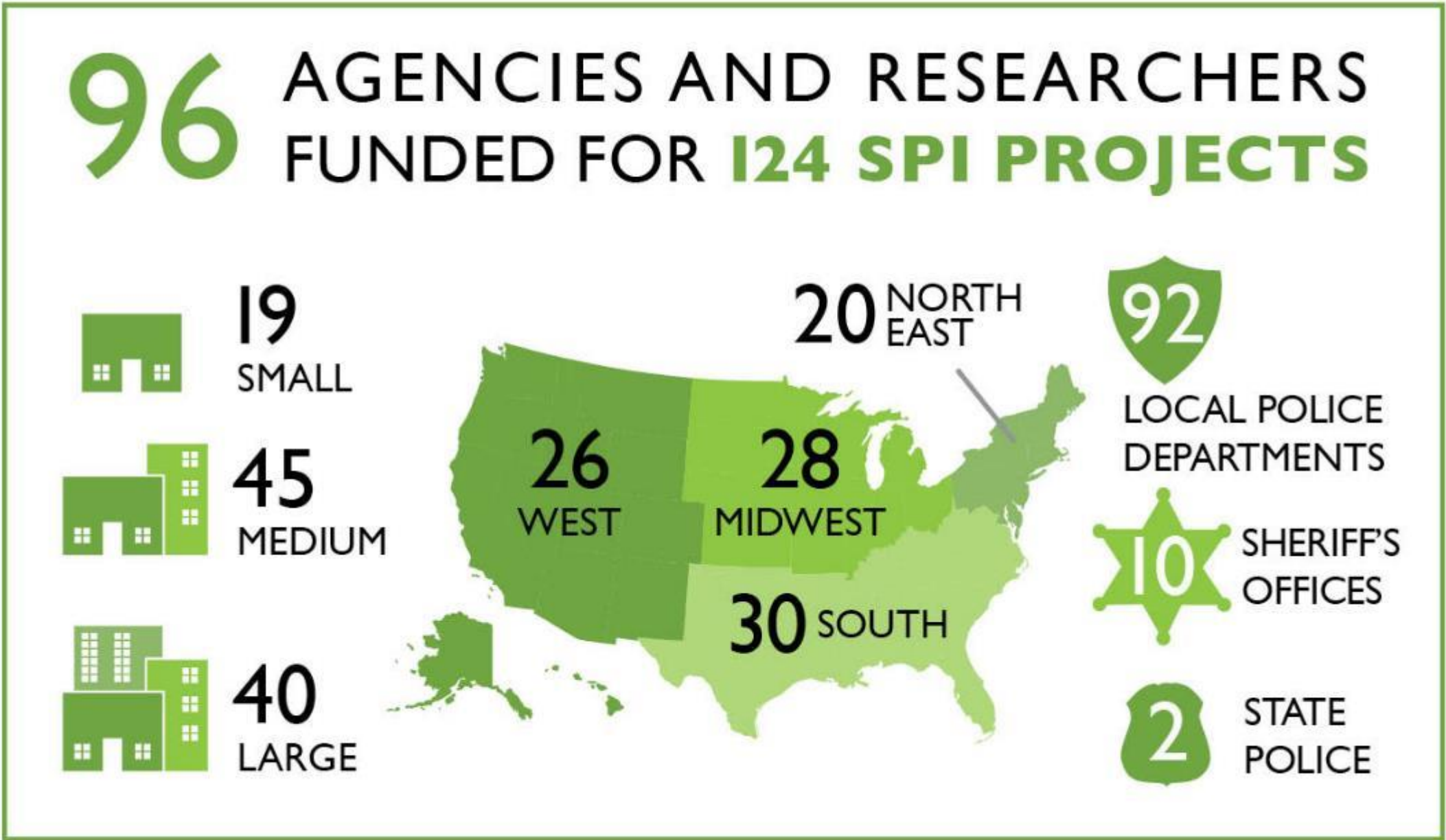


*Managing and sustaining
organizational change*



*Outreach and
collaboration*

SPI OVERVIEW



SPI POP PUBLICATIONS

- POP Guides
 - Gunshot Detection Systems
 - Focused Deterrence
 - Retaliatory Violence
 - Hotspot Policing
- POP Spotlights
 - Lowell, MA
 - Glendale, AZ
 - New Haven, CT



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<https://www.smart-policing.com/tta/publications>

