

# SITE HIGHLIGHT

## CAMBRIDGE, MA – 2011



The Cambridge, Everett, and Somerville SPI established Regional Analytics for the Safety of Our Residents (RASOR), a focused deterrence program to prevent future victimization and social harm of offenders identified as prolific perpetrators of crime across the cities. This initiative sought to reduce crime within the three cities and determine whether a focused deterrence approach provided a successful strategy within the region. While other agencies have implemented focused deterrence strategies, RASOR included distinctly different characteristics, such as a regional database to select targeted participants, assignment of a social harm index score to each offender, and an advanced data-driven approach. Because RASOR operated across three jurisdictions with distinct police departments and courts, this unique collaboration exemplified how regional partnerships may be beneficial for focused deterrence strategies. The agencies worked together to share information about impact players, habitual offenders, known associates, crime data, and other information concerning these individuals. RASOR also used a data-driven approach and implemented a research-based process to identify chronic offenders within their communities by employing a regional database to select the targeted participants. Ultimately, there were no statistically significant differences in time to arraignment between RASOR and control subjects in the full sample. Future studies should examine the relationship between dosage (case management time) and impact, as this study suggested that the effectiveness of focused deterrence may be related to the amount of time spent by officers in case management activities.

## KANSAS CITY, MO – 2012



The Kansas City SPI implemented a multi-pronged effort to address violent crime through evidence-based strategies. In 2011 and 2012, the Kansas City SPI team planned, implemented, and evaluated a replication of the evidence-based Philadelphia SPI foot patrol experiment. For 90 days, pairs of rookie officers worked foot patrol shifts in four violent crime micro-hotspot areas. Results showed that foot patrol areas witnessed a 26-percent reduction in aggravated assaults and robberies during the 90-day period and a 55-percent reduction during the first six weeks of the study. No reductions were reported in control areas or in catchment areas surrounding the foot patrol areas. Crime did increase in the target areas during the last seven weeks of the study and returned to pretreatment levels after the foot patrol treatment ended.

In addition, the Kansas City SPI team planned and implemented a comprehensive focused-deterrence “pulling levers” strategy called the Kansas City No Violence Alliance (KC NoVA). KC NoVA is an offender-focused strategy designed to reduce violent crime by building on the earlier success of the foot patrol project. During 2014, KC NoVA identified 64 groups composed of 884 violent offenders. The team held four focused deterrence call-in meetings with 149 individuals from the identified groups and offenders. As a result of the focused deterrence strategy, 601 offenders met with social service providers, and 142 offenders received a social service assessment. The SPI team conducted interrupted time series analysis to assess impact and found that the focused deterrence strategy produced statistically significant decreases in homicide (40 percent) and gun-related aggravated assaults (19 percent). While the crime decline effects were largest immediately after implementation, they did diminish over time.

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## YORK, ME – 2011



The York SPI combined the Data-Driven Approach to Crime and Traffic Safety (DDACTS) and problem-oriented policing—based on the scanning, analysis, response, and assessment (SARA) model—into an effort to identify traffic accident hotspots and areas where speeding and traffic flow are problematic. The SPI site deployed traffic enforcement strategies to reduce accidents, crime associated with traffic incidents, and offenders under the influence of alcohol or drugs. The York Police Department analyzed data on calls for service, arrests, citations, and traffic accidents. The analyses allowed the department to adjust enforcement strategies, inform the public on traffic practices, and evaluate new interventions. Ultimately, the York SPI found no intervention effects on number of crashes, number of citations, or total calls for service. However, the SPI did find that potentially increasing officer time in speeding hotspots may lower the average speed in the area, promoting speed limit compliance. Although the York SPI's analysis was limited by a small sample of observations, the department greatly increased its knowledge and understanding of crime analysis and its strategic use of technology.

## ROCHESTER, NY – 2012



The Rochester SPI sought to reduce violent crime by developing strategies to help police better identify, assess, and intervene in violent retaliatory disputes. The project involved analysis of dispute-related violence in Rochester and the development of a violence risk assessment tool that would guide law enforcement interventions that target violent retaliatory disputes. The Rochester SPI created a database of shooting incidents that included information about all shootings in Rochester between 2010 and 2012, with data about the victim, the suspect, and the situational characteristics associated with the shootings. The Rochester SPI augmented analysis of the shooting database with focus groups consisting of Rochester Police Department (RPD) investigators and officers, as well as incident reviews of important violent disputes that occurred between 2010 and 2012. Based on in-depth quantitative and qualitative analyses of dispute-related violence in the City of Rochester, the Rochester SPI developed a violence risk-assessment tool to guide RPD dispute-intervention strategies. The results from its SPI effort suggest that the dispute assessment tool was an effective predictor that a dispute will be retaliatory in nature—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 percent. The dedication of the dispute analyst has increased support for data collection and analysis of dispute-related processes. Additionally, the establishment of weekly dispute meetings has ensured that RPD will implement violence reduction strategies at both the incident and retaliatory-dispute levels.

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## CHULA VISTA, CA – 2013



The Chula Vista, California police department initiated a new approach to responding to domestic violence calls for service—specifically, repeat domestic violence—based on documented and well-researched efforts in Huddersfield and West Yorkshire, England. This new approach involved a tiered/triaged response, depending on the severity of the call, and routine follow-up by Chula Vista police officers in cases of more serious incidents. The Chula Vista SPI initiative, which employed a quasi-experimental design, documented a 24-percent decrease in domestic violence crimes in the targeted (treatment) area, which amounted to approximately 100 fewer domestic violence crimes per year. Survey research documented a 97-percent approval rating of police response to domestic violence calls in the treatment area, compared to an 81-percent approval rating in the comparison area. More information on this site is available in a Topical Spotlight Report<sup>3</sup> and in a past SPI newsletter.<sup>4</sup>

<sup>3</sup> Strategies for Policing Innovation. 2017. *Focused Deterrence of High-Risk Individuals POP Guide*. <http://strategiesforpolicinginnovation.com/tta/spotlight-reports/focused-deterrence-high-risk-individuals-pop-guide>.

