The Effects of Smart Policing in the LAPD: A Retrospective Look

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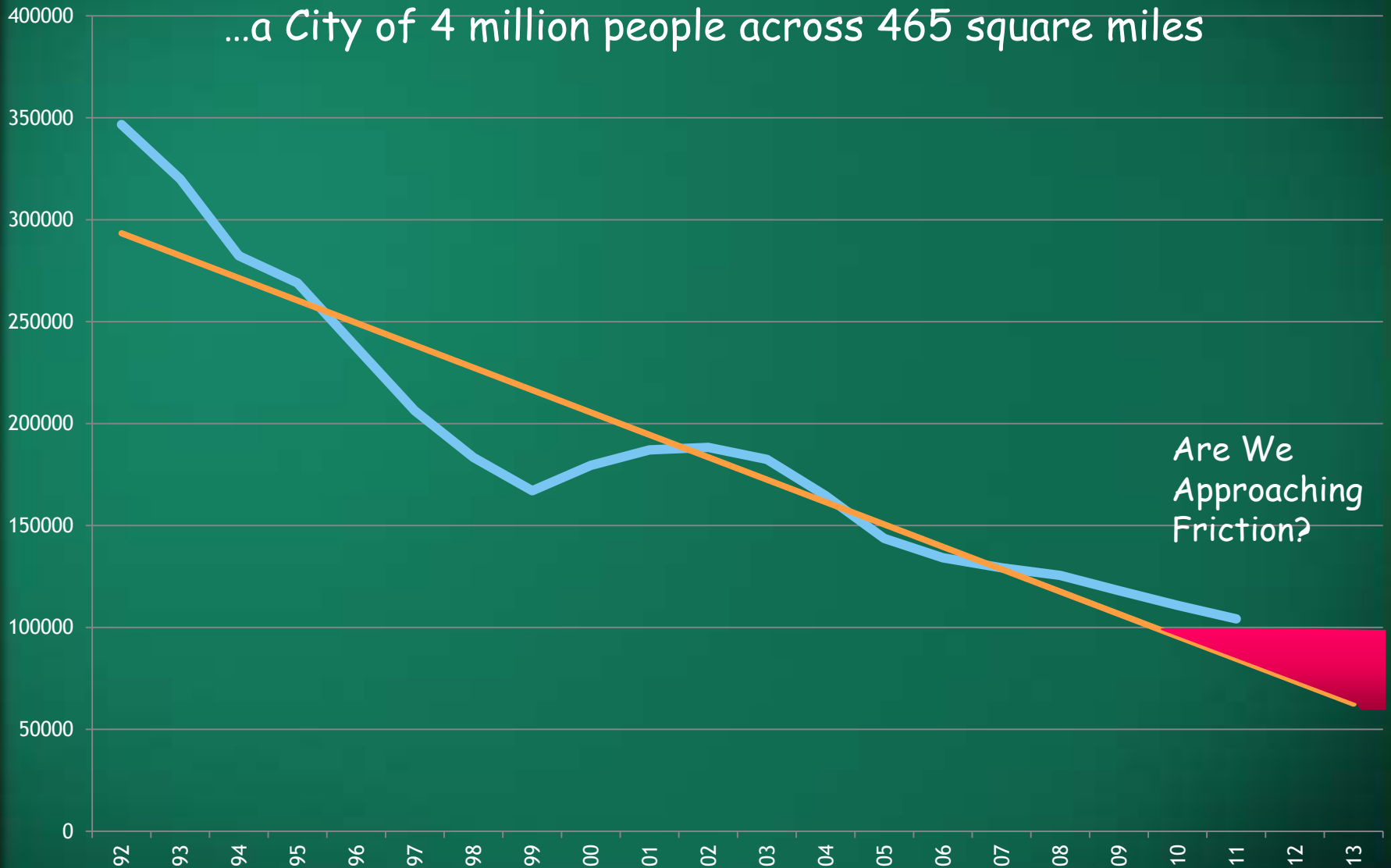
Justice & Security Strategies, Inc.

Overview

- The Context for Smart Policing in Los Angeles

- Operation LASER: Success in Newton Division

- Expanding LASER and Smart Policing

- Sustainability – what happens when the grant ends?

- Implications for LAPD and other agencies

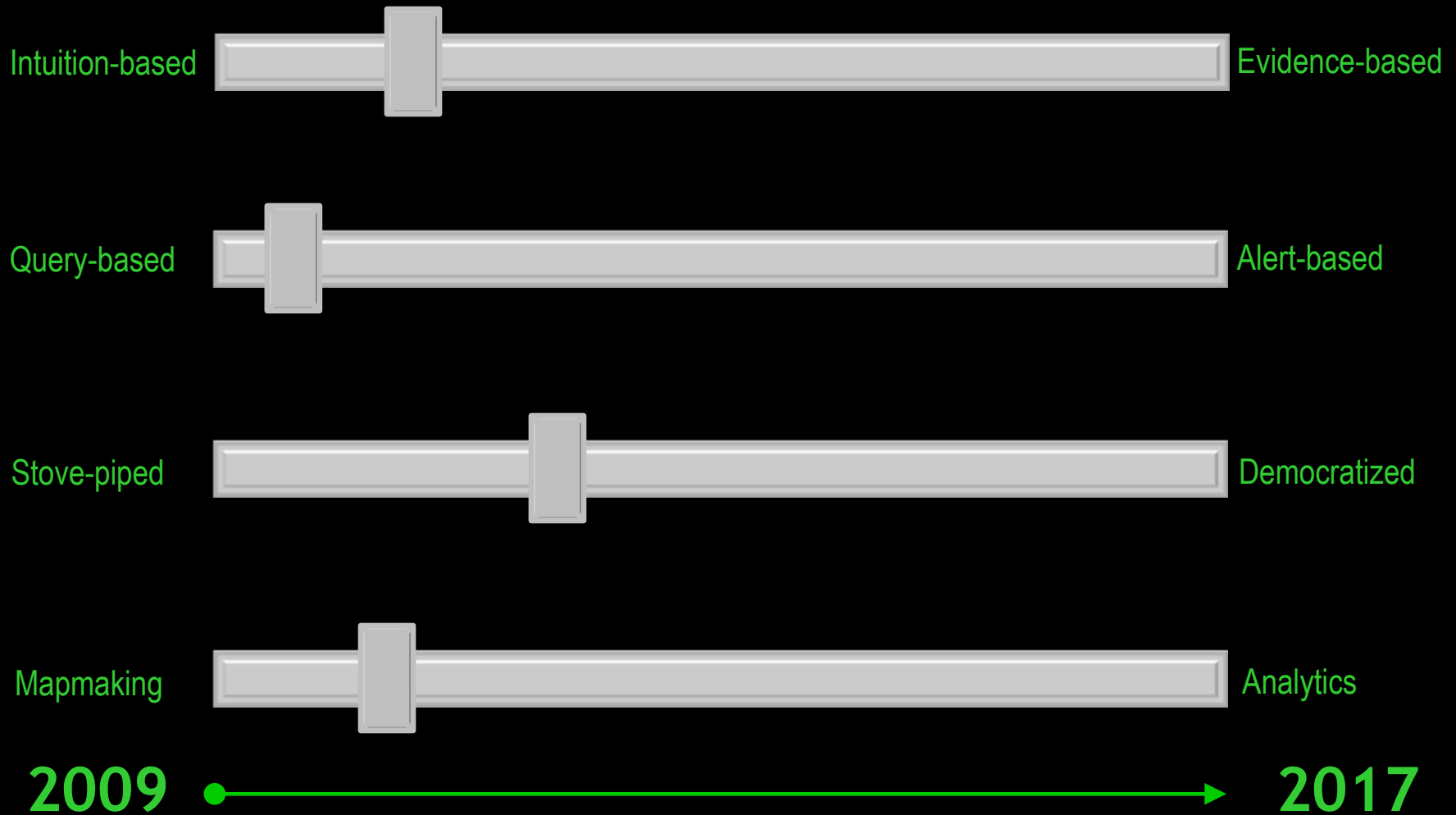What is the Natural Rate of Crime for Los Angeles?...

...a City of 4 million people across 465 square miles
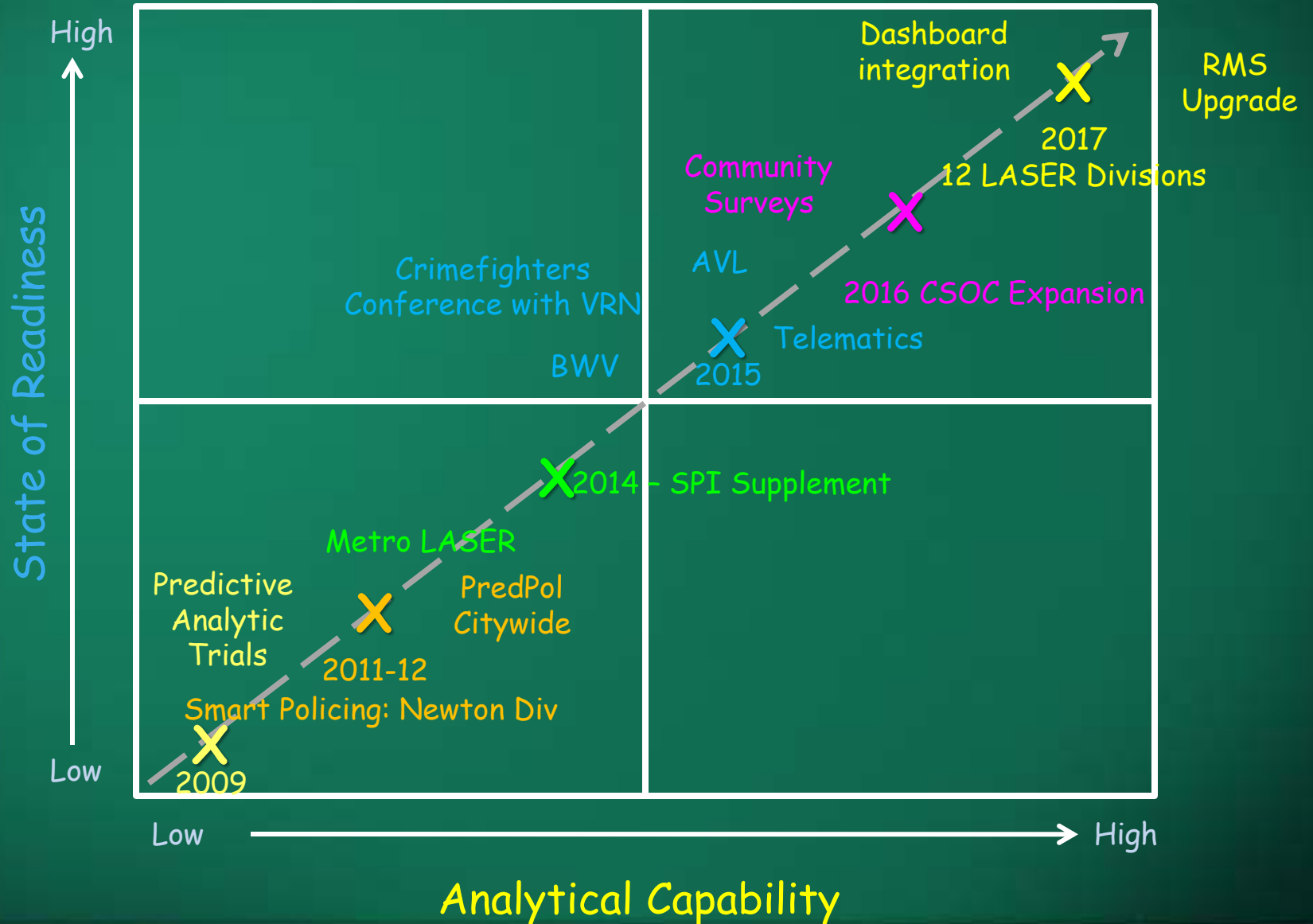
Are We Approaching Friction?

Fine Tuning to Improve Strategic Analysis

Intuition-based   Evidence-based

Query-based   Alert-based

Stove-piped   Democratized

Mapmaking   Analytics

2009 ⟶ 2017

LAPD Data Driven Crime fighting Evolution 2009 to 2017

NIBRS

State of Readiness (vertical axis, Low to High)

Analytical Capability (horizontal axis, Low to High)

Dashboard integration

RMS Upgrade

2017
12 LASER Divisions

Community Surveys

AVL

2016 CSOC Expansion

Crimefighters Conference with VRN

BWV

Telematics
2015

2014 – SPI Supplement

Metro LASER

PredPol Citywide

Predictive Analytic Trials

2011-12
Smart Policing: Newton Div

2009

"To support <u>Crime Reduction</u> through better strategic analysis."

SMART Policing

Predictive Policing

Risk-based deployment
(placing cops in right place at right time)

+

Palantir & Crime Intel

Removal of impact players
(using data to track suspects and investigate crimes)

LASER

+

Dashboard

Strategic Planning Group

Analysis-based goal setting
(calculating natural rate and leveling for comparison)

= *Incremental Crime Reduction*

Operation LASER+

Reducing Violent & Gun Related Crime in Los Angeles
Targeting Chronic Locations and Violent Chronic Offenders

Operation LASER+

- Operation LASER – Los Angeles' Strategic Extraction and Restoration Program

Core Principles:

- Use laser-like, non-invasive techniques to rid areas of crime and criminals

- Use appropriate data and analysis to drive decision making

- Measure what matters

- Focus on results and outcomes

- Continue to follow Constitutional Policing

Newton Division 2010-2013: Results

- Newton Division ended 2012 with an all-time low of 16 homicides –
  - A 56% decrease in homicides compared to 2011 and 59% decrease compared to 2010.

- Overall violent crime dropped 19% in Newton (from 2011 to 2012).

- Newton ranked number one in violent crime reduction in the entire LAPD for 2012

- Newton's homicides dropped to 12 in 2013

Winning Elements

- Form a Crime Intelligence Detail (CID) – analysts and officers

- Identify hot spot corridors and maintain them for 9-12 months

- Direct regular patrol, bikes, and foot patrol into the hot spot corridors

- Create Chronic Offender bulletins and assign them to patrol and special units

- Collect and analyze data throughout the intervention period

Effects of Newton's Success

- Chief Beck instructed patrol to follow LASER principles and methods

- Incorporated LASER into LAPD's strategic plan

- But still not enough to get complete buy-in

- Reluctance to use data continuously

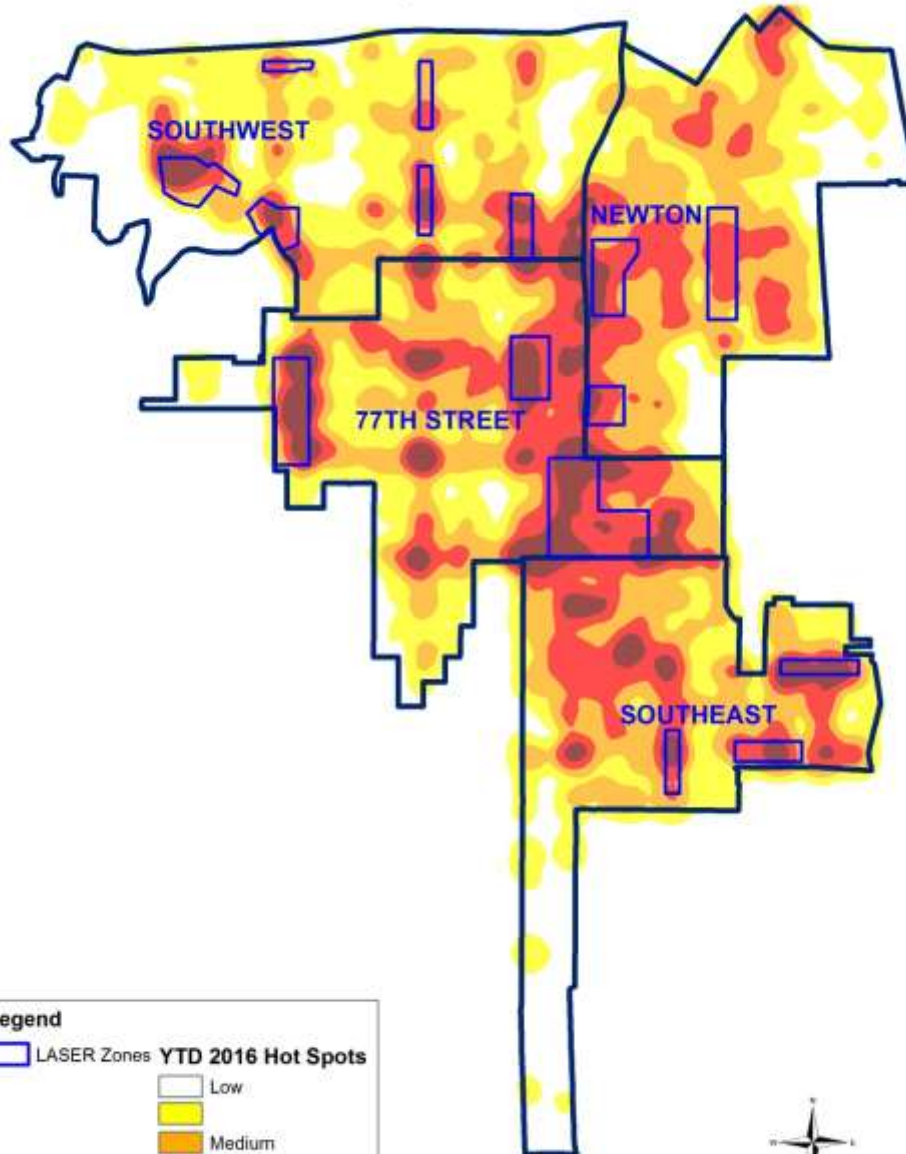- Then, in 2016 violent crime started to rise

Violence on the Rise

In March 2016, the City began to see a dramatic increase in violent crimes (13.6%) compared to the same period in 2015.

- Homicides were up 16.3%,
- Shots Fired incidents were up 11.5%,
- Shooting Victims were up 3.9%.

77th Street, Southeast, Southwest, and Newton accounted for approximately 48% of the City's violent gun crimes.

Data-Driven and Community-Focused Solution: CSOC

- Establish the Community Safety Operations Center

- Goals: Reduce homicides and victims shot; Quell gang and gun violence

- Focus on 77th Street, Newton, Southeast, and Southwest

- Remove the boundaries and focus on the problems

- Collaboration among a team of teams – Deputy Chiefs, Commanders, and Captains across Bureaus and Divisions

