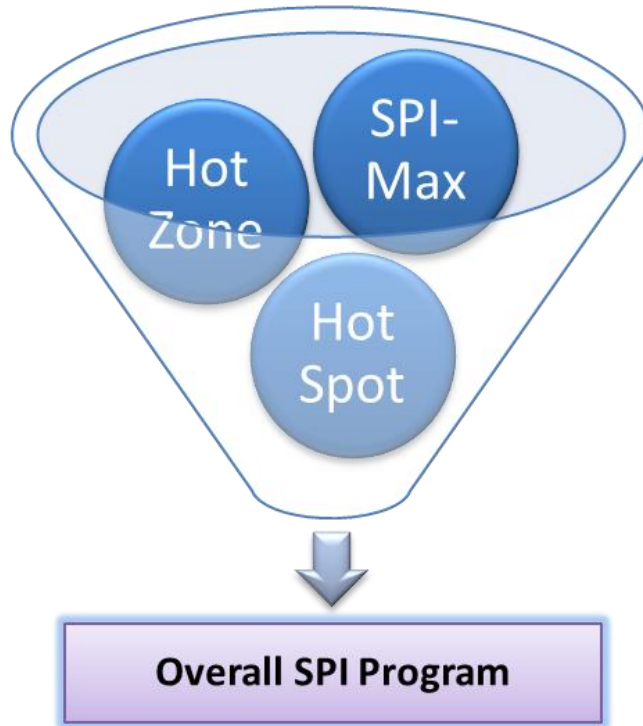


SMART POLICING INITIATIVE

Winnipeg Police Service

Three Tiered Strategy founded on data, intelligence, information and analysis.
Refined through evaluation and research (Evidence-based):

- 1) Hot Zones - Long Term - Strategic
- 2) Hot Spots - Emerging Crime Trends - Tactical
- 3) SPI-Max - Concentrated Community Projects - Mission-based





SMART POLICING INITIATIVE: PRODUCT OVERVIEW

Crime Analysis Unit Members, Divisional Commanders, Sergeants, SPI Coordinators, and District Members work together to produce various analytical products that form the foundation of proactive policing initiatives in the districts. These SPI products provide officers with places that have a high incidence of crime and disorder as well as locations of high-risk individuals. During low periods of calls for service, officers are able to select their area and look for information on that area's crime, traffic incidents and persons of interest. Police patrol can then employ various investigative techniques (Spot-checks, T-Stops, Traffic Enforcement and High Visibility) with the objective of proactively suppressing and reducing crime, traffic and disorder.

Analytical Products Include:

1) Strategic Reports

Strategic reports provide analysis of data directed towards development and evaluation of long-term approaches, policies, and prevention techniques. Its subject areas include long-term statistical trends, hot spots, and problems (IACA, 2014).

Annually

- *District SPI Outcomes Report* (Produced by the Crime Analysis Unit).
 - This report outlines crime, traffic and proactive outcomes within the target areas and the overall cruiser car areas.

Quarterly

- *District Quarterly SPI Target Report* (Produced by the Crime Analysis Unit).
 - This report produces the three month target zones for each cruiser car area as well as provides quarterly comparisons of crime, traffic and proactive policing to the previous year. Evaluation includes temporal analyses, spatial analyses, and frequency comparisons.

2) Tactical and Emerging Issues Reports/Bulletins

Tactical and emerging issues bulletins provide analysis of data directed towards the short-term development of patrol and investigative priorities and deployment of resources. Its subject areas include the analysis of space, time, offender, victim, and modus operandi for individual high-profile crimes, repeat incidents, and crime patterns, with a specific focus on crime series (IACA, 2014).

Monthly

- *SPI Hotzone Target Bulletins* for each cruiser car area (Produced by the Crime Analysis Unit with Persons of Interest selected by the District SPI Coordinator).
 - One page map of the target area with street sections highlighted that have the greatest concentration of crime. Also includes persons of interest and time of day/day of week analysis.
- *Maps for SPI TV* (Produced by the Crime Analysis Unit and uploaded by the District SPI Coordinator).
 - Sanitized maps of the target areas – POI removed.

Bi-Weekly

- *SPI PowerPoint* for the SPI Meetings (Maps and charts slides Produced by the Crime Analysis Unit. SPI Priorities and Future Operations produced by the District SPI Coordinator).
 - Bi-weekly PowerPoint used by Divisional Commanders at the SPI Meetings

Weekly

- *District Crime Trends and Hotspot Report* (Produced by the Crime Analysis Unit every Monday).
 - Weekly analysis and hotspot mapping of crime in the district. Analysis includes examining for temporal, spatial and MO patterns.

Ad-Hoc

- *Spotcheck and Intelligence Bulletins* (Produced by the Crime Analysis Unit as required).
 - Emerging issues bulletins on persons or places of interest including OSINT.
- *Traffic SPI Hotspot Bulletin* (Produced by the District SPI Coordinator and CSU Traffic Patrol).
 - Bulletins are created based on a review of community concerns by CSU Traffic Patrol.
- *SPI Information Bulletins* (Produced by the District Crime Unit Sergeant and/or District SPI Coordinator).
 - Bulletins are created based on emerging crime trends in the district such as a B&E spree.



SMART POLICING INITIATIVE: SPI-Max

SPI-MAX:

SPI-Max is a focused deterrence strategy that evolved from the regular everyday business of proactive policing practices at Winnipeg Police Service (WPS). It is executed by Winnipeg Police members using their own initiative and professional discretion to help improve livability in the identified community. Officers engage in these proactive activities when they are not responding to calls for service. All SPI-Max projects run concurrently with the regular SPI Program and do not impact normal police operations.

The main objectives of every SPI-Max Project are to:

- Improve the feeling of safety within the community
- Reduce calls for service in the project area
- Reduce crime in the project area
- Reduce traffic incidents in the project area

The SPI-Max strategy is based on an ecological approach to understanding and addressing criminogenic features in an area. Due to this ecological understanding of the complexity of crime and disorder over time, space and within the individual, social and environmental sphere, the SPI-Max Strategy contains a multifaceted array of micro tactics that are employed over a short, intense period of time.

Steps in a SPI-Max Project

The first step in implementing a SPI-Max operation is to determine the target location. The target location cannot be overly large and typically should contain at least one to four neighborhoods. The location is identