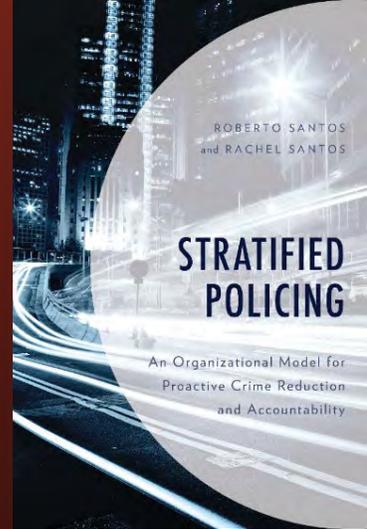32nd Annual Problem-Oriented Policing Conference
Baltimore, MD, September 2024

STRATIFIED POLICING: A BUSINESS MODEL FOR PROACTIVE CRIME REDUCTION

Presented by

Roberto Santos, Ph.D.
Rachel Santos, Ph.D.

Chief Shon Barnes, Ph.D.
Lee Hunt, Ph.D.

Radford UNIVERSITY | Center for Police Practice, Policy and Research

CITY OF MADISON POLICE DEPARTMENT

Overall crime figures down in Salisbury for 2020; final numbers to come

"One of the foundations for stratified policing is being evidence-based so our focus is on the right places and people," he said. "It also improves our efficiency and effectiveness. We have a system of accountability we use to be sure everyone is on the same page from the chief, to supervisors, to detectives, and to

Putnam County credits new strategy for dramatic drop in crimes

Col. Wells says non-violent crimes such as theft and burglary appear to be trendin the reduction in overall crime for 2020 has more to do with the new crime-fightin

"We've adopted what is known as the Stratified Crime Control strategy. We're the

The Salt Lake City Police Department's Crime Control Plan continues to evolve and has made a positive impact on crime rates. Stratified Policing is a recent example of this evolution. Our

How Danville has drastically reduced its crime rate since 2016

In 2016, the Danville Police Department had no community policing model, a shaky relationship with residents and spiking crime levels. In recent years,

Fort Myers Police Department Touts Downward Trends in Crime Rates

IACP POLICE CHIEF

The Stratified Policing Model in the Delaware State Police: Implications for Statewide Evidence-Based Practices

Nathaniel McQueen Jr., Colonel/Superintendent; Major Sean E. Moriarty, EdD, Operations Major; and William Crotty, Captain, Delaware State Police

SLCPD Stratified Policing Continues to be Successful

SALT LAKE CITY — The Salt Lake City Police Department continues to see success using the princip reduce crime and minimize the harm caused by offenders and maintain our positive relationship

LOCAL NEWS

'Stratified Policing' results in lowered Salt Lake City violent crime

by: Derick Fox
Posted: Sep 8, 2022 / 03:13 PM MDT

Walton County crime rate significantly below state average

Roanoke gun violence significantly reduced during first half of 2024

te average, with a 2020 crime rate of 2019, when the county's crime rate

ies police chief Scott Booth has implemented since taking on the hotspots for crime in the city. That's where his model comes into play.

rted 984 index crimes in 2020, 9%

Saving Our Streets: An inside look at a new crime-fighting strategy for Lynchburg Police

Madison police report lower crime levels, higher OWI enforcement

By Allison Garfield
Jul 2, 2024

West Pal
what he
netted

Why a d Fla. police department on the cutting edge

Keeping on the cutting edge of policing strategies like CompStat and Stratified Policing led the Port St. Lucie Police Department to leverage the Adventos SmartForce Agency Management System to turn its investigation process into a dynamic, real-time discussion.

their drug de etting safer th neighbors."

by Kelsey Childress | Thu, May 18th 2023

IACP/SPRINT EXCELLENCE IN LAW ENFORCEMENT RESEARCH AWARD PROGRAM

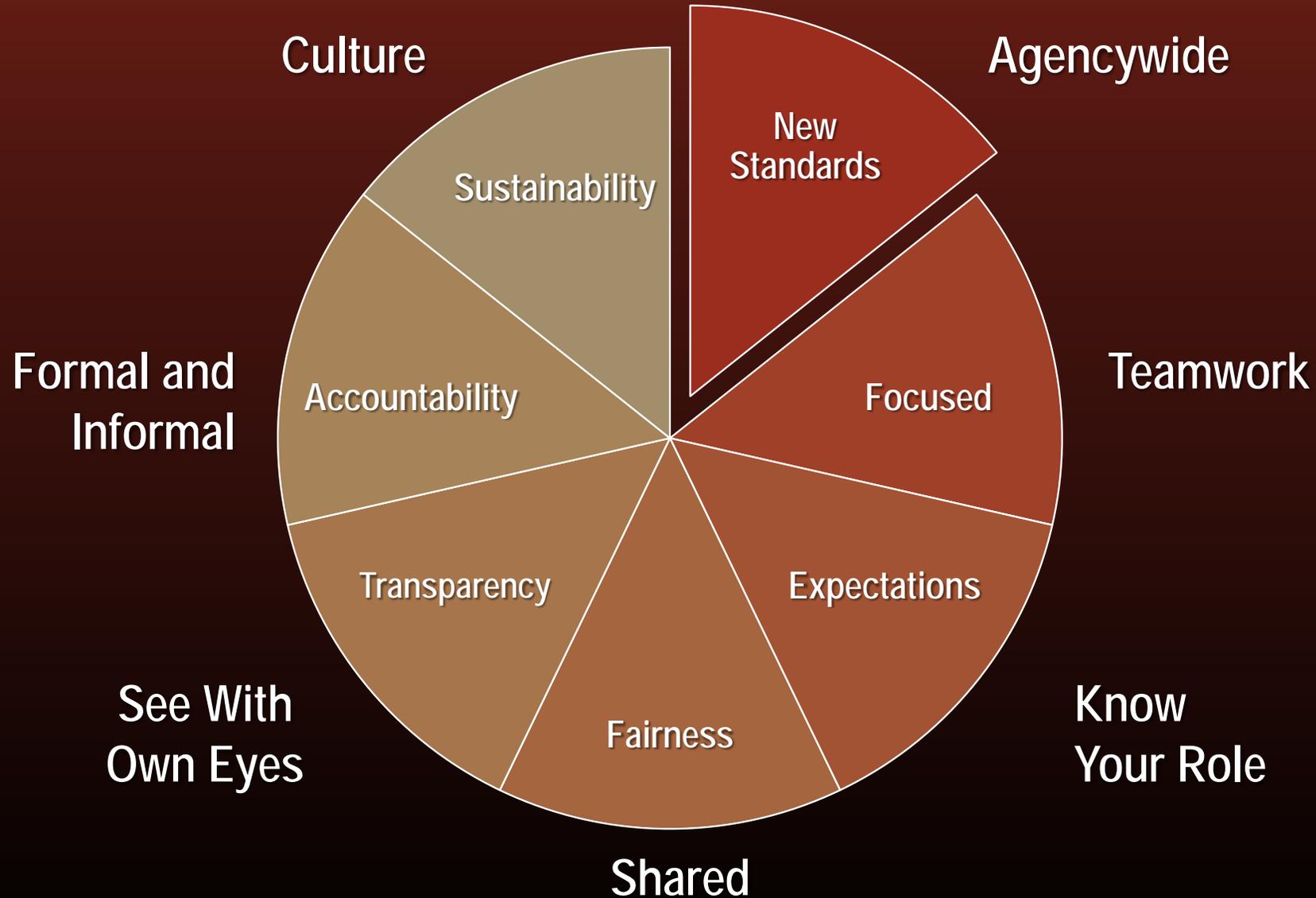**Spotlighting the Power & Impact of Law Enforcement Academic Research Partnerships**

new program within the Boulder Police Department called "Stratified Policing" aims to wers. Redfearn said the approach focuses on using data to identify problems, as well as s, and everyone from the chief to a patrol cop is accountable.

WHY A BUSINESS MODEL FOR CRIME REDUCTION?

Culture

Agencywide

Sustainability

New Standards

Teamwork

Focused

Formal and Informal

Accountability

Expectations

Transparency

Know Your Role

See With Own Eyes

Fairness

Shared

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EFFECTIVE POLICE BUSINESS MODEL CALLS FOR SERVICE

Seriousness of the call

↓

What are the expectations?

↓

What responses are required?

↓

Who responds?

↓

Who coordinates response?

↓

Who is accountable?

↓

Stratified = Institutionalization/Sustainability

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STRATIFICATION: "SERIOUSNESS OF THE CALL"

	Identify	Assign	Analysis	Response	Evaluate
Problem Area	Identify	Assign	Analysis	Response	Evaluate
Problem Location	Identify	Assign	Analysis	Response	Evaluate
Problem Offender	Identify	Assign	Analysis	Response	Evaluate
Crime Pattern	Identify	Assign	Analysis	Response	Evaluate
Repeat Incident	Identify	Assign	Analysis	Response	Evaluate
Significant Incident	Identify	Assign	Investigate	Response	Evaluate

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ACCOUNTABILITY MEETING STRUCTURE

Crime Reduction Expectations

Crime Reduction Work

Chief's Meeting
Monthly Agency-Wide

Assistant Chief's Meeting
Weekly Agency-Wide

Weekly CID Meeting

Weekly Individual Patrol District Meetings

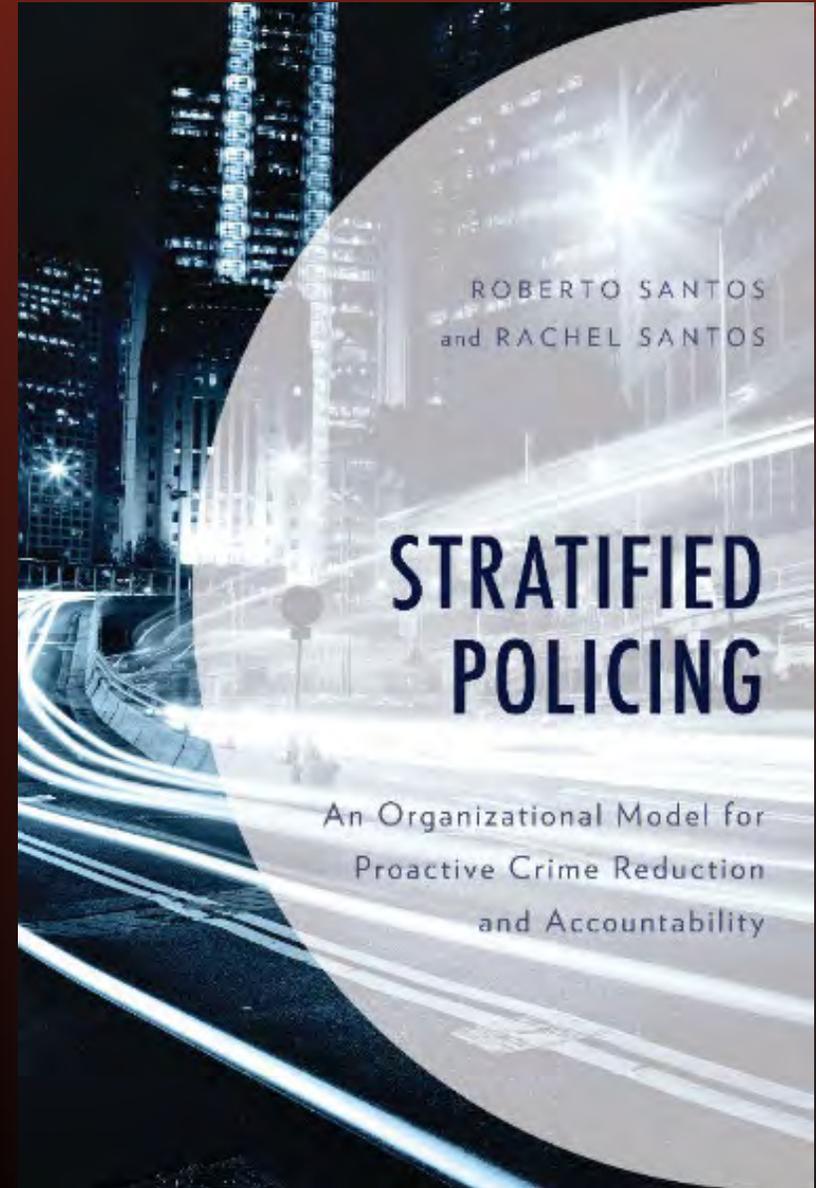Weekly SID Meeting

Daily Roll Calls: Mission of the Day
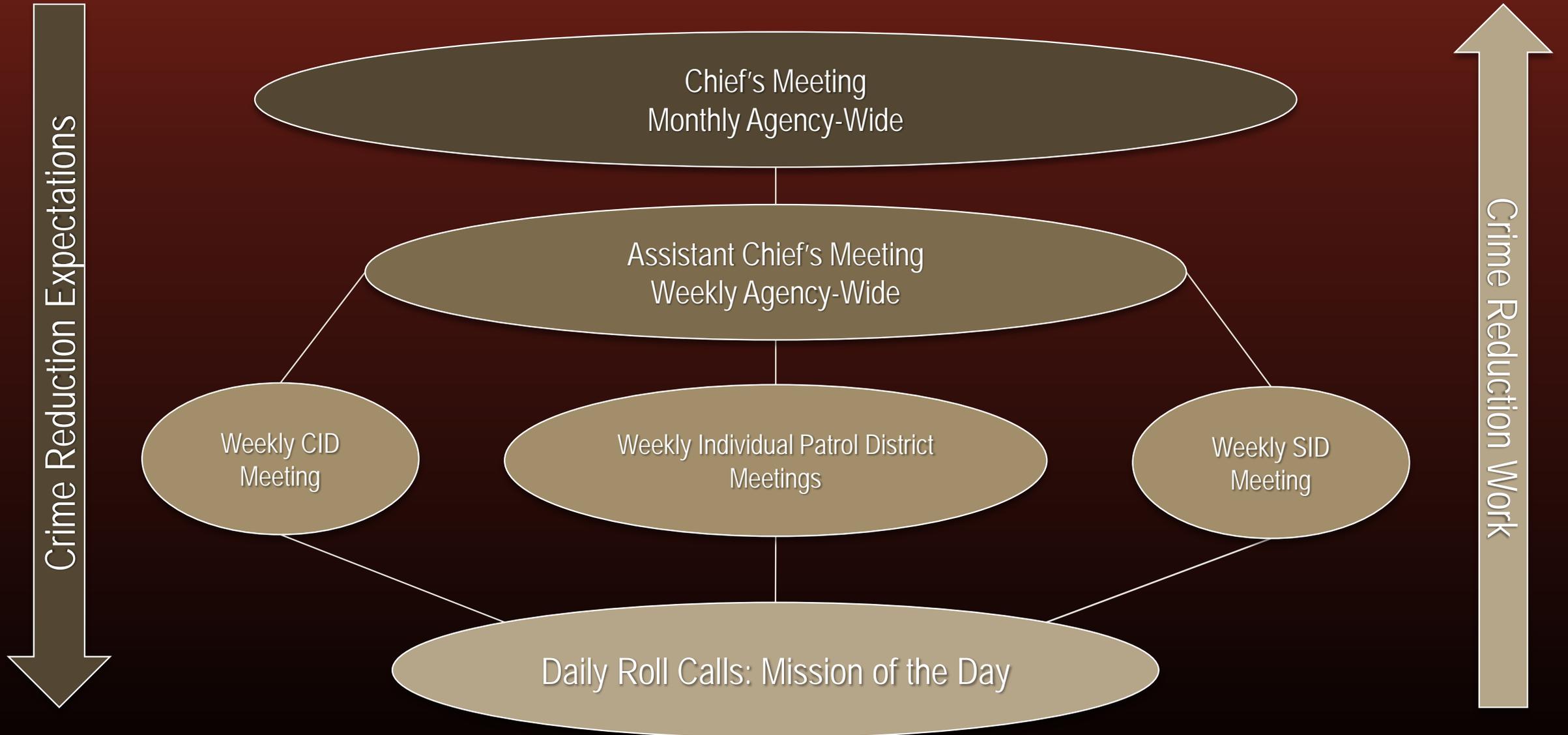
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www.radford.edu/cp3r.edu

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rsantos5@radford.edu

Madison Police Department

- State Capital

- 280,000 population

- 48,000 students University of Wisconsin

- 99 sq miles (256 sq km)
  - 22 sq miles of lakes (57 sq km)

- 492 Officers, 110 Staff
  - 6 Districts

- Hub for Research, Health Care, and Technology

Madison Police Department

Vision:
- National Model
- Selfless Public Service
- Community Partnerships
- Use of Evidence-based (Research based) Policing

History with POP:

- Herman Goldstein and Mike Scott partnership

- Contributed to several POP guides and research

Continue to utilize the SARA Model (scan, analyze, respond, assess)

- Use SARA-S   S for Sustainable

- Stratified Policing provides the structure for sustainability
  - continual monitoring and continuous reengagement of SARA