BOULDER COLORADO



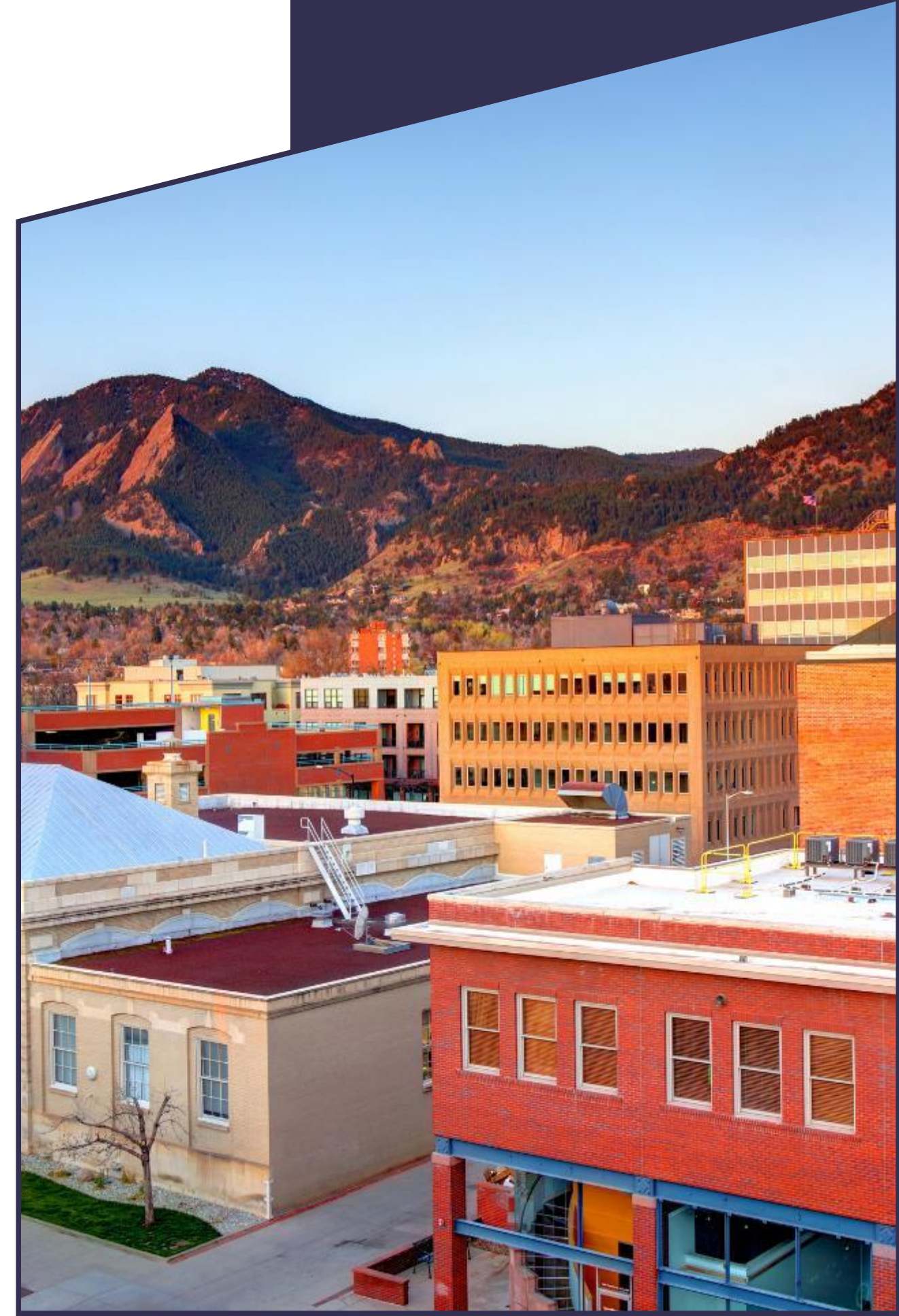
Reducing Encampment Harms

Officer Ross Maynard

Boulder Police Department

Julie Wartell

Problem Analysis Group (strategic advisor to BPD)



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PROBLEM SOLVING

SCANNING DEFINING THE PROBLEM

Police

- Camping Tickets
- Camping notifications
- RMS unhoused designation
- Unattended deaths

Public Space Team

- Inspection surveys
- Notification surveys
- Clean-up surveys

Housing & Human Services

- Coordinated Entry screenings
- BTHRE outreach contacts
- High Utilizers

OTHER

- Inquire Boulder
- OSMP & UPR contacts / tickets
- Muni Court tickets / surveys
- EMS calls
- Downtown Partnership Ambassador