- Include Community Relationships, Metro, and Traffic Divisions

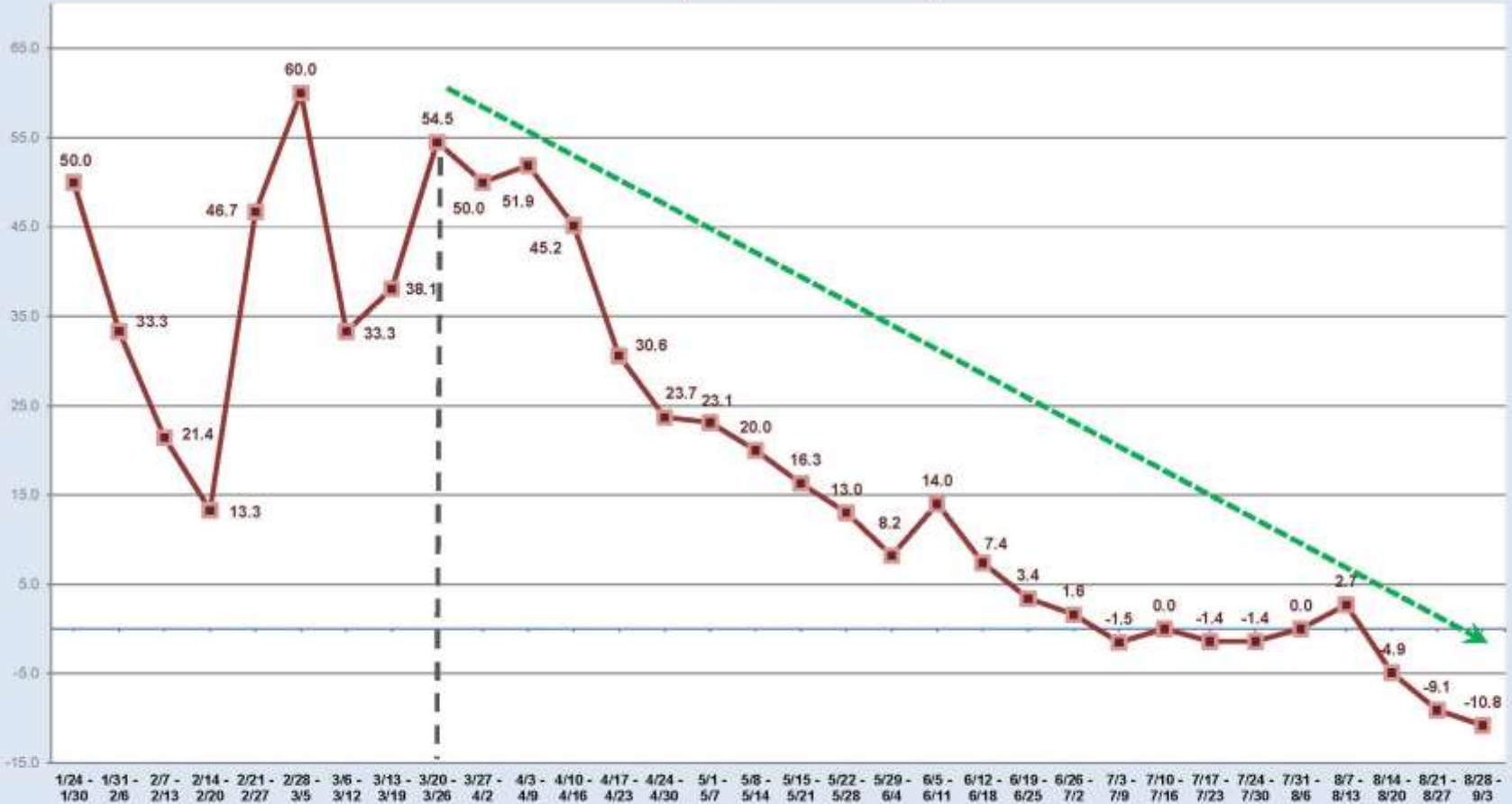# Data-Driven and Community-Focused Solution: CSOC

- Use data daily

- Three analysts at CSOC communicating with Crime Intell Details about LASER Zones and Chronic Offender Bulletins

- Focus on Missions; Deploy gang units, Metro, and CRD to support Patrol Units in each Division

- Measure dosage, number of homicides, number of victims shot

- March-October 2016 – successful reduction in homicides and shootings

CSOC AREAS
YTD Percent Change '16 vs. '15 (By Week)
Thru Week Ending 9/3/16

-■-Homicide

Data points (left to right):
50.0, 33.3, 21.4, 13.3, 46.7, 60.0, 33.3, 38.1, 54.5, 50.0, 51.9, 45.2, 30.6, 23.7, 23.1, 20.0, 16.3, 13.0, 8.2, 14.0, 7.4, 3.4, 1.6, -1.5, 0.0, -1.4, -1.4, 0.0, 2.7, -4.9, -9.1, -10.8