Stratified Model Customized for MPD


After Santos
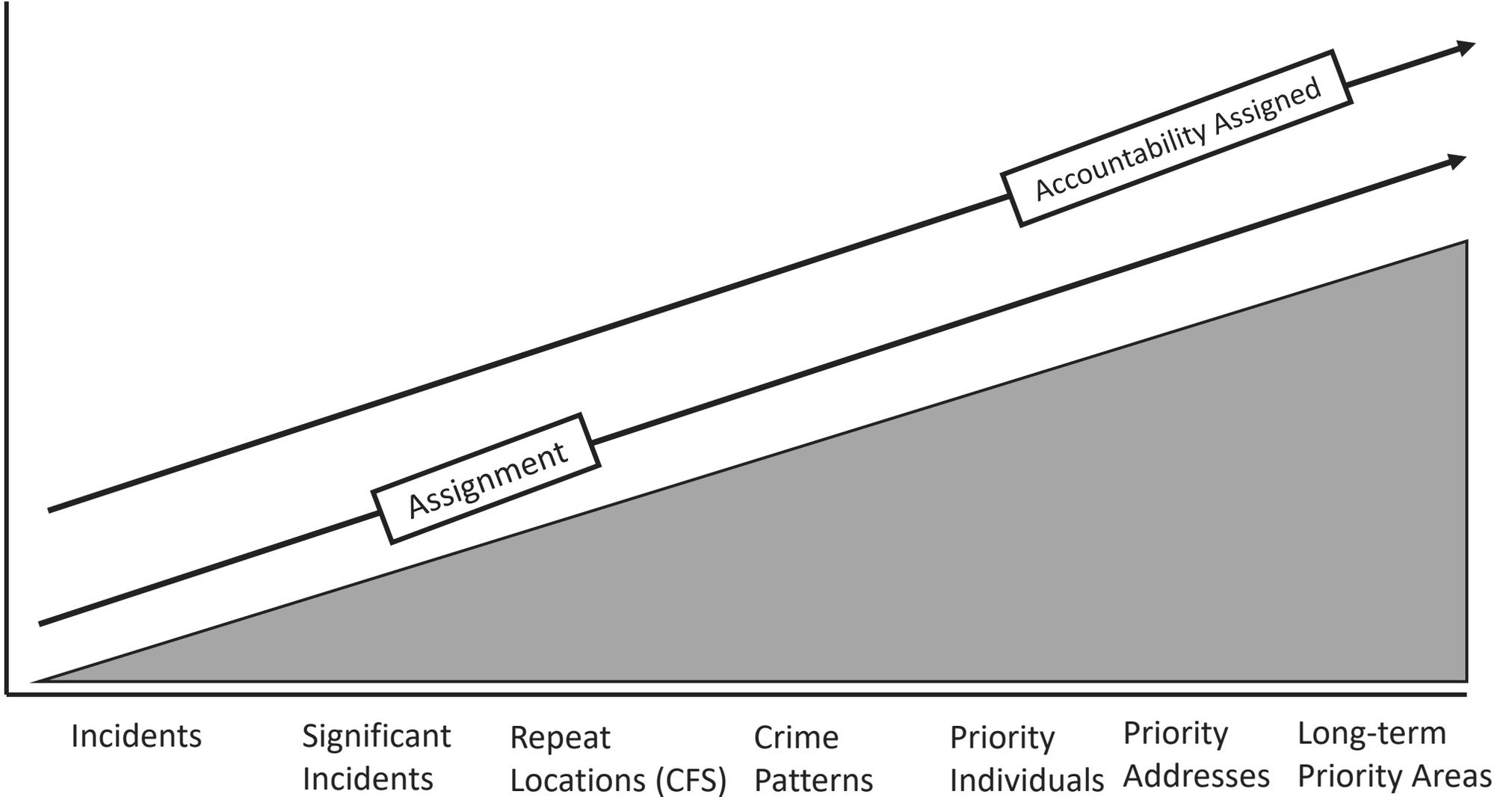
MPD View

- Stratified Policing and Problem-Oriented Policing is a force multiplier
  - By what we are doing
  - Direct and efficient responses to incidents and problems

- Accountability
  - Having the team, training, technology, tools, and time to be successful
  - Accountability builds teams

- Success is not final, failure is not fatal, the only constant is the willingness to improve

Five Building Blocks of Change: ADKAR

- **Awareness** – of need for change
- **Desire** – to make the change happen
- **Knowledge** – how to change
- **Ability** – implement new skills and behaviors
- **Reinforcement** – retain the change once it is made
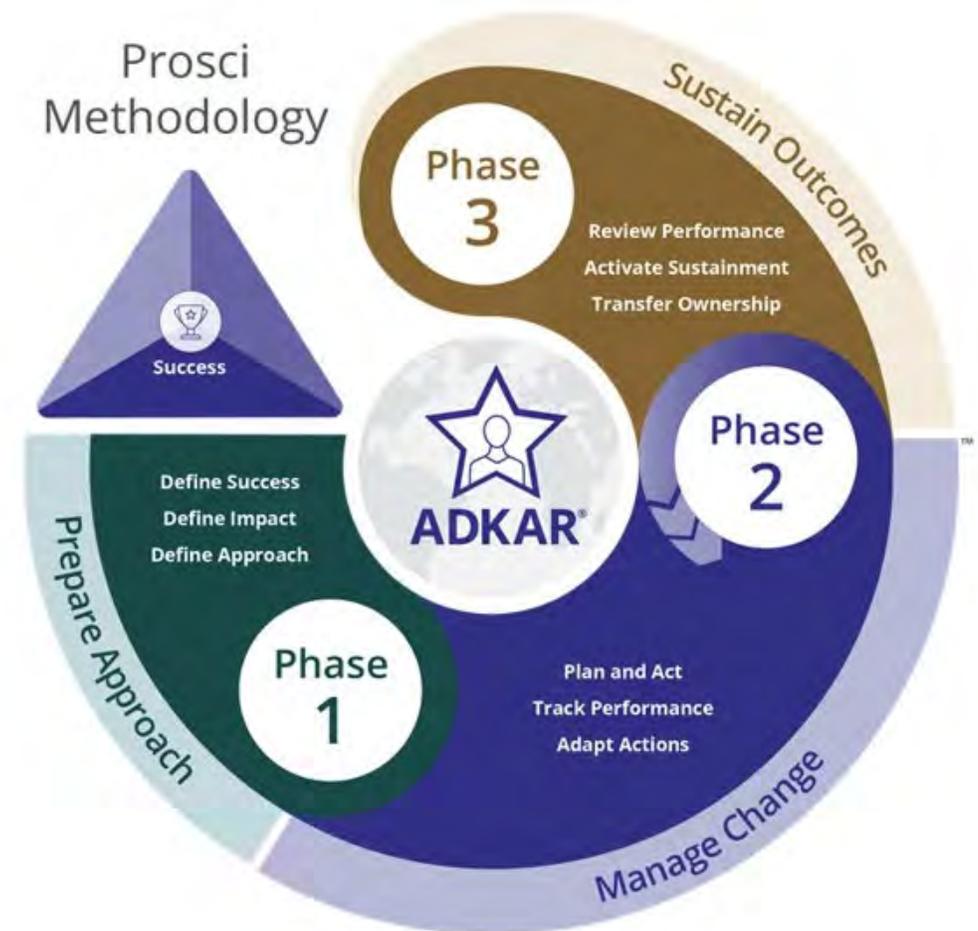
Partnership Policing

Internal/External Partnerships

Internal

- Drug Task Force
- GNCAT (Gang member updates)
- Community Policing Team (outreach events)
- Mounted (horse)
- CORE (community outreach)
- Traffic Enforcement
- Madison Area Addiction Recovery Initiative
- Mental Health Unit/Journey
- Burglary Crime Unit

External

- ALDER Isadore Knox (CDA)
- Will Glenn Sr. (Goodman Library)
- Fisher/Taft Apartments
- Parks Department (Rangers)
- Public Health (Randy Molina)
- Walgreens
- Bram Hill Apartments
- UW Partnership (Tanika Apaloo)

External

- MCPF
- FI/ Nehemiah (man-up group)
- Odyssey Program
- DAIS
- Baird Houses/CDA
- MMSD
- Just Dane
- Julian Walters (Block Party)

Implementation

- Training and Planning June 2022 – May 2023
- Official Start June 2, 2023 – now have 15 months of daily operation