PROBLEM
SOLVING

SCANNING

DEFINING THE PROBLEM

Disparate data systems

Same people, contacting different agencies

Same locations, different agencies handling

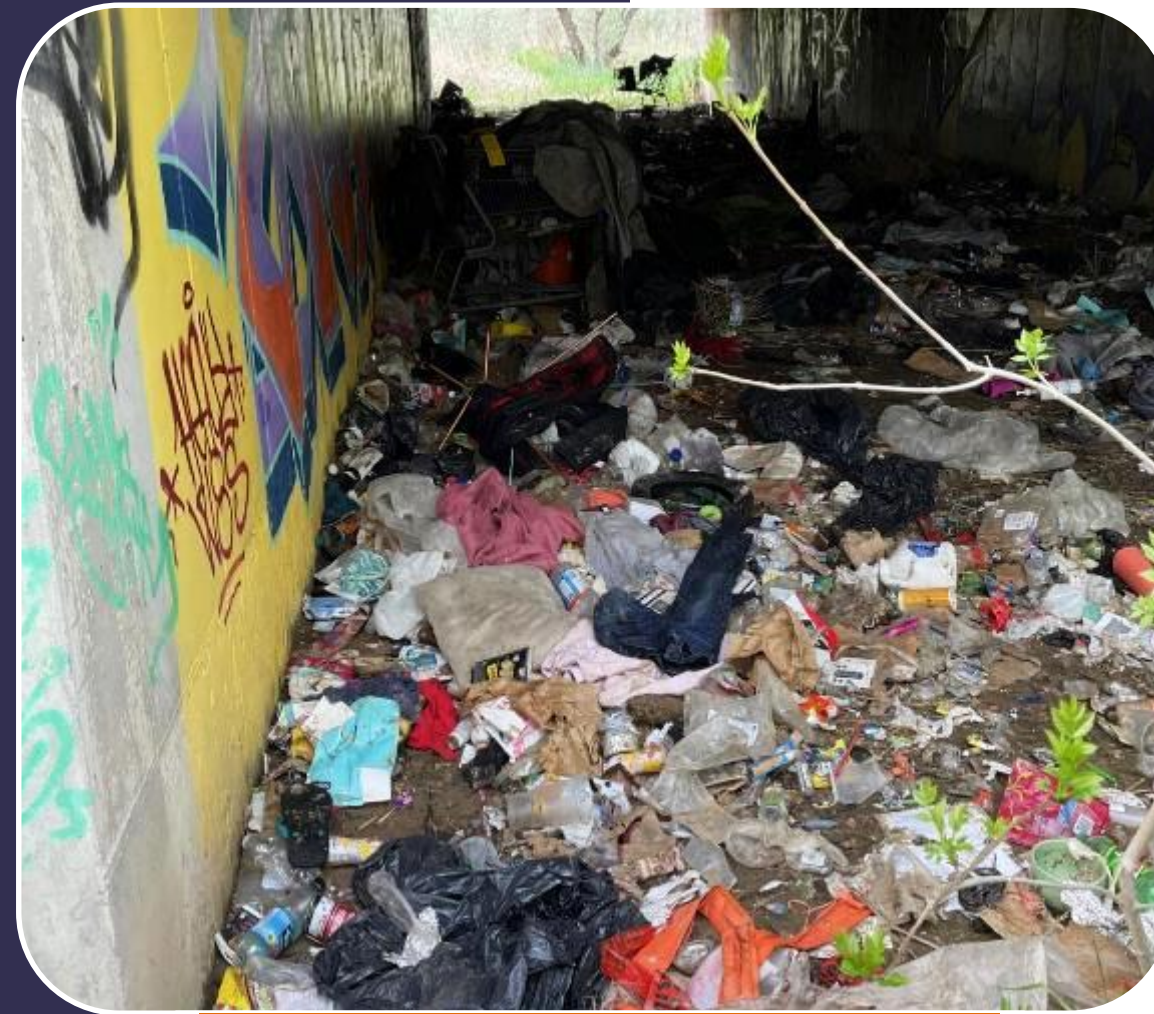
Harms to both persons and places

ANALYSIS

UNDERSTANDING THE PROBLEM



Individual Harms



Environmental Harms



Community Harms

ANALYSIS UNDERSTANDING THE PROBLEM

Inquire
Boulder
Reports



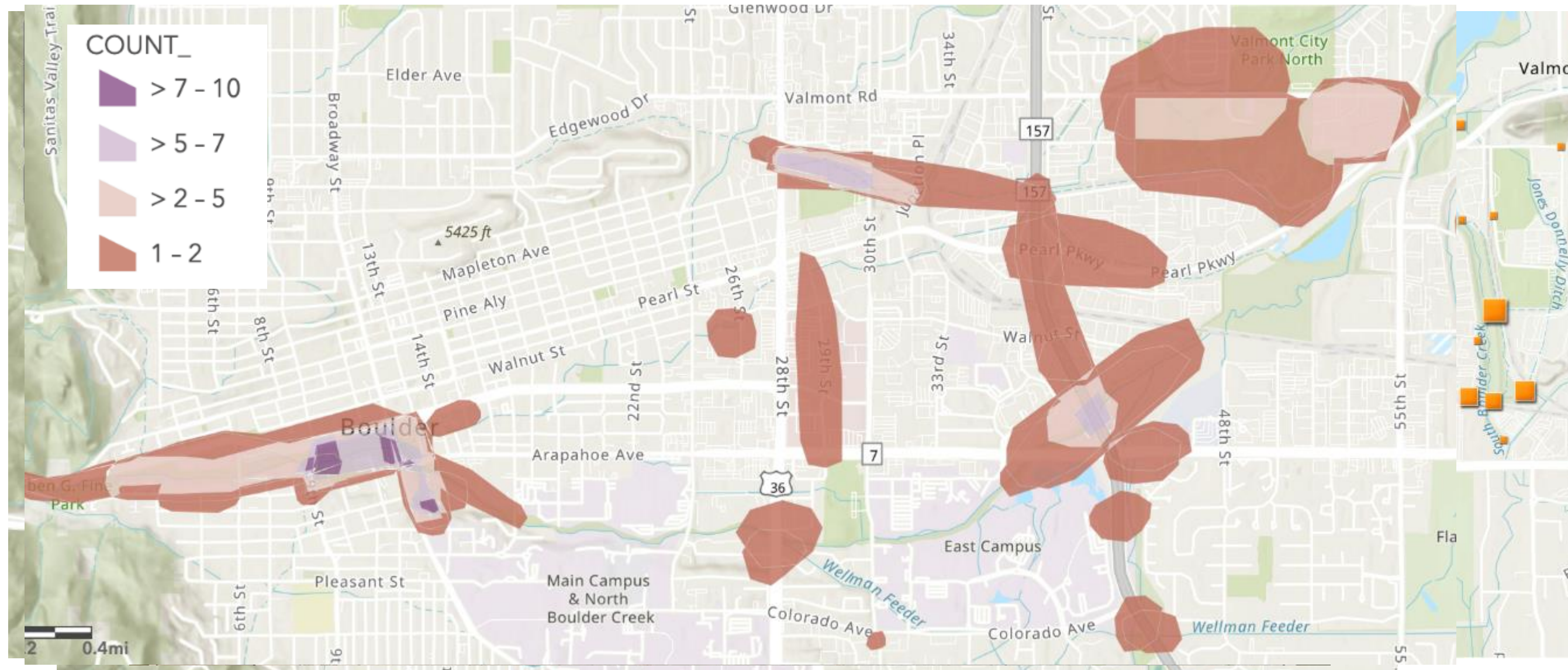
SAMPS
Inspections



Stakeholder
Input

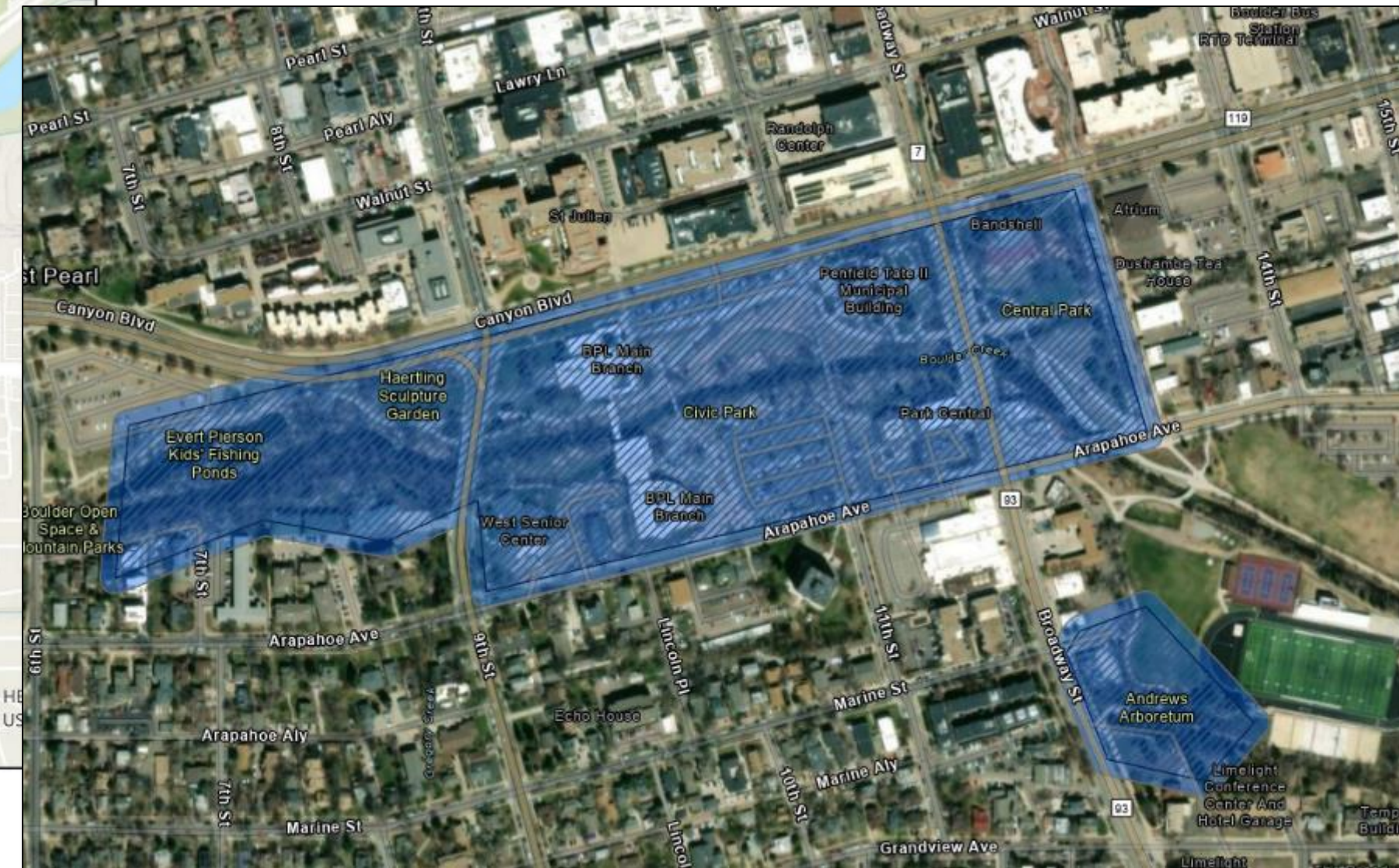
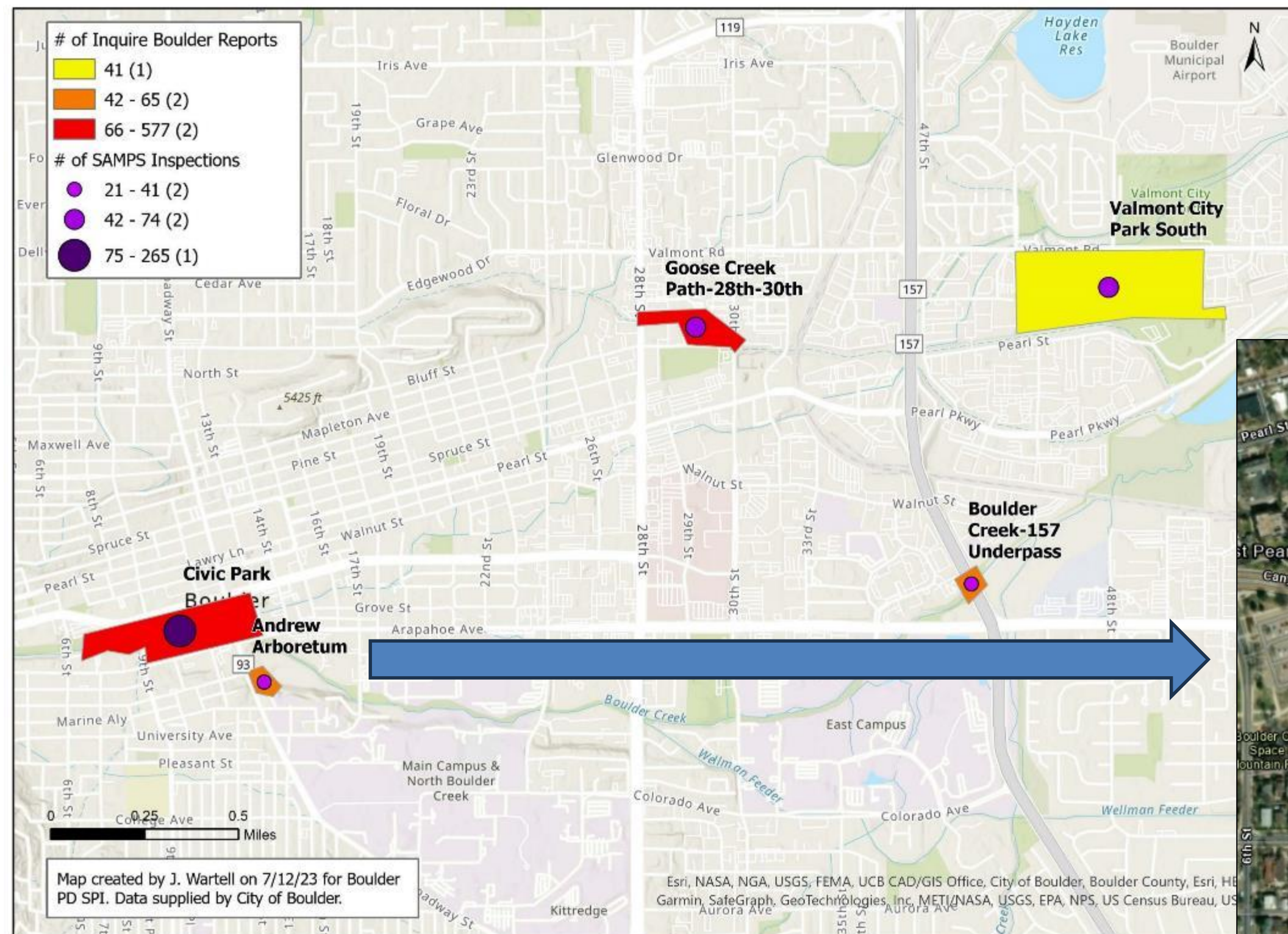


