

Successful Strategies in the Smart Policing Initiative to Reduce Gun Violence

Gun violence brings devastating injuries and loss of life, a heavy burden on community quality of life, and heavy costs to the justice system. The most common forms of gun violence—involving gang members, violent conflicts, and other forms of violent crime—occur daily, and local police are the most immediate and relied-upon response to curb and prevent such violence. In response, a number of Smart Policing Initiative (SPI) sites have tested innovative strategies aimed at addressing chronic and pervasive gun violence. Reflecting on these SPI sites, we have identified several overarching successful strategies to reduce gun violence:

- Conduct advanced problem analysis to identify hot spots and chronic offenders.
- Target persistent hot spots for gun violence.
- Target chronic offenders in persistent hot spots.
- Employ new technologies and advanced crime analysis.
- Engage a wide range of collaborative partners.
- Implement evidence-based strategies for police intervention.

On the next page, we feature some SPI sites that saw reductions in gun or gun-related violence as a result of their Smart Policing strategies.

You can also learn more about SPI efforts related to gun violence in *SMART Approaches to Reducing Gun Violence*, a spotlight report available on the SPI website at:

<http://smartpolicinginitiative.com/>

About Us

The Smart Policing Initiative is a collaborative effort among the Bureau of Justice Assistance, 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.

To sign up for the SPI mailing list online, visit <http://bit.ly/1M6qLhP>.

Also, please feel free to share your thoughts and experiences with us at SPI@cna.org.



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REDUCING GUN VIOLENCE

Read about SPI site approaches to reducing gun violence and outcomes from successful strategies.

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TTA SPOTLIGHT

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FOCUSED DETERRENCE RESOURCE

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Successful SPI Strategies to Reduce Gun Violence

Smart Strategies	Impact on Gun-Related Violence
<p>The Boston SPI addressed violent crime, especially robberies and assaults committed with guns, using community policing and problem-oriented policing Safe Streets Teams (SSTs). Strategies included:</p> <ul style="list-style-type: none"> • A longitudinal analysis of violent crime to identify 13 chronic hot spots • Targeted patrol teams (SSTs) in hot spots, consisting of a sergeant and six patrol officers • SST deployment of nearly 400 different situational/environmental, enforcement, and community/social service techniques to identify and address recurring problems 	<ul style="list-style-type: none"> • More than 17% reduction in violent crime • More than 15% reduction in aggravated assaults • More than 19% reduction in robberies
<p>The Kansas City SPI addressed violent crime, particularly gun violence, using the Kansas City No Violence Alliance model. Strategies included:</p> <ul style="list-style-type: none"> • Social network analysis and group audits to identify violent offender groups (and their frequent associates) • A full range of interventions (e.g., offender notification sessions, enhanced monitoring by patrol officers, strategic federal prosecution, intensive probation and parole supervision, social services) • Collaboration among numerous criminal justice stakeholders 	<ul style="list-style-type: none"> • 40% reduction in homicides • 19% reduction in gun-related aggravated assaults
<p>The Los Angeles SPI addressed gun-related violence using Operation LASER (Los Angeles' Strategic Extraction and Restoration Program). Strategies included:</p> <ul style="list-style-type: none"> • Targeting violent, repeat offenders and gang members who commit crimes in the target areas • Intelligence-driven location- and offender-based approaches • A Crime Intelligence Detail, composed of sworn officers and a local crime analyst, whose mission is to create proactive, real-time intelligence briefs called "Chronic Offender Bulletins" • Directed patrol, specific missions, and enhanced surveillance 	<ul style="list-style-type: none"> • 22.6% reduction in homicides per month in the target division • 5.2% reduction in gun crimes per month in each reporting district of the target division
<p>The New Haven SPI addressed rising violent crime and local shooting incidents in a persistently violent neighborhood. Strategies included:</p> <ul style="list-style-type: none"> • Risk terrain modeling to identify areas with high risk of violent crime • A 13-week intervention of supplementary, focused foot patrols • Increased use of data-driven decision-making tools (e.g., daily "flash sheets" with maps, crime data, and other data) • Community engagement, especially with specific block groups • Modified problem-oriented policing techniques (e.g., patrol officers identified issues such as street lighting and neglected properties, and supervisors implemented responses) 	<ul style="list-style-type: none"> • During intervention: 19% reduction in violent crime at the neighborhood level and 36% reduction in violent crime in high-risk areas • 13 weeks following the intervention: 41% reduction in violent crime at the neighborhood level and 56% reduction in the high-risk areas
<p>The Rochester SPI intervened in retaliatory gun violence. Strategies included:</p> <ul style="list-style-type: none"> • A formal process to document, analyze, and disseminate information about potentially violent retaliatory disputes (including shooting incident data and focus groups) • An on-scene dispute-assessment tool to characterize incidents by retaliation risk • Investigative, place-based, and offender-based interventions for high-risk violent-retaliatory disputes 	<ul style="list-style-type: none"> • Validated the risk-assessment tool as a predictive device: for every one-point increase in the assessment tool score that a dispute received, the odds of violence occurring in that dispute over time increase by 29%

TRAINING AND TECHNICAL ASSISTANCE (TTA) TOPIC SPOTLIGHT:

Smart Policing Initiative Website

The SPI website serves as a clearinghouse for information and TTA for the program. It features an extensive resource library; profiles of every SPI site and initiative; information about SPI outreach such as webinars and conference presentations; and general information about the SPI.