2023 - 2024 Crime Prevention Goals

✓ • Homicide
✓ • Aggravated Battery involving Firearms
✓ • Shots Fired
✓ • Robbery
✓ • Burglary
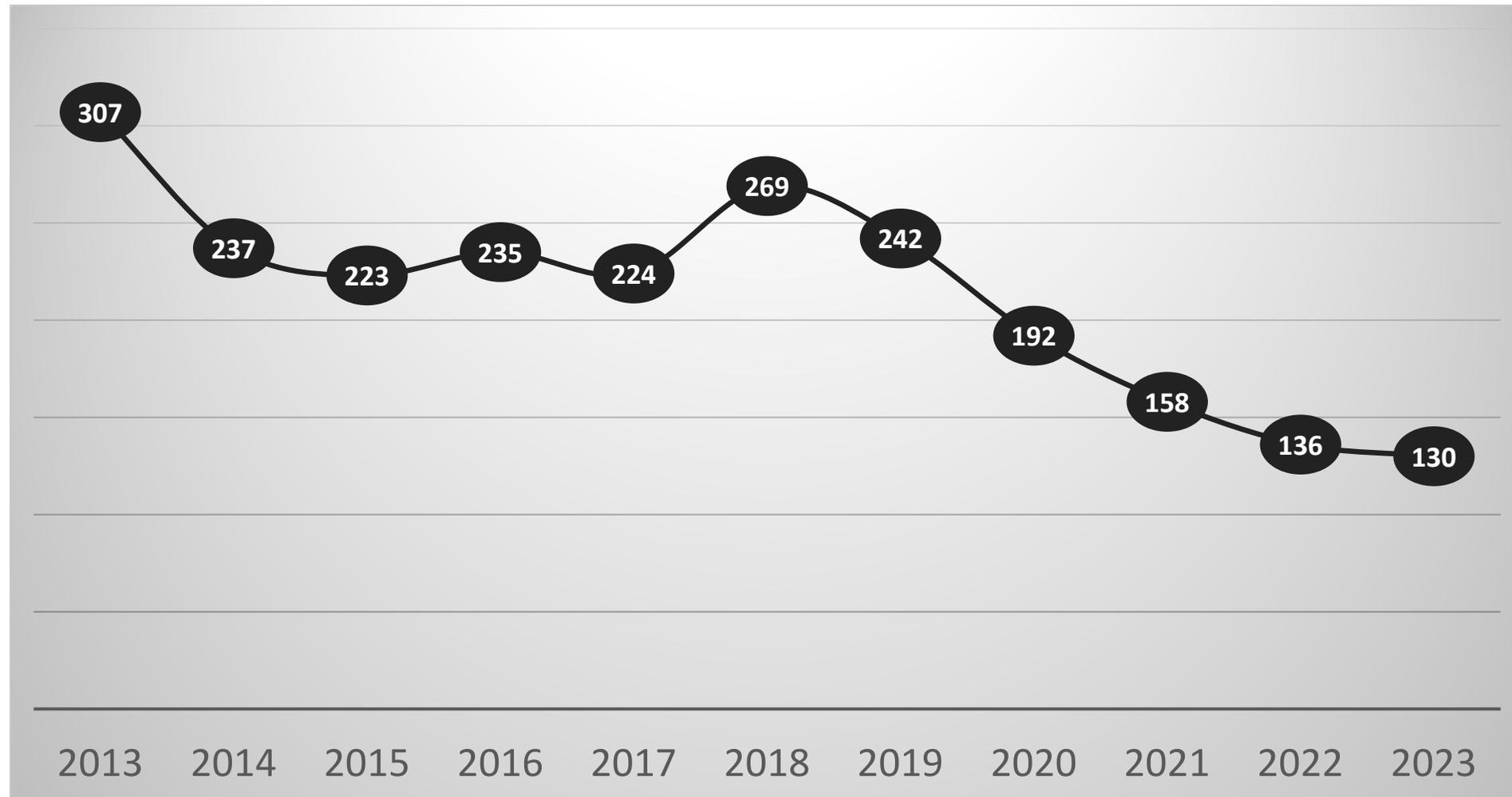   • Theft from Motor Vehicle
✓ • Motor Vehicle Theft

• Continue building community and service partnerships
   • Prevention begins with all three