Top
Locations



ANALYSIS UNDERSTANDING THE PROBLEM

Top Encampment Areas



ANALYSIS UNDERSTANDING THE PROBLEM

Encampment Reviews

- **Stakeholders discuss top encampment areas**
- **Who, What, When, Why**
- **Potential strategies**

Surveys of Individuals at Encampments

- **Location choices**
- **Challenges they face**
- **Unsheltered history**

RESPONSE

IMPLEMENTING STRATEGIES

- **Identify potential strategies via coordinated stakeholder effort**
- **Create custom strategies for each encampment area**
- **Implement strategies while minimizing harms**



RESPONSE

IMPLEMENTING STRATEGIES



Civic Park



Goose
Creek



Foothill &
Arapahoe

ASSESSMENT

SOLUTION IMPACTS & FUTURE DIRECTION

- Goal is to reduce the harms
- Tracking the entire process
- Evaluating the impact through multiple measures



LAS VEGAS NEVADA



The Las Vegas Department of Public Safety SAJE Policing Assessment Project

Dr. Aili Malm

California State University, Long Beach

Sgt. Sarkis Jopalian

Las Vegas Department of Public Safety

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SCANNING

DEFINING THE PROBLEM

01

In 2022, Las Vegas experienced significant increases in crime and disorder in specific areas throughout the city

02

LVDPS is also facing organizational challenges due to significant staffing shortages, inefficient data systems, dated policies, etc.

ANALYSIS

LEARNING ABOUT THE PROBLEM

01

Identify organizational areas needing improvement through the SAJE Policing Assessment.

02

Collect and analyze data on the crime problem in downtown Las Vegas and surrounding parks.

4 Pillars: Sound Policing, Accountable Policing, Just Policing, Effective Policing

+

15 Categories: (e.g., Community Engagement, Use of Force, Recruitment/Retention)

+

55 Goals: (e.g., "Police stops and searches are conducted lawfully and only when necessary.")

100 Metrics

= Assessment of Good Policing

SAJE™
Policing
Overview



RESPONSE

SOLVING THE PROBLEM

- SAJE Scores and crime analysis will guide LVDPS in their responses.
- Already considering technological responses such as improved data management systems.
- POP Team: Formed February 2024. Consists of one lieutenant, one sergeant, and three officers. Response is Fremont Street Experience corridor. Main complaint from hotels, businesses, and tourists is vagrancy. Mandates are foot patrol, being visible in the tourist corridor, and building relationships.

ASSESSMENT

SOLUTION IMPACTS & FUTURE DIRECTION

01

Process Evaluation – Detail: (a) changes and adaptations made to the SAJE Assessment during implementation; (b) contextual information for sources of change, such as social, political, and physical contexts, (c) and challenges, barriers, and facilitators in implementation.

02

Outcome Evaluation: pre-post comparison of crime, calls for service, arrests and citations, community contacts, use of force and complaints of officer misconduct. Other outcomes may arise through SAJE Assessment.

03

Comparison of SAJE Scores: Time 1 and Time 2 SAJE scores will be compared across all four pillars and associated categories.