<sup>4</sup> Strategies for Policing Innovation 2014. *SPI Summer 2014 Quarterly Newsletter*, no. 12. <http://strategiesforpolicinginnovation.com/tta/newsletter/spi-summer-2014-quarterly-newsletter>.

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## BROOKLYN PARK, MN – 2013



Between 2012 and 2016, Brooklyn Park had the highest crime rate in the country among suburbs with more than 50,000 residents.<sup>6</sup> The Brooklyn Park SPI team recognized that much of this crime is concentrated in places characterized by low-income public housing and low-rent apartments. The high population density and heterogeneity and population turnover associated with these locations led the SPI site to assess that the rise in crime was being driven by the lack of collective efficacy. The Brooklyn Park Police Department, in partnership with George Mason University, proposed a strategy that would bring long-term reinforcement of informal social controls, community cohesion, and crime reduction in identified micro-hotspots. The site designed and implemented a rigorous randomized trial to evaluate the effectiveness of increasing collective efficacy and reducing crime through the intervention. Patrol officers would identify, gather, and track all activities of key stakeholders and resources in an effort to address the specific problems at a given hotspot. As a result of the study, the site observed more community cooperation and collaboration with the police, increased calls for service in the treatment areas, and positive crime prevention outcomes.

Survey results in treatment locations showed that people are more involved in problem solving and are more likely to see the police in their neighborhoods. They are more likely to call the police and participate in some engagement with the police. This study has supported the understanding that police can increase collaboration and cooperation, which is something few studies have been able to demonstrate. More information on this site is available in past SPI newsletters.<sup>7</sup>

## SACRAMENTO, CA – 2016



Approximately one-third of Sacramento County's homeless population is unsheltered. Particularly noteworthy differences between 2013 and 2015 counts include a 7.9 percent increase in chronically homeless individuals and a 20.6 percent increase in unsheltered single adults. In partnership with the Sacramento Sheriff's Department (SSD), Sacramento Steps Forward (a nonprofit organization dedicated to ending homelessness in its region), and California State University Sacramento, the site targets its efforts on connecting the chronically homeless with community and social service programs to identify solutions to improve their living conditions and quality of life. These programs provide data on impacted individuals, assist in building networks of service providers, and analyze data for SPI. The SPI site expects to have a positive effect in both targeting homeless individuals for services and linking them to necessary services to get them back on their feet.

<sup>6</sup> Population and demographic information from the US Census Bureau's "American Community Survey, 2012–2016 5-year estimates," "Community Facts," <http://factfinder.census.gov> (accessed September 7, 2018).

<sup>7</sup> Strategies for Policing Innovation (2018). *SPI Summer 2018 Quarterly Newsletter*, no. 25. <http://strategiesforpolicinginnovation.com/tta/newsletter/spi-summer-2018-quarterly-newsletter>; Strategies for Policing Innovation. 2014. *SPI Summer 2014 Quarterly Newsletter*, no. 12. <http://strategiesforpolicinginnovation.com/tta/newsletter/spi-summer-2014-quarterly-newsletter>

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## DETROIT, MI – 2016



The City of Detroit experienced a high volume of violent crimes that typically occurred in small clusters of street blocks, with some common features characterizing repeat locations. The high level of violent crime led the city to adopt a unique approach through an initiative called “Project Green Light.” The SPI site partnered with several local businesses, including gas stations, convenience stores, liquor stores, and other establishments that experienced elevated risk. All of the partners pay a fee in order to have high-definition cameras installed within and around their establishments. Crime analysts at the Detroit Police Department’s Real-Time Crime Center monitor these cameras and relay relevant and timely information to dispatch or officers on the scene as needed. Detroit continues to expand the “Project Green Light” initiative and has already employed cameras in more than 300 locations.

## MILWAUKEE, WI – 2015



In several Milwaukee neighborhoods in which poverty, violent crime, and distrust for law enforcement were common, building community trust between officers and city residents has risen to top priority. The Milwaukee Police Department and its research partner, the Urban Institute, conducted an implementation and evaluation of BWCs. Increased transparency resulting from the use of the cameras can help support or reject many claims or complaints while improving public confidence in the local police department. In collaboration with its research partner, the police department conducted a randomized controlled trial by assigning cameras to officers in different patrol units. They evaluated changes in citizen complaints, use of force, and other citizen encounters with the police. Their research findings indicate that BWC officers conducted fewer stops and were less likely to receive a citizen complaint, but there was no observed effect on use of force during the study period.<sup>9</sup> More information on this SPI site is available in a previous SPI newsletter.<sup>10</sup>

<sup>9</sup> Peterson, Bryce E., Lilly Yu, Nancy La Vigne, and Daniel S. Lawrence. 2018. *The Milwaukee Police Department’s Body-Worn Camera Program: Evaluation Findings and Key Takeaways*. Urban Institute. [https://www.urban.org/sites/default/files/publication/98461/the\\_milwaukee\\_police\\_departments\\_body\\_worn\\_camera\\_program\\_3.pdf](https://www.urban.org/sites/default/files/publication/98461/the_milwaukee_police_departments_body_worn_camera_program_3.pdf).

<sup>10</sup> Strategies for Policing Innovation. 2016. *SPI Fall 2016 Quarterly Newsletter*, no. 21. <http://strategiesforpolicinginnovation.com/tta/newsletter/spi-fall-2016-quarterly-newsletter>.