Police Crime Prevention

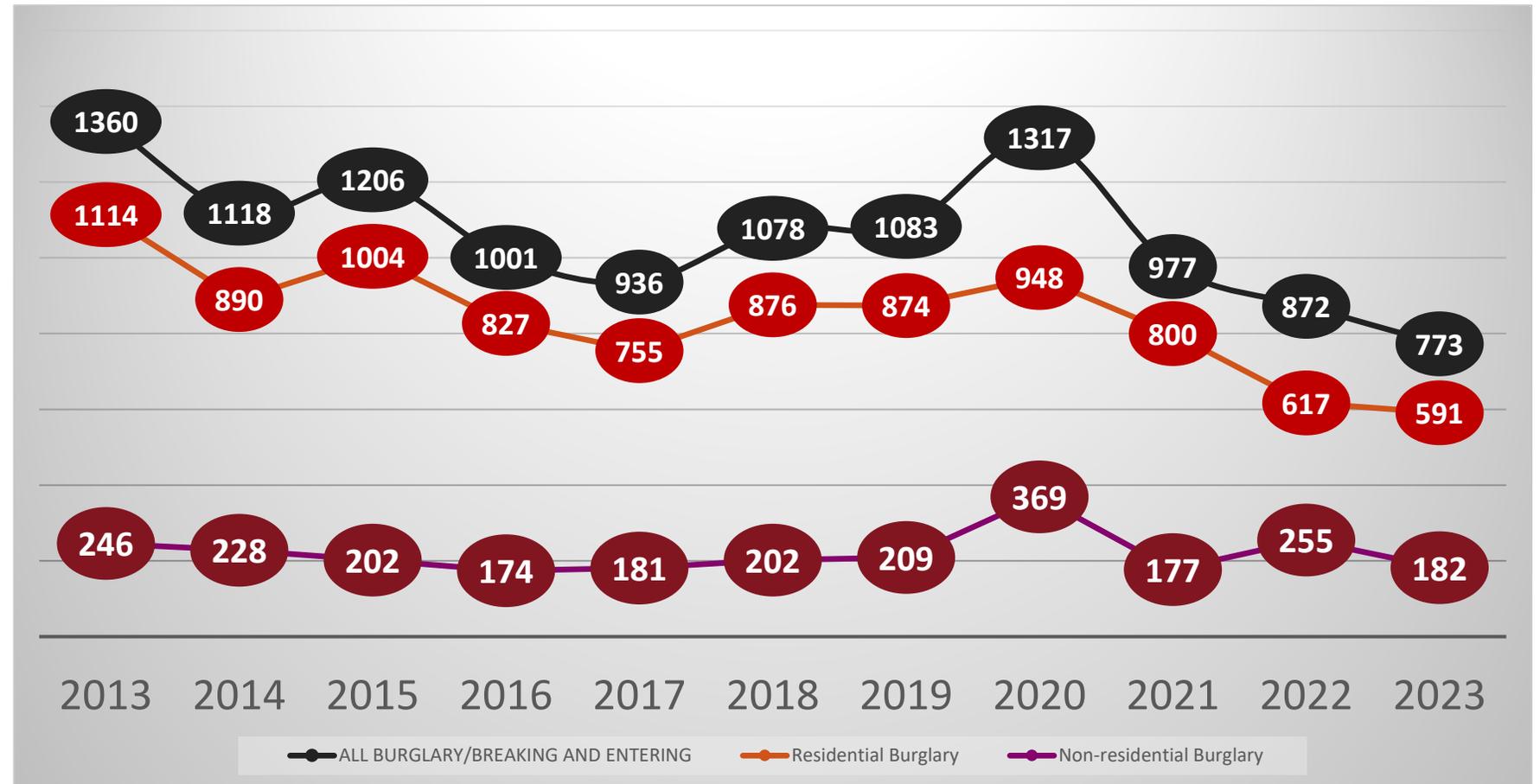Non-Profits, Services and Support

Community
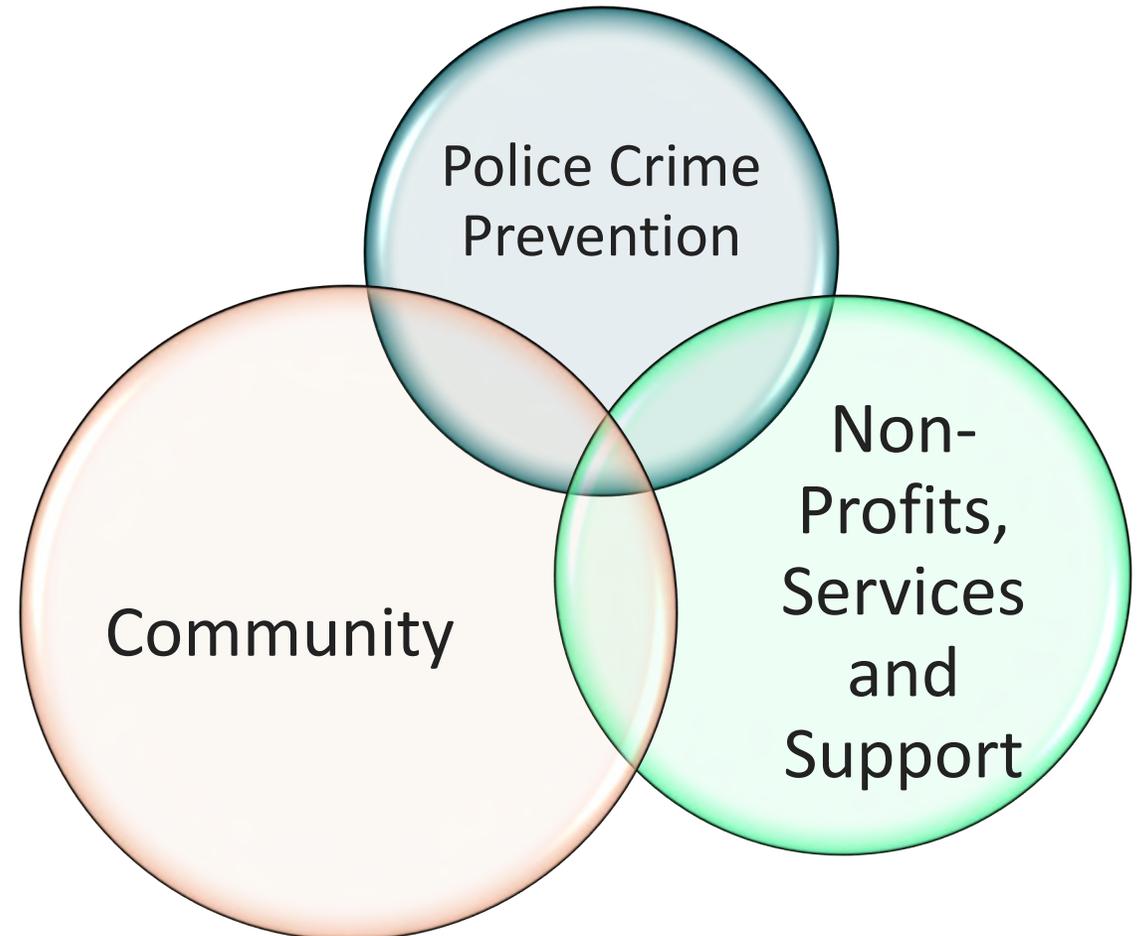
2023 Robbery

- Lowest in 11 years
- 50% less than 2018

2023 Burglaries

- Residential burglary lowest in 11 years

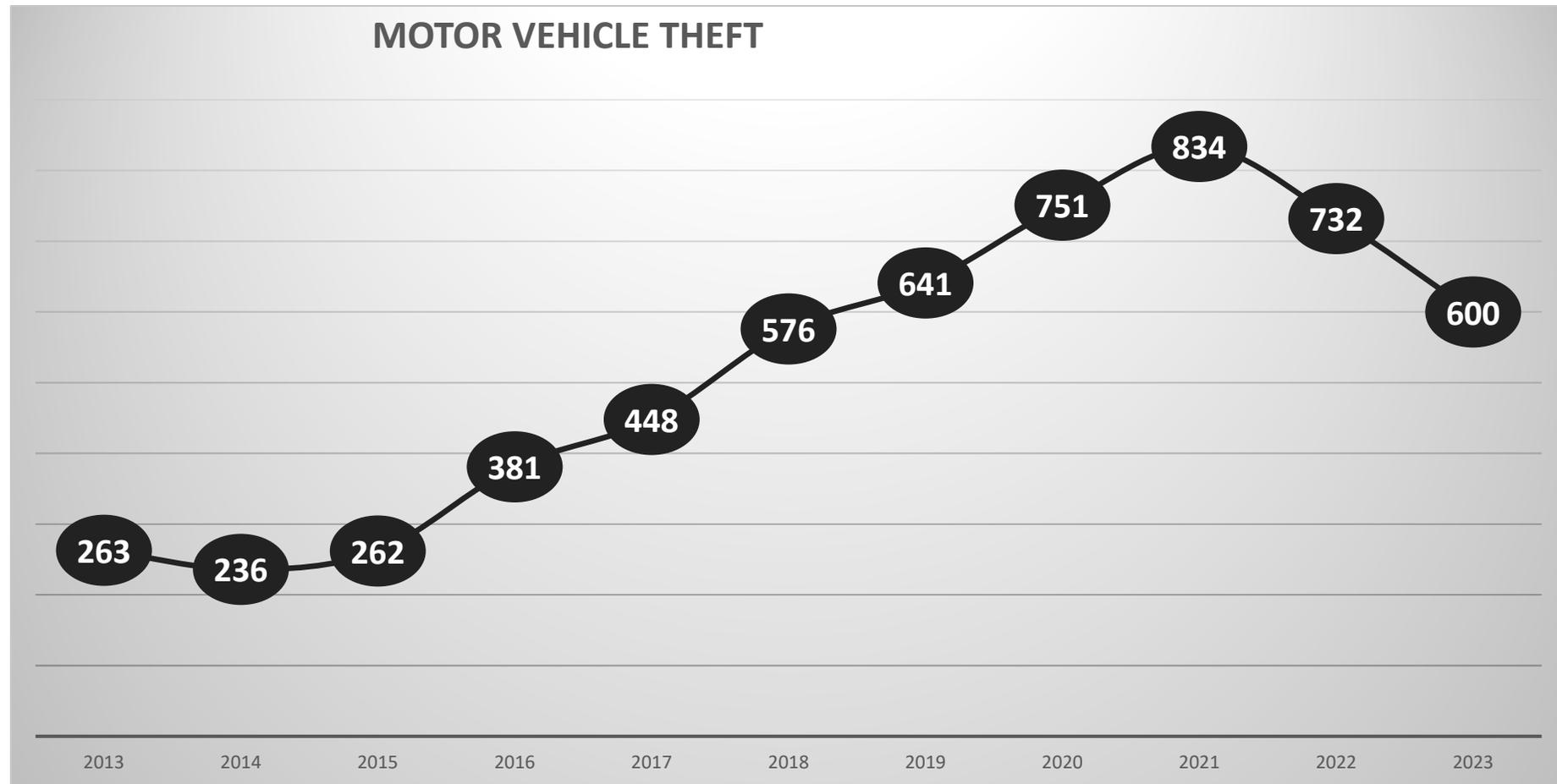- Non-residential burglary decrease 28%
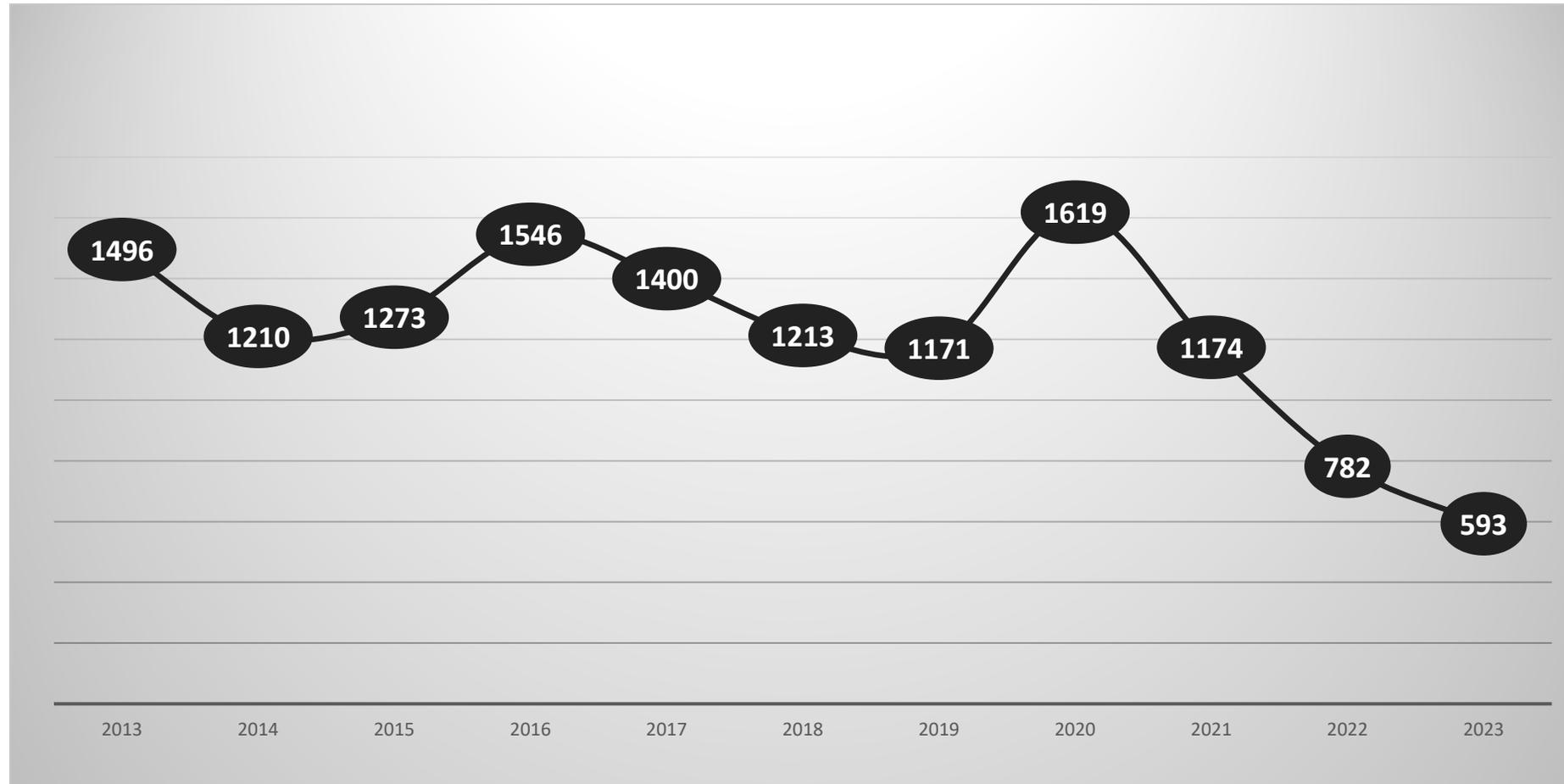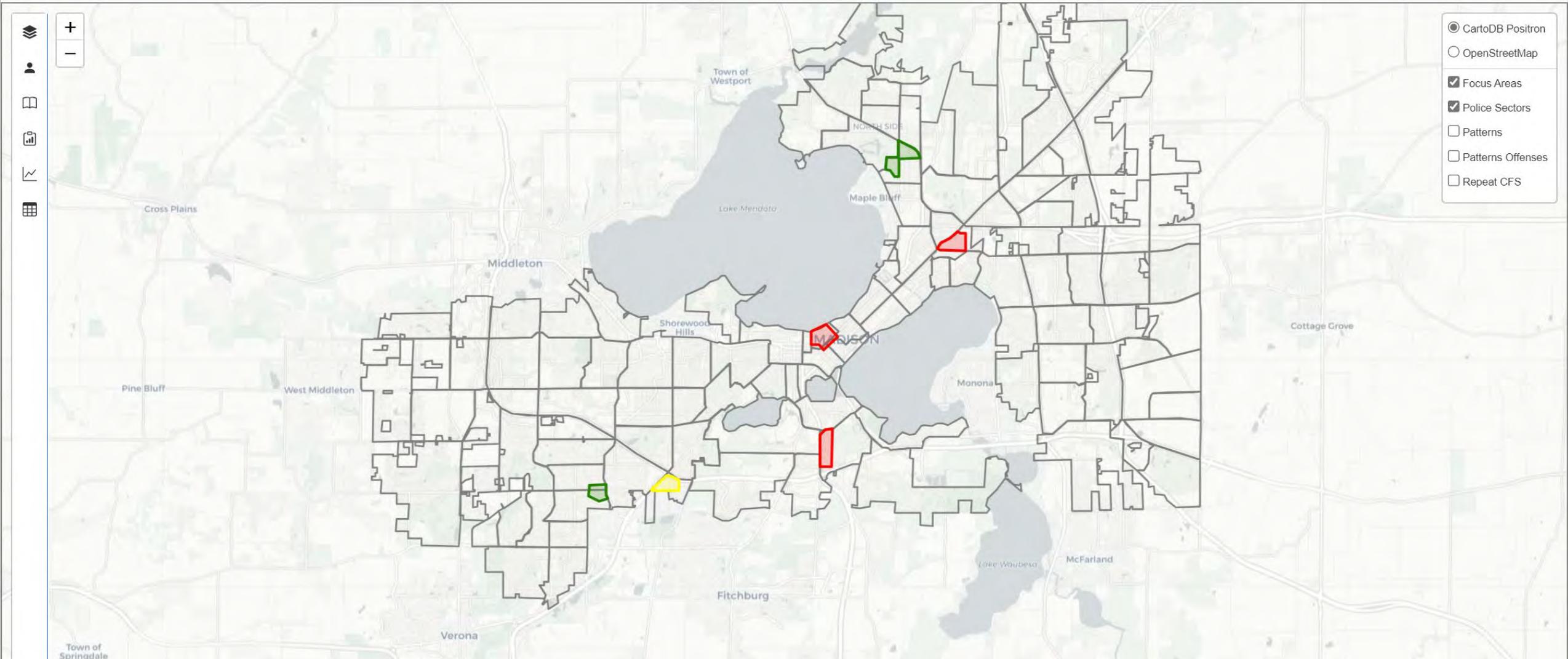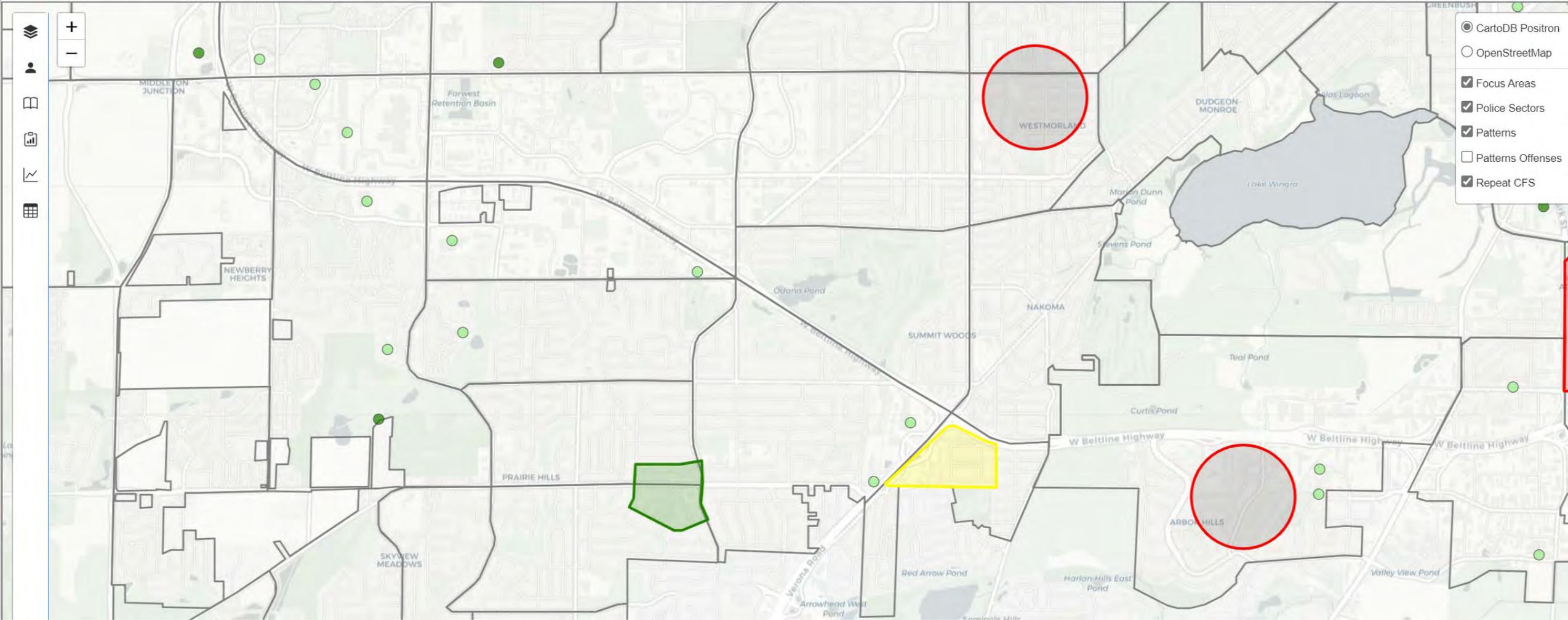
Results