CHARLESTON SOUTH CAROLINA



Traffic Congestion Around Schools

Deputy Chief Dustin Thompson

Charleston Police Department (CPD)

Dr. Cory Haberman

University of Cincinnati (UC)

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FOUNDATION

HOW THE WORK STARTED

01

CPD partnered with UC to build its skill in and use of problem-oriented policing (POP)

02

UC trained CPD commanders, sergeants, and officers in POP and CPD selected problems within each Team

03

CPD Teams engaged in problem analysis and implemented solutions. UC provided consultation at all stages.





PROBLEM
SOLVING

SCANNING

DEFINING THE PROBLEM

01

Issues with car drop off and pick up lines at two school campuses, directly across from each other

02

Complaints increased when students returned to in-person learning following COVID-19 protocol adjustments

03

Caused:

- Traffic congestion
- Safety issues
- Illegal turns and wrong-way driving
- Unauthorized parking

ANALYSIS

LEARNING ABOUT THE PROBLEM

01

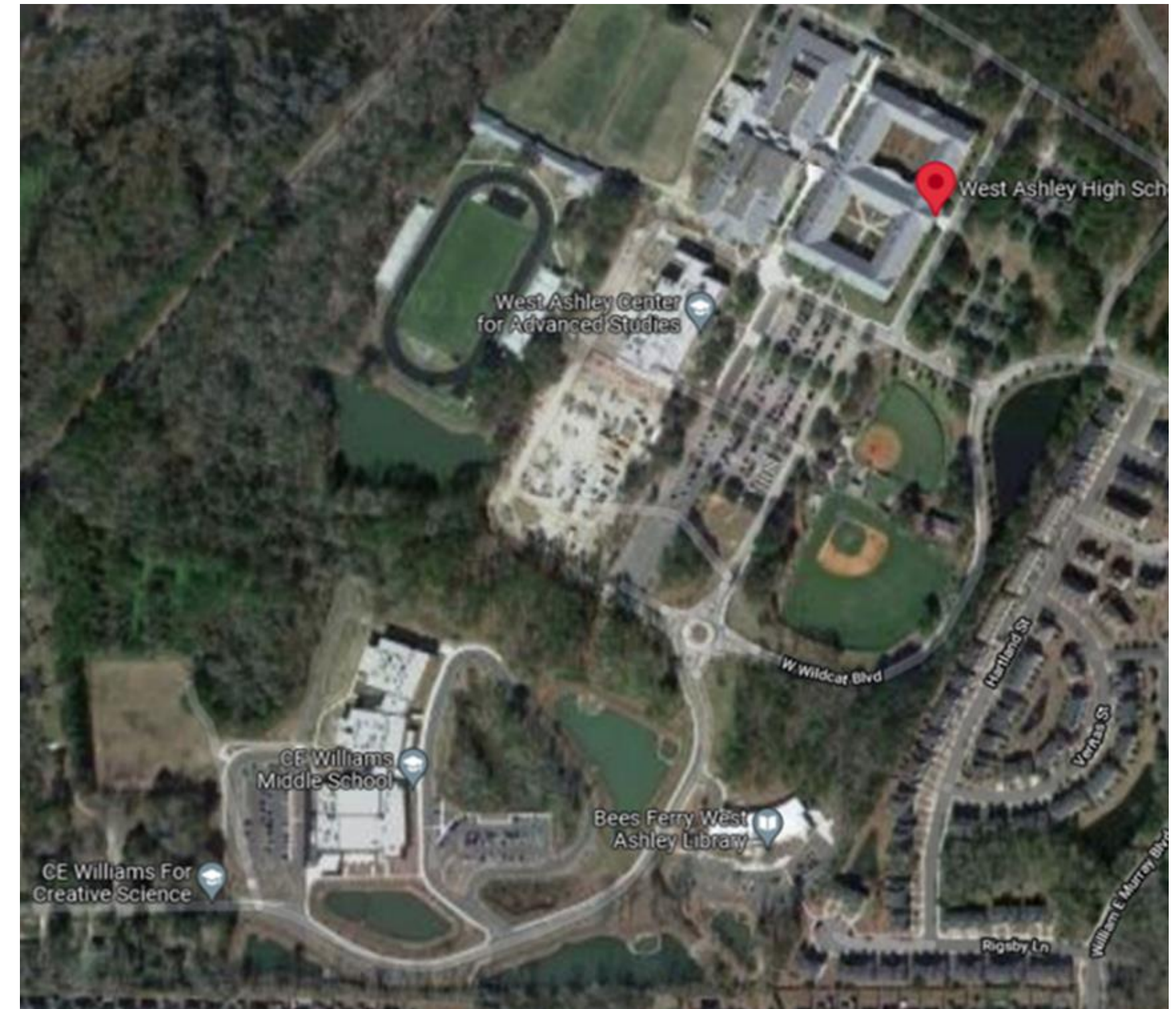
CPD Schools Team observed the car lines and how they operated. High school also provided drone footage.

02

- Determined that parents were:**
- **Dropping off students in the street to cross lanes of travel**
 - **Illegally parking at the library across the street**

03

Solution was to make the line move efficiently which required adjusting traffic pattern at the middle school



RESPONSE

SOLVING THE PROBLEM

- Implementing the solution required working with other parties, including the schools and county school district
- CPD met with school administrators, and they agreed to try the proposed solution
- The traffic pattern around the middle school was adjusted (as shown to the left)
 - No left turns allowed at exit



ASSESSMENT

SOLUTION IMPACTS

01

After implementation:

- **Length of car line shortened**
- **Moved efficiently (time in line cut in half)**

02

No more complaints received

03

The library posted parking signs and hired parking lot security. This reduced the number of students cutting across the roadway.