As part of the TTA team's ongoing efforts to ensure that SPI is contemporary and useful to the greater Smart Policing community, we are relaunching the SPI website with a new, updated style and features. Look for the refreshed website to go live later this year!

If you have questions about the website, contact us at SPI@cna.org.

SPI Problem-Oriented Policing Guide on Focused Deterrence

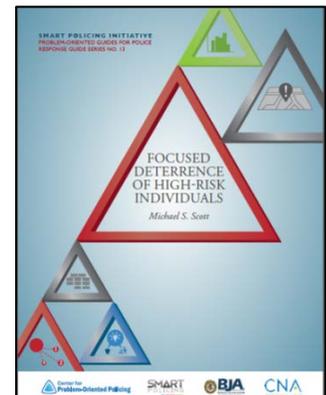
By Vivian Elliott (SPI Project Co-Director) and Michael Scott (SPI Subject Matter Expert)

The Bureau of Justice Assistance funded CNA to work with the Center for Problem-Oriented Policing to develop a series of Smart Policing Initiative (SPI) Problem-Oriented Guides for Police. The purpose of these guides is to provide the law enforcement community with useful guidance, knowledge, and best practices related to key problem-oriented policing and Smart Policing principles. These guides add to the existing collection of Problem-Oriented Guides for Police available from the [Center for Problem-Oriented Policing](http://www.problemorientedpolicing.org).

SPI is pleased to introduce the first guide in this series, *Focused Deterrence of High-Risk Individuals*. Focused deterrence is a crime-reduction strategy through which carefully selected high-risk individuals (e.g., prolific or particularly violent criminal offenders) receive concentrated law enforcement attention and, simultaneously, it offers them concentrated social services through direct, persuasive communication and rigorous follow-up on these commitments.

Focused-deterrence initiatives commonly include identification of prolific offenders, scripted offender-notification meetings, coordinated and strategic prosecution, provision of social services to individuals willing to accept them, and careful monitoring of individuals' actions.

This guide is aimed primarily at police officials who are considering or have been tasked with launching a focused-deterrence initiative. It is also a useful resource for community leaders, as it emphasizes the importance of community involvement and collaboration for optimal effectiveness and sustainability. It explains the logic behind focused deterrence, its core elements, how focused-deterrence initiatives ought to be structured and led, evidence of its effectiveness and fairness, how it applies to various crime problems, and how different communities have applied such principles. The guide also includes practical examples of focused deterrence through case studies from SPI sites.



To read this guide and learn more about focused deterrence, visit: <http://smartpolicinginitiative.com/>

Detroit SPI Recognized for Innovation

Join us in congratulating the Detroit SPI, whose Project Greenlight initiative was recognized as the 2017 IJIS Institute Innovation awardee. IJIS Institute recognized Project Greenlight for its collaborative partnerships among police, the community, and local businesses, as well as for its early results—namely, an almost 50 percent violent crime reduction in the program's first group of businesses.

More information about the IJIS Award can be found in the [press release](#), and more information about Project Greenlight can be found on its [website](#).

Members of the SPI Community Honored by CEBCP

The Center for Evidence-Based Crime Policy (CEBCP) at George Mason University recently announced the winner of the 2017 Distinguished Achievement Award in Evidence-Based Crime Policy and the 2017 Inductees into the Evidence-Based Policing Hall of Fame. Among those recognized are:

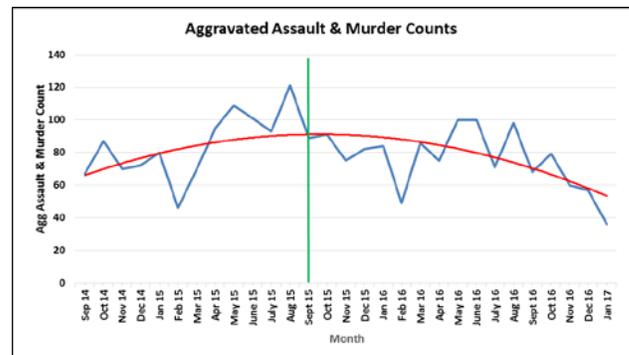


- Distinguished Achievement Awardee: James “CHIPS” Stewart, SPI Senior Advisor
- Evidence-Based Policing Hall of Fame Inductees:
 - Inspector William Barritt, Brooklyn Park, MN SPI Site Team
 - Executive Assistant Chief Michael Kurtenbach, Phoenix, AZ SPI Site Team
 - Sergeant Gregory Stewart, Portland, OR SPI Site Team
 - Chief Richard Twiss (ret.), Indio, CA SPI Site Team

The individuals listed above will be honored during the June 26, 2017 CEBCP Symposium held in Arlington, VA.