- Combined decrease 2021 through 2023 for
  - Robbery
  - Burglary
  - Theft from Motor Vehicle
  - Motor Vehicle Theft

- **1,047** less cases and associated victims
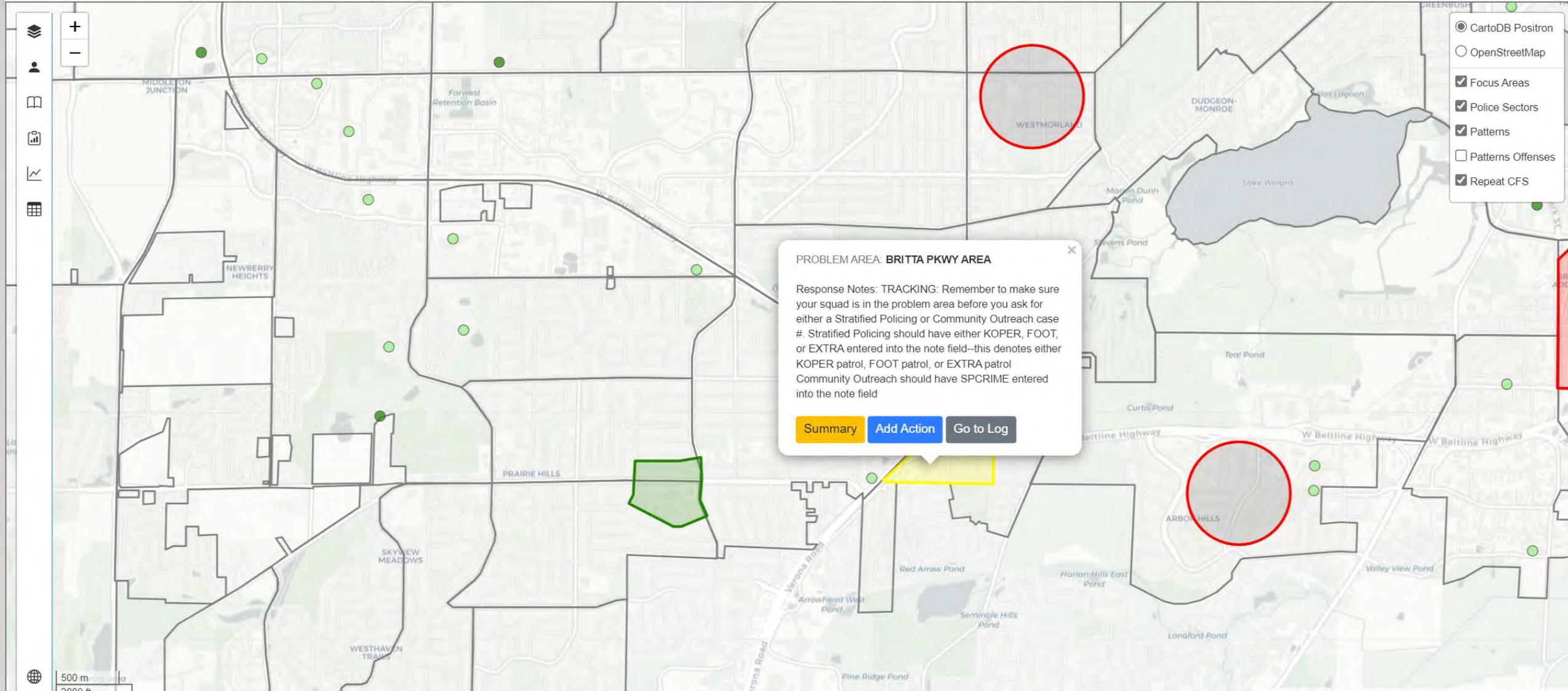 - Does not include 2024 results

