

# SMART POLICING AT A GLANCE:

## Successful Violence Reduction Strategies



Violence can materialize in many forms. The FBI's Uniform Crime Reporting (UCR) Program defines violent crime as offenses that involve force or threat of force, including murder and non-negligent manslaughter, rape, robbery, and aggravated assault. Through a variety of innovative, targeted approaches, Bureau of Justice Assistance Smart Policing Initiative (SPI) sites have developed projects to substantially reduce violence related to gun crimes, drug use, domestic violence, and other circumstances.

### SUCCESSFUL VIOLENCE REDUCTION STRATEGIES

- Use data and street intelligence to inform policing strategies, such as place-based and offender-based tactics.
- Employ new technology to enhance intelligence gathering.
- Strategically focus on high-risk violent crime individuals through social network analysis.
- Gauge and address community needs and perceptions.

Boston, MA  
(first SPI)



The Boston SPI addressed violent crime, especially robberies and assaults committed with guns, using community policing and problem-oriented policing (POP) Safe Streets Teams (SSTs).

- Completed 28-year longitudinal analysis of violent crime to identify 13 chronic hot spots.
- Targeted SSTs, consisting of a sergeant and six patrol officers, in hot spots.
- Deployed nearly 400 different situational/environmental, enforcement, and community/social service techniques to identify and address recurring problems.

Research design: quasi-experimental design with propensity score matching (statistically based matching of target sites to control/comparison sites).

More than 17% reduction in violent crime.  
More than 15% reduction in aggravated assaults.  
More than 19% reduction in robberies.

Boston, MA  
(second SPI)



The Boston SPI implemented the *Boston Homicide Clearance Intervention* to improve homicide clearance rates and investigations.

- Conducted spatial analysis on 314 homicide victimizations.
- Convened a Homicide Advisory Committee.
- Expanded the police department homicide unit by 36% to include an additional detective, a crime analyst, and two Victim-Witness Resource Officers on each squad.
- Updated 40-hour crime scene response and investigation in-service training.

Research design: process evaluation of homicide protocols, impact evaluation during the implementation period, overall outcome evaluation of clearance rates.

9.8% increase in homicide clearance rates.  
18.4% increase in adjusted homicide clearance rates (including cases awaiting a grand jury).

Cambridge, MA



The Cambridge SPI, a collaborative effort with the cities of Everett and Somerville, called RASOR (Regional Analytics for the Safety of Our Residents), focused on preventing victimization and social harm.

- Created partnerships with case managers, social service providers, other criminal justice agencies, and research staff to collectively cultivate a focused deterrence strategy.
- Examined violent criminal and arrest histories as well as social harm to identify impact players.
- Developed detailed case profiles on potential candidates and assigned each a case manager.
- Conducted notification meetings and delivered resources.

Research design: Outcome evaluation and process evaluation of the randomized experimental design.

No statistically significant differences in time to arraignment between RASOR and control. The more time invested by case management and services, the longer the survival time of individuals participating in RASOR (i.e., did not reoffend as quickly as the control group).

Glendale, AZ  
(first SPI)



The Glendale SPI sought to reduce crime and disorder pertaining to convenience store thefts in the southeast quadrant of the city.

- Provided officers with 20 hours of POP training using the SARA (Scanning, Analysis, Response, and Assessment) model to identify and reduce crime.
- Analyzed crime to find that crime centered at six local convenience stores.
- Implemented a three-pronged response that included engagement with store leadership, prevention strategies (Crime Prevention through Environmental Design or CPTED), and suppression strategies.

Research design: pre/post analysis with multiple units and multiple control groups, interrupted time series analysis of convenience stores.

Decline in calls for service in 5 of 6 target stores. 18% reduction in direct costs for officer response and estimated decrease of more than \$1.9 million in victimization costs. Sustained reduction in 4 of 6 target stores (nearly 20% in calls for service overall, two years after the intervention).

Glendale, AZ  
(second SPI)



The Glendale SPI continued the efforts of its prior project by focusing POP efforts on problem offenders and organizational retail theft.

- Conducted intensive problem analysis of calls for service data, resident surveys, and social and physical disorder surveys.
- Used new data collection protocols and social network analysis.
- Implemented traditional crime prevention strategies, as well as CPTED, outreach and education, counter insurgency, and informal focused deterrence.

Research design: bivariate analysis and interrupted time series analysis.

Identified and targeted prolific offenders, and generated short-term, notable declines in several micro hot spots. 27% reduction in calls for service in a target area (large mall) and short-term 15% reduction in calls for service in a target apartment complex.

Kansas City, MO



The Kansas City SPI addressed violent crime, particularly gun violence, using a model called the Kansas City No Violence Alliance (KC NoVA).

- Used social network analysis and group audits to identify violent offender groups (and their frequent associates).
- Implemented 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).
- Collaborated with numerous criminal justice stakeholders.

Research design: bivariate analysis and interrupted time series analysis to assess the impact of the focused deterrence pulling levers strategy.

40% reduction in homicide.

19% reduction in gun-related aggravated assaults.

Los Angeles, CA



The Los Angeles SPI addressed gun-related violence using Operation LASER (Los Angeles' Strategic Extraction and Restoration Program).

- Targeted violent repeat offenders and gang members who commit crimes in target areas.
- Used intelligence-driven location- and offender-based tactics.
- Implemented a Crime Intelligence Detail, composed of sworn officers and a local crime analyst, to create proactive, real-time intelligence briefs called Chronic Offender Bulletins.
- Directed patrol, specific missions, and enhanced surveillance.

Research design (ongoing): interrupted time-series analysis, which assesses whether the interventions in target areas had an effect on crime while controlling for previous trends.

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.

New Haven, CT



The New Haven SPI addressed rising violent crime and local shooting incidents in a persistently violent neighborhood in the city.

- Modeled risk terrain to determine areas with the highest risk of violent crime.
- Had 13 weeks of supplementary, focused foot patrols.
- Increased use of data-driven decision making (e.g., daily "flash sheets" with maps, crime data, and other data).
- Engaged community, particularly specific block groups.
- Modified POP techniques (e.g., patrol officers identified issues such as street lighting and neglected properties, and supervisors implemented responses).

Research design: pre-intervention, intervention, and post-intervention analysis in target and control areas.

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% violent crime reduction at the neighborhood level and 56% reduction in the high-risk areas.

Philadelphia, PA



The Philadelphia SPI tested the impacts of three police strategies in violent crime hotspots (foot patrols, POP, offender-focused policing).

- Gave captains discretion for implementing foot patrols as long as each target area was patrolled a minimum of 8 hours a day, 5 days a week, for 12 weeks.
- Worked with the community, analyzing and implementing strategies for specific problems.
- Used Criminal Intelligence Unit officers to identify repeat offenders, who then received frequent contact using a variety of strategies.

Research design: process and outcome evaluation of the randomized control design

Offender-focused strategy outperformed foot patrol and problem-solving strategies. Compared to the control areas, the treatment areas that received the offender-focused strategy experienced a 22% decrease in violent crime, and a 31% decrease in violent street felonies.

Rochester, NY



The Rochester SPI intervened in retaliatory gun violence.

- Developed a formal process to document, analyze, and disseminate information about potentially violent retaliatory disputes (including shooting incident data and conducting focus groups)
- Created an on-scene dispute assessment tool to characterize incidents by retaliation risk.
- Deployed investigative, place-based, and offender-based interventions for high-risk violent-retaliatory disputes.

Research design: examination of descriptive statistics, correlation coefficients, and logistic regression models.

The evaluation 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%.

Savannah, GA



The Savannah SPI addressed increases in violent crime rates through the *Savannah Impact Project (SIP)*, an intensive reentry and monitoring program focused on high-risk offenders.

- Identified hot spots and repeat violent offenders through data analysis to address specific problems.
- Collaborated with police, parole, and probation to provide intensive case management.
- Included "wrap-around services" providing treatment and offender reentry services.

Research design: pre-post impact analysis, assessment of service provision

16% reduction in violent crime at the Central Precinct (target area). Exploratory analyses found that providing services could reduce the likelihood of future crimes. Interviews concluded that SIP was effective because of the multi-agency collaboration and ability to balance treatment and enforcement approaches.