BUILDING ON FUTURE DIRECTION

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01

Project team awarded FY 2023 BJA Smart Policing Grant

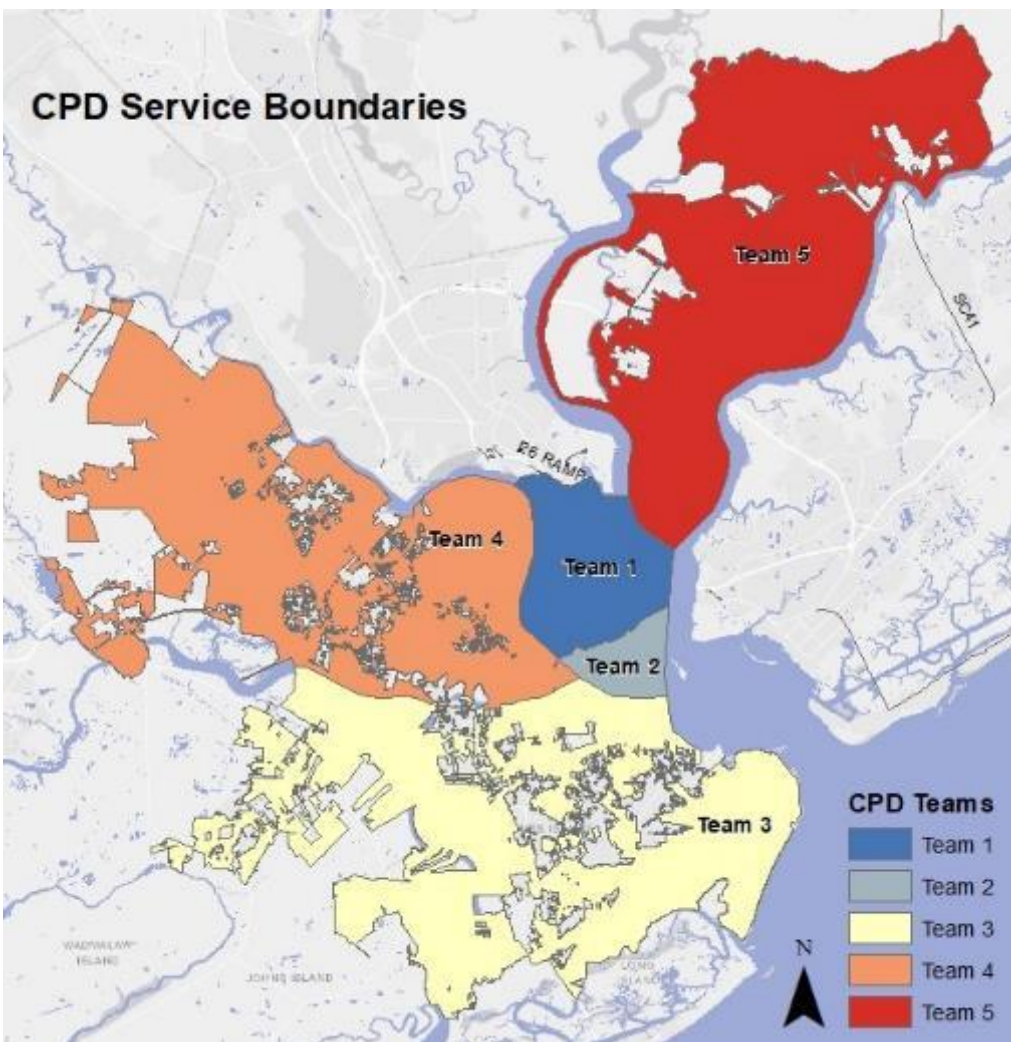
02

CPD will identify and focus on violent, property, and traffic hotspots in each Patrol Team



03

Grant supports training and an evaluation from UC, data systems improvements, and project support