Stratified Policing Map

CITY OF MADISON
POLICE DEPARTMENT

○ CartoDB Positron
○ OpenStreetMap

☑ Focus Areas
☑ Police Sectors
☑ Patterns
☐ Patterns Offenses
☑ Repeat CFS

Stratified Policing Map

SPL Home Problem Log ▾ Map Resources ▾ pdedh2 ▾

- ○ CartoDB Positron
- ○ OpenStreetMap
- ☑ Focus Areas
- ☑ Police Sectors
- ☑ Patterns
- ☐ Patterns Offenses
- ☑ Repeat CFS

PROBLEM AREA: BRITTA PKWY AREA ✕

Response Notes: TRACKING: Remember to make sure your squad is in the problem area before you ask for either a Stratified Policing or Community Outreach case #. Stratified Policing should have either KOPER, FOOT, or EXTRA entered into the note field--this denotes either KOPER patrol, FOOT patrol, or EXTRA patrol Community Outreach should have SPCRIME entered into the note field

[Summary] [Add Action] [Go to Log]

500 m
2000 ft

BRITTA PKWY AREA

PROBLEM SUMMARY

Edit	Name	Type	District	Address	Actions	TOC (hr)	User	Date	Response Notes
✏	BRITTA PKWY AREA	Problem Area	MTPD	Britta Pkwy	2822	1345.68	FREEDMAN, JASON	06-01-2023 00:00AM	TRACKING: Remember to make sure your squad is in the problem area before you ask for either a Stratified Policing or Community Outreach case #. Stratified Policing should have either KOPER, FOOT, or EXTRA entered into the note field--this denotes either KOPER patrol, FOOT patrol, or EXTRA patrol Community Outreach should have SPCRIME entered into the note field

Filter the table...

Add Action   **Load Next 100**   **Summary Stats**

| Edit	Case Number	Location	Action Type	TOC (min)	User	Date	Action
✏	2024-00381141	4400 Britta Pkwy	Koper Patrol	10.7	LAWRENCE, SARAH	08-29-2024 21:12PM	; Koper patrol
✏	2024-00381067	4303 BRITTA PKWY	Auto-generated	25.3	CARRERA, ANDREW	08-29-2024 20:14PM	***Auto-generated***
✏	2024-00380773	4300 BRITTA DR	High Visibility	19.6	GRIFFIN, LAUREN	08-29-2024 17:04PM	; ; high vis; high vis; stop sign down at carling and lovell; stop sign down at carling and lovell; Multi-Jurisdiction Law Enforcement Incident #: 24-380789; Multi-Jurisdiction Law Enforcement Incident #: 24-380789; NON URG [Shared]; NON URG [Shared]; 3B21 HAS BEEN ADVISED THAT A TEMP STOP SIGN NEEDS TO BE PUT UP HERE TIL THE MORNING AS T.E. WILL NOT COME OUT AFTER HOURS FOR THIS [Shared]; 3B21 HAS BEEN ADVISED THAT A TEMP STOP SIGN NEEDS TO BE PUT UP HERE TIL THE MORNING AS T.E. WILL NOT COME OUT AFTER HOURS FOR THIS [Shared]; NOTIFICATION SENT [Shared]; NOTIFICATION SENT [Shared]; [Law Enforcement] has closed their incident [24-380789]; [Law Enforcement] has closed their incident [24-380789]; Incident 24-380773 was reopened. Comment: Incident Reopened : [Shared]; Incident 24-380773 was reopened. Comment: Incident Reopened : [Shared]; Secondary Location for 3B21: Madison Police Central District, 211 S CARROLL ST,MADC-Madison City, WI 53703. [Shared]; Secondary Location for 3B21: Madison Police Central District, 211 S CARROLL ST,MADC-Madison City, WI 53703. [Shared]; temp stop sign from central placed at intersection.nfa [Shared]; temp stop sign from central placed at intersection.nfa [Shared]