Rochester SPI Update

The Rochester SPI team, including research partner Dr. John Klofas of Rochester Institute of Technology, recently completed a new analysis of crime trends before and after its intervention targeting retaliatory violence. As the chart below demonstrates, trends in aggravated assaults and murders in Rochester have continued to decline in the year and a half since the Rochester Police Department implemented its SPI intervention. The Rochester SPI focused on the development and implementation of a retaliatory violence risk assessment instrument.



Recent and Upcoming SPI Activities

- **Data Analysis and Research TTA:** The Roanoke, VA SPI site is looking to analyze police calls for service (CFS) data to improve police response to mental health crises in a rural area. SPI Subject Matter Expert Dr. Rachel Santos is assisting the Roanoke SPI team in organizing the CFS data in an analyzable format to help the team determine the frequency of mental health-related calls to the police, the time elapsed between calls to police, and the amount of police time consumed by response calls.



- **Crime Analysis TTA:** In an effort to promote a stronger local interest in and capacity for data-driven analysis, the Shoreline, WA site is working with SPI subject matter experts Julie Wartell and Natalie Hipple to assess and improve how the Shoreline Police Department and its parent agency, the King County Sheriff's Office, collects and uses data related to crime and social disorder. The sustainability of the Shoreline SPI mental health program (and other policing programs) depends on its ability to track and interpret local data and use it to solve community problems.



THE READER'S CORNER – OFFICER SAFETY AND WELLNESS

By Zoë Thorkildsen (CNA Research Analyst and SPI Outreach Coordinator)

Law enforcement officer safety has been a concern in local jurisdictions and law enforcement agencies since the origins of policing, dating back to the first professional policing agencies in Boston and New York. Only in recent years has the topic of officer safety and wellness emerged as a key component of the national policy agenda. The Bureau of Justice Assistance (BJA) established the VALOR Initiative in 2010, designed to protect and improve the safety and wellbeing of law enforcement officers in the United States. And in 2011, the Office of Community Oriented Policing Services (COPS Office) and BJA created a working group to address officer safety and wellness issues. The COPS Office also highlighted the importance of officer safety and wellness issues in the *Final Report of the President's Task Force on 21st Century Policing*, noting:



“The wellness and safety of law enforcement officers is critical not only to themselves, their colleagues, and their agencies but also to public safety. An officer whose capabilities, judgment, and behavior are adversely affected by poor physical or psychological health not only may be of little use to the community he or she serves but also may be a danger to the community and to other officers.” (page 61)

Law enforcement officer safety has wide-reaching policy implications at both local and national levels. Officer safety is an important concern for law enforcement executives and local government officials alike, as it impacts policing agencies' personnel, resources, fiscal concerns, and organizational culture and morale.

However, despite the importance of this issue, the research literature on law enforcement officer safety remains underdeveloped in a few key respects.

- First, the theoretical foundations for understanding law enforcement officer safety is lacking.
- Second, most empirical research on law enforcement officer safety has focused on the situational and environmental characteristics of incidents, agencies, and communities that relate to safety outcomes. While it is important to understand them, these characteristics are typically not within the power of local governments or law enforcement agencies to change, and therefore it is difficult to draw policy implications from this body of work.
- Third, little of the empirical research has evaluated specific programs related to officer safety, though these programs are used in many policing agencies in the United States and are often supported by the federal government through funded initiatives and programs.

Progress is currently being made, particularly as it relates to support for evaluation of major officer safety and wellness initiatives such as the pilot site study of VALOR funded by BJA and officer safety program evaluations funded by the National Institute of Justice, but more remains to be done to advance the field. Both researchers and practitioners must collaborate and innovate to ensure agencies and officers are best equipped to understand and respond to safety and wellness issues.

Resources

Bureau of Justice Assistance. VALOR Initiative: Preventing Violence Against Law Enforcement Officers and Ensuring Officer Resilience and Survivability. Available online: <https://www.bja.gov/programs/valor.html>. Accessed 5/16/2017.

COPS Office. Community Policing Topics: Officer Safety and Wellness. Available online: <https://cops.usdoj.gov/default.asp?Item=2844>. Accessed 5/16/2017.

Altimus, C., Backes, B., Blachman-Demner, D., Carlton, M. P., Chapman, B., Ford, W., ... Wyrick, P. (2016). *Safety, Health, and Wellness Strategic Research Plan, 2016-2021*. Washington, DC: U.S. Department of Justice, Office of Justice Programs, National Institute of Justice.

Edwards, S., & Meader, D. (2015). *Officer Safety Initiatives*. Washington, DC: U.S. Department of Justice, Office of Justice Programs, Bureau of Justice Assistance.