## **SHERIFF'S** MESSAGE

## INTELLIGENCE LED POLICING – and the PERF Study

There is an old adage that goes "that which cannot be measured should not be done." I like that saying because it falls in line with my philosophies about the value of Continuous Improvement and the importance of making changes to processes that can be quantified and sustained, and the need to make (and keep) an organization LEAN.

Last year the Department of Justice's Bureau of Justice Assistance granted us a little over one million dollars. Why? They were impressed with the success of Operation Safe Streets, our initiative designed to reduce murder and gun crime in Jacksonville. It has both overt and covert components. It coordinated efforts between our Aggravated Battery, Gang, Homicide, and High Intensity Drug Trafficking Area units with community policing, through overtime hours spent knocking on doors and talking to residents. We reduced murder the second half of 2006 and overall in 2008.

We also saw record increases in tips, both to the police and through the anonymous tips to CrimeStoppers, via our Gun Bounty program. We continue to encourage citizens to work with our officers to tell what they know about illegal guns and the people who use them. So much so, that our Sheriff's Advisory Council (ShAdCo) numbers continue to climb.

Quantifying these outcomes and studying our deployment strategies so they could be replicated in other cities, with hopefully the same results, is why the Department of Justice decided to come take a look at OSS success.

We then partnered with the Police Executive Research Forum (PERF), a premier "think tank" on policing strategies, and asked them to conduct a study. And it needs to be clearly stated that while improving our patrolling processes and conducting this study in enhanced policing strategies, the grant is also paying for the training of the officers, as well as the study itself.

We wanted to make sure the study was an in-depth look into deployment strategies and we wanted it to include quantifiable outcomes. PERF will be looking at a few things:

Strategic Deployment: We want to "take it to the next level." In addition to community policing, we have empowered these officers to actually solve community problems that are reported before they become crimes. It means partnering with communities to focus on the whole crime reduction "P.I.E." - prevention, intervention and enforcement. In this new paradigm I want to make sure we are measuring proactive police efforts. We'll know it works if calls for service decline AND arrests in those same areas decline.

Intelligence-Led Policing: Intelligence Led Policing is a philosophy that pushes for greater leveraging of problem-solving potential, increasingly targeted arrest strategies, and the expanded use of crime analysis to more efficiently and effectively reduce crime.

Our Crime Analysis Unit (CAU) is one of the best, if not the best, in the country at utilizing Intelligence Led Policing. In the past, we did not have the technology and intelligence gathering at our fingertips, like we do today.

In this project, we have made sure that the intelligence CAU gathered was the driving force behind the neighborhoods selected for the project, and that our deployments and tactical problem solving were led by that intelligence.

The study was led in-house by the CAU and the Department of Patrol and Enforcement. The three components of the strategic study were:

- A set of officers received special training from two of the nation's foremost experts in problem-solving, and were assigned to lead such efforts in 22 areas of the city.
- A set of officers were deployed based on proven OSS-based tactics to saturate selected areas.
- A set of areas were left with no additional police resources to act as a 'control group,' where neither problem solving efforts nor OSS-based covert and overt tactics were used.

The time period for this police activity was 90 days, and the Intelligence Led Policing project, as we call this grant initiative, wrapped up at the end of April.



Because the study is looking at short and long term results, PERF will wait to fully assess the results starting in August 2009.

I hope the report will reflect that this innovation is serving us well in both our traditional patrol and enforcement efforts and in the problem solving policing efforts.

Finally, there is the issue of sustainability. When an officer, through creative problem solving, accomplishes a goal of preventing repeated calls for service to the same address, does that crime migrate to another officer's area of responsibility? Does the crime just "pop up" somewhere else? That is called displacement.

We know the importance of "keeping crime down" and the demand that puts on officer staffing. That is why we need to continue to increase our officer staffing levels, until we reach that minimal number necessary to maintain the crime reductions we are beginning to experience through Operation Safe Streets.

If there is one thing 34 years of policing has taught me, when you listen to citizens, build relationships, try to help them solve their problems, you are engaging in real crime prevention. And anytime you can find ways to work smarter and better, you should. I look forward to seeing what the study reveals.

Sincerely.

John H. Rutherford Sheriff, Duval County