X-axis labels:
1/24 - 1/30, 1/31 - 2/6, 2/7 - 2/13, 2/14 - 2/20, 2/21 - 2/27, 2/28 - 3/5, 3/6 - 3/12, 3/13 - 3/19, 3/20 - 3/26, 3/27 - 4/2, 4/3 - 4/9, 4/10 - 4/16, 4/17 - 4/23, 4/24 - 4/30, 5/1 - 5/7, 5/8 - 5/14, 5/15 - 5/21, 5/22 - 5/28, 5/29 - 6/4, 6/5 - 6/11, 6/12 - 6/18, 6/19 - 6/25, 6/26 - 7/2, 7/3 - 7/9, 7/10 - 7/16, 7/17 - 7/23, 7/24 - 7/30, 7/31 - 8/6, 8/7 - 8/13, 8/14 - 8/20, 8/21 - 8/27, 8/28 - 9/3

CSOC AREAS
YTD Percent Change '16 vs. '15 (By Week)
Thru Week Ending 9/3/16

Legend: Vict Shot

Data points (week ending / value):
- 1/24 - 1/30: 29.3
- 1/31 - 2/6: 25.5
- 2/7 - 2/13: -2.9
- 2/14 - 2/20: 3.8
- 2/21 - 2/27: 12.9
- 2/28 - 3/5: 13.1
- 3/6 - 3/12: 1.7
- 3/13 - 3/19: 1.4
- 3/20 - 3/26: 4.7
- 3/27 - 4/2: 3.8
- 4/3 - 4/9: -4.6
- 4/10 - 4/16: 0.5
- 4/17 - 4/23: -6.7
- 4/24 - 4/30: -4.2
- 5/1 - 5/7: -2.7
- 5/8 - 5/14: -6.4
- 5/15 - 5/21: -10.9
- 5/22 - 5/28: -10.7
- 5/29 - 6/4: -13.0
- 6/5 - 6/11: -14.7
- 6/12 - 6/18: -15.2
- 6/19 - 6/25: -16.1
- 6/26 - 7/2: -16.7
- 7/3 - 7/9: -16.7
- 7/10 - 7/16: -17.4
- 7/17 - 7/23: -18.4
- 7/24 - 7/30: -18.8
- 7/31 - 8/6: -17.2
- 8/7 - 8/13: -14.2
- 8/14 - 8/20: -17.2
- 8/21 - 8/27: -18.5
- 8/28 - 9/3: -19.4

What happens when the grant ends?

Sustainability and Continuity

- **Smart and data-driven policing will continue – why?**

- **Leadership**

- **Technology**

- **Research**

Leadership

- Chief Charlie Beck emphasizes the use of data and analysis

- Chief Beck opened the door for analysis, a research partner, and then insisted that the Department follow a data-driven path

- Chief of Staff, Deputy Chief Sean Malinowski understands and believes in research findings and the policy implications that follow

- The Assistant Chiefs, Deputy Chiefs and Captains are implementing data-driven operations and see the value of data and analysis

Technology

- Continually testing new hardware, software, and their use in the field

- Predictive analytics, Palantir, body-worn cameras, video analytics, automated vehicle locators, Telematics, and a new RMS developed and used

- Information Technology Bureau (ITB) encouraged to look outward

- Leads to innovation and creativity

Research

- Chief Beck encourages research and is open to testing and evaluating programs – asks for studies (e.g., evaluations of early intervention system, body-worn cameras, community survey, use of force)

- JSS is embedded in the LAPD and an integral part of strategies and operations

- UCLA, Northwestern, University of Chicago Crime Lab, Georgia Tech, UC Irvine, and others involved in projects

- Department has adopted research terminology – e.g., 'dosage', quasi-experiments, and measures (means, modes, etc.)

Implications

- LAPD continues to use data, analytics, and technology to reduce crime and engage the community

- Smart Policing has become a model for other agencies

- BJA has emphasized LASER and encouraged other departments to adopt data-driven methods – especially Public Safety Partnership sites

- Sites have attended LAPD's Crimefighter's Conferences in 2016 and 2017; others have made visits – Chicago, Toledo, New Zealand

Questions?

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