BRITTA PKWY AREA

Density   Daily TOC   Action Type   Koper   Position Type   Officer
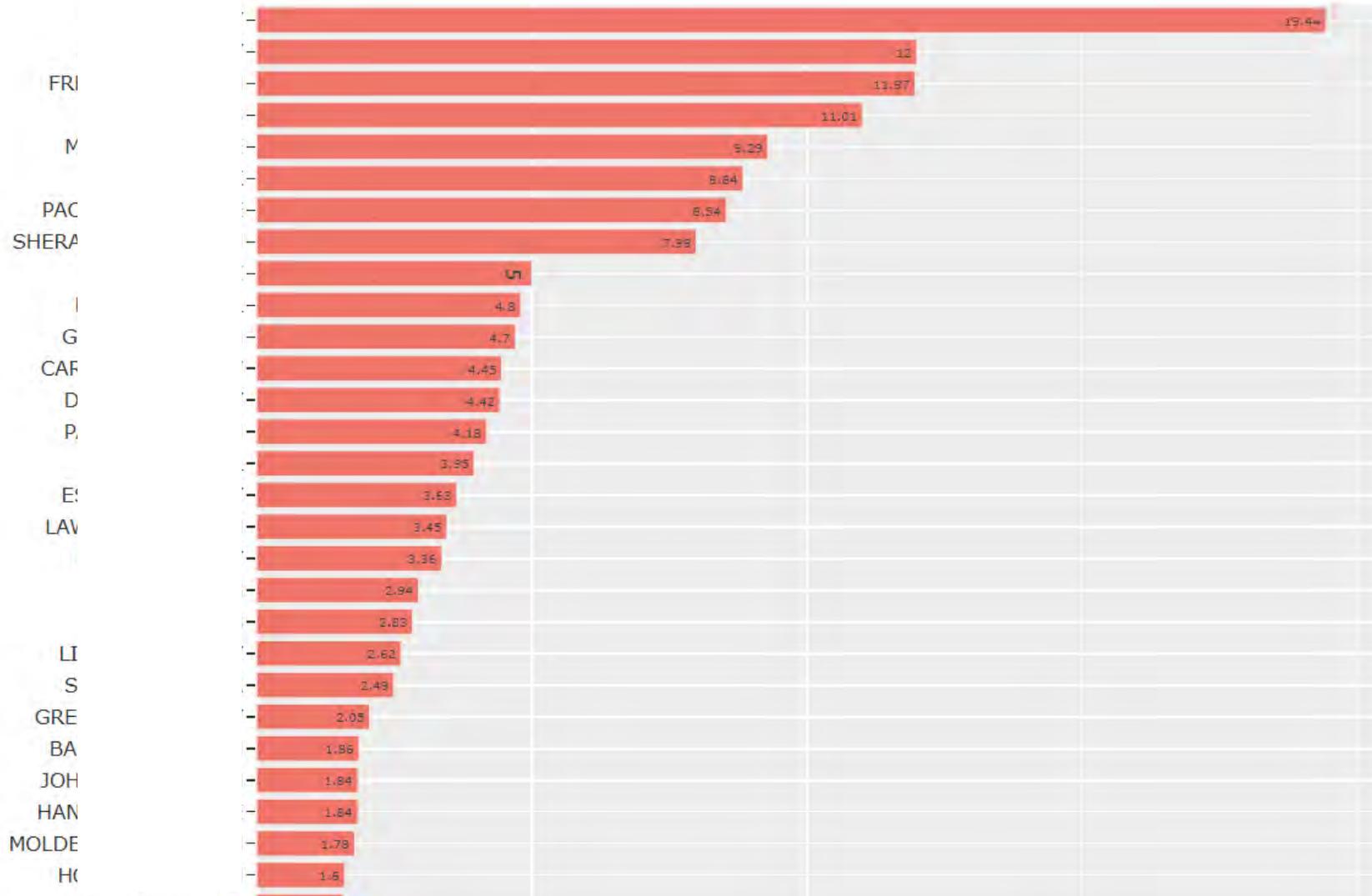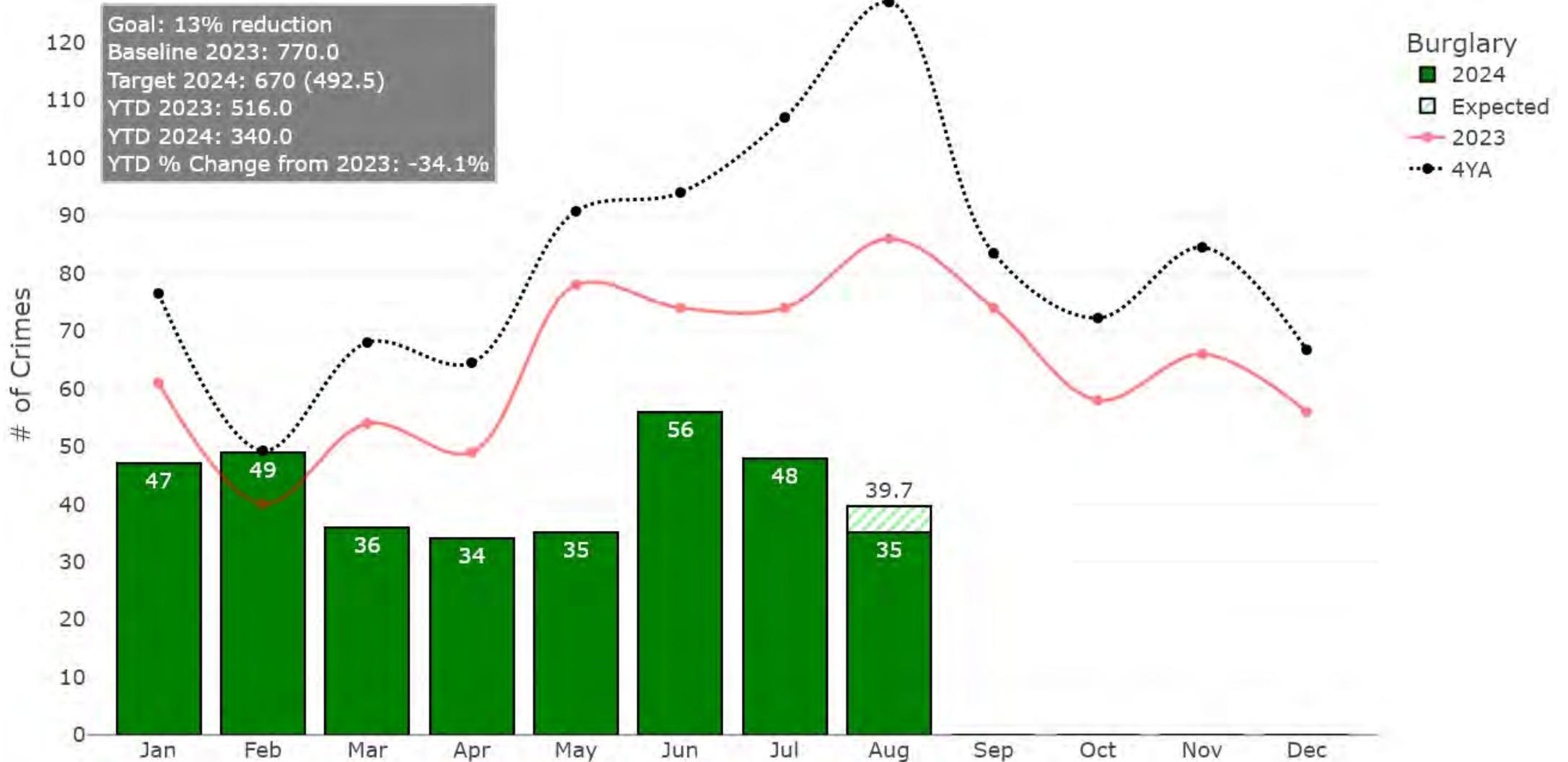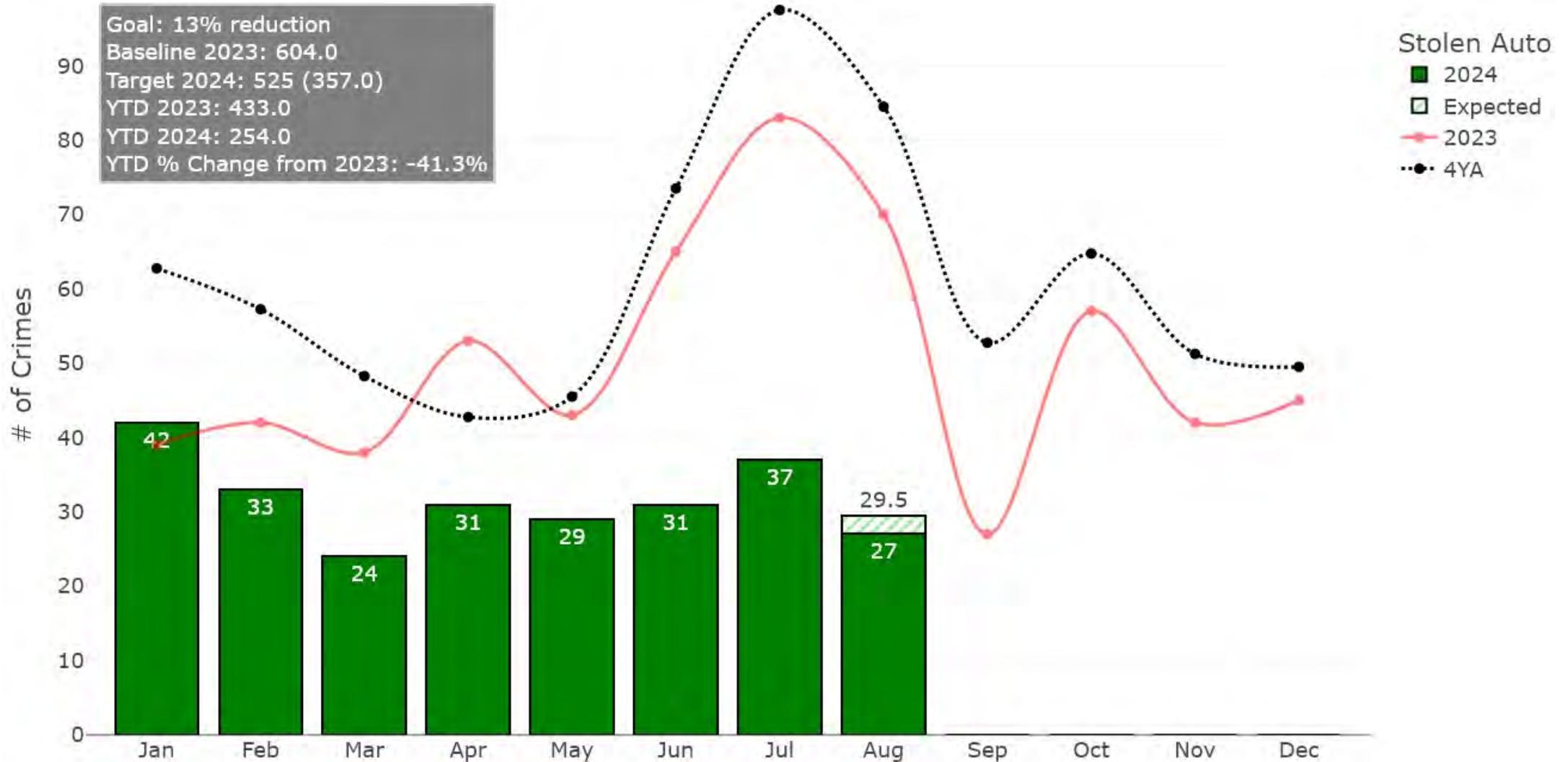
TOC by Officer

Crime Reduction Goals: Burglary

Crime Reduction Goals: Stolen Auto

Lessons and takeaways

- Communication is critical – receptive capacity, training, ongoing
  - Change Management
  - Explaining each person's role
  - Seeing Captains in focal areas, shows Patrol engagement, everyone working, and importance in reducing the crime/disorder

Lessons and takeaways

- Monthly Accountability meetings
  - Chance for Sgts. and Lts. to see process and present on POP projects (repeat call/address)
  - Accountability of actions taken
  - *** Did you get the time, team, training, tools and technology needed to respond and be successful?
    - Accountability of Command to support every level of agency

Lessons and takeaways

- Stratified Policing Log
  - Automation, one stop for whole agency, map centric
- Increased use of SARA-S and POP Projects for long term focal areas, repeat Calls for Service, Micro Time Hot Spots

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