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

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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

LAPD Data Driven Crime fighting Evolution 2009 to 2017

2009  ➔  2017
LAPD Data Driven Crime fighting Evolution 2009 to 2017

Analytical Capability

State of Readiness

High

Low

Predictive Analytic Trials

Smart Policing: Newton Div

2009

2011-12

2014 - SPI Supplement

2015

2016 CSOC Expansion

2017

12 LASER Divisions

Dashboard integration

Community Surveys

AVL

Telematics

NIBRS

Metro LASER

PredPol Citywide

BWV

Crimefighters Conference with VRN
“To support **Crime Reduction** through better strategic analysis.”

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

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

**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+ - 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

Source: Weekly Profiles (Comparison Report and Focus Report)

COMPSTAT / SPU
September 6, 2016
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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