HAMILTON COUNTY OHIO



Smart Policing Initiative

Major Tony Orue

Sergeant Oliver Albert

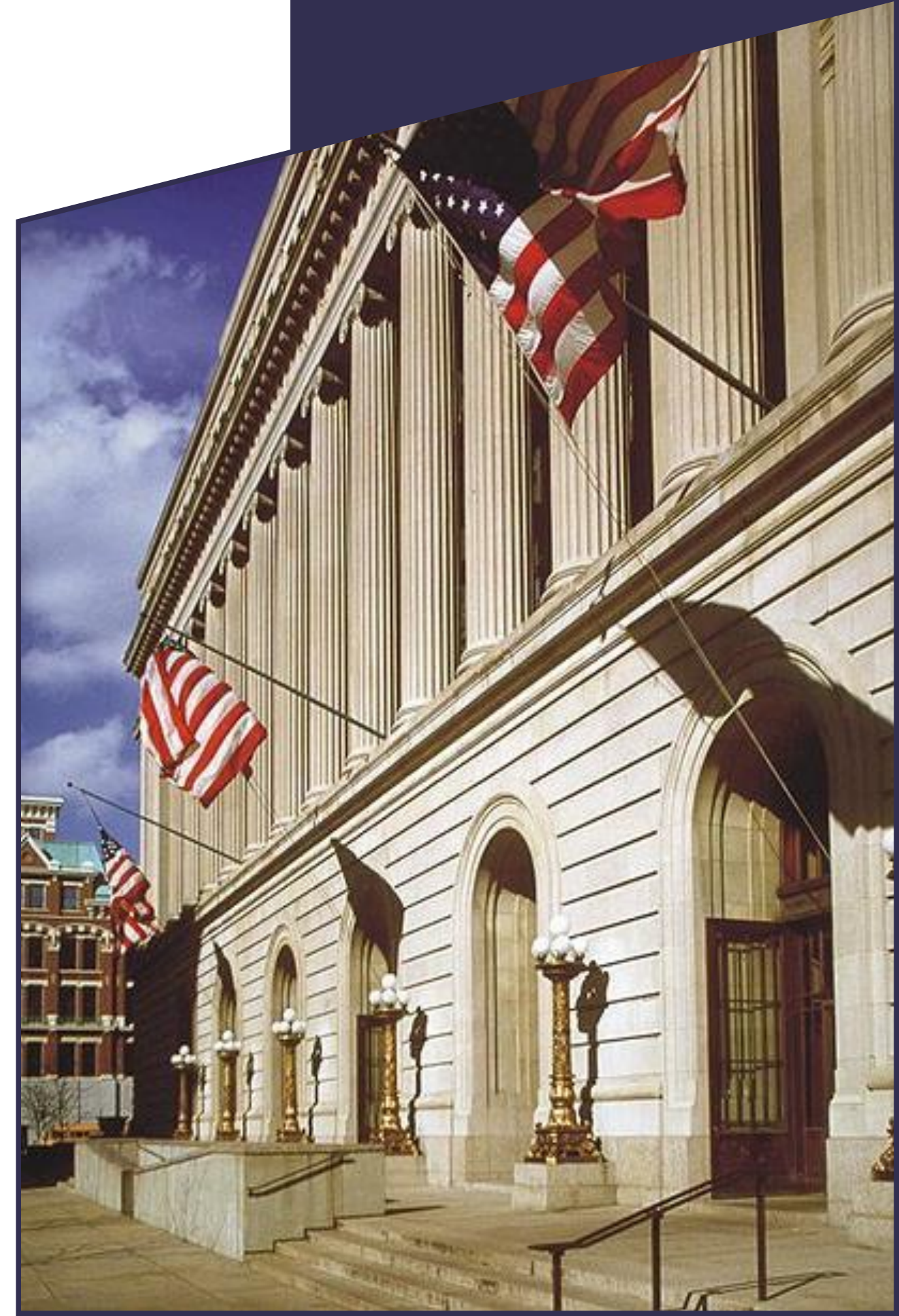
Hamilton County Sheriff's Office

Dr. Cory P. Haberman

University of Cincinnati

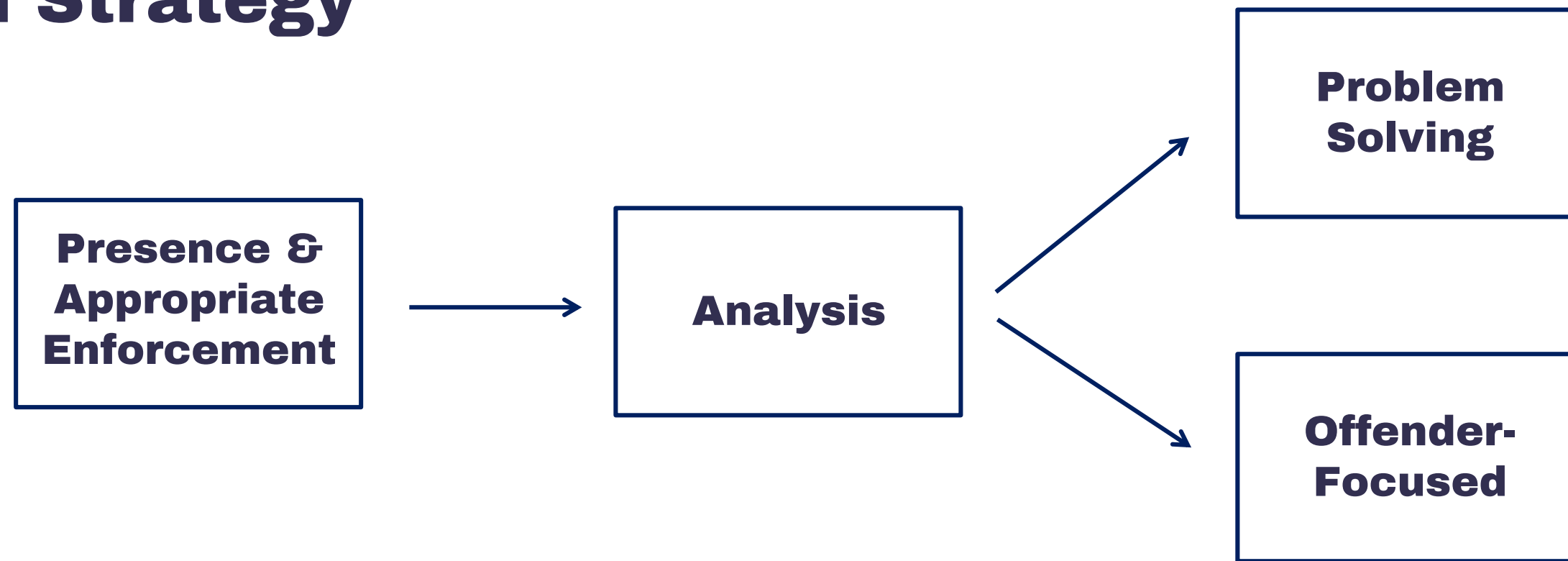
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HCSO SPI

Place-Based Strategy



- **Evidence-based approach**
- **Short- and long-term focus**
- **Addresses a range of crime problems that concern the community**
- **Should be more procedurally just**
- **Should improve or at least not damage citizens' perceptions**



SCANNING & ANALYSIS

01

**Westbrook Mobile Home Park
250 homes**

02

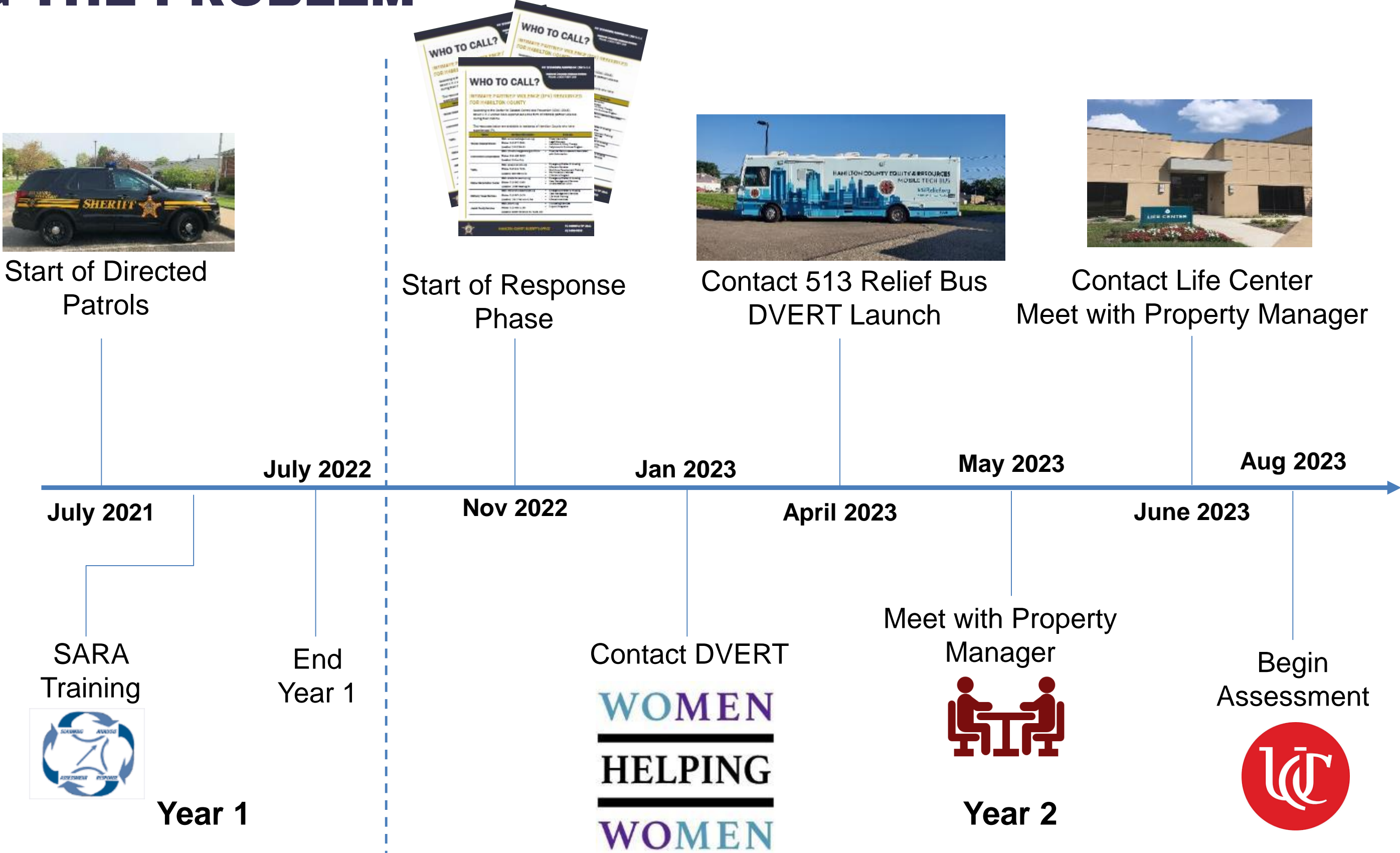
**326 calls for service in 2020
--71 domestic dispute
--55 troubles/threats/disturbances**

03

**Repeat locations (mobile homes)
Poor place management/policies
No physical upkeep**

RESPONSE

SOLVING THE PROBLEM



ASSESSMENT

Westbrook Mobile Home Park

01

**One year before vs. 1st year of treatment:
249 to 210 calls for service (-16%)**

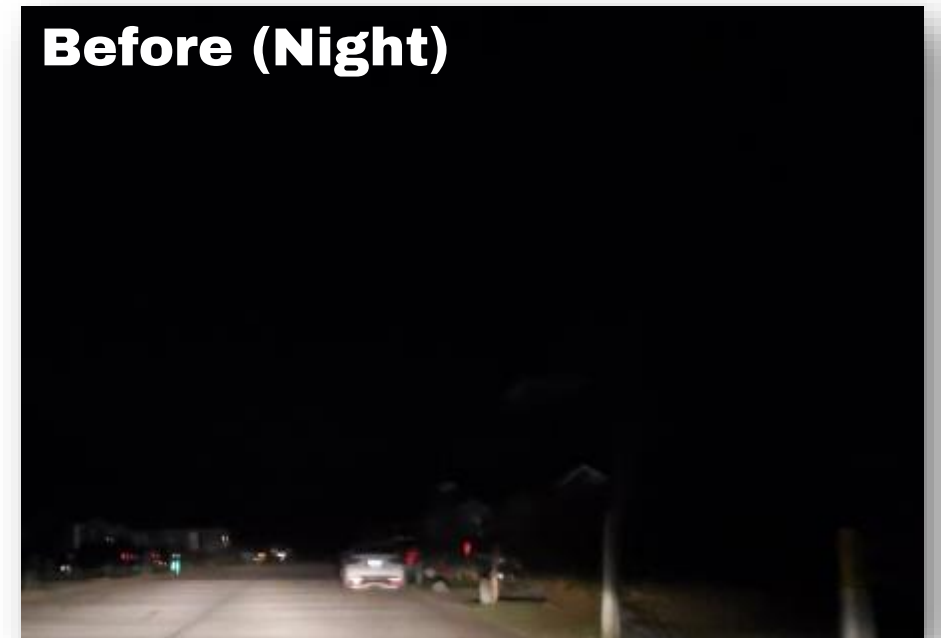
02

**One year before vs. 2nd year of treatment:
249 to 193 calls for service (-22%)**

03

Relationship built with property manager
--Established eviction policies for uncooperative tenants
--Installed lighting throughout property

Before (Night)



After (Twilight)



ASSESSMENT

Overall HCSP SPI (13 treatment problems vs. 13 control problems)

01

One year before vs. 1st year of treatment:

-23% reduction in calls for service (991 to 759) vs. -16% in control areas

02

One year before vs. 2nd year of treatment:

-28% reduction in calls for service (991 to 710) vs. -16% in control areas

03

Implementation & effectiveness varied by site

--Some sites struggled with problem solving



Lessons Learned

01

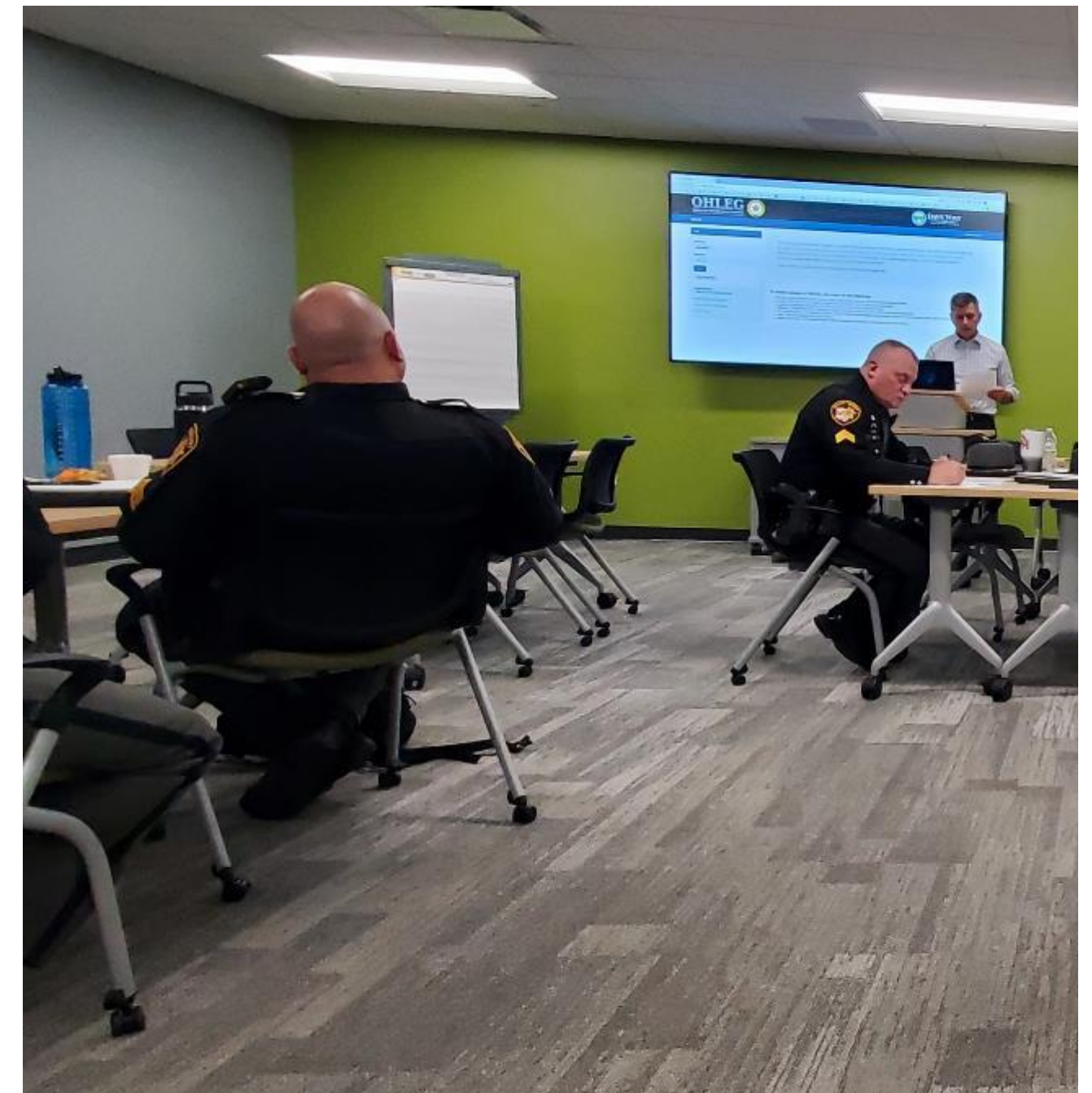
Challenge with balancing who and how many people can be trained at once

02

Challenge with establishing accountability vs. creating a sentiment of micro-management

03

Challenge with matching organizational command structure to project objectives and establishing buy-in across command staff and up and down the chain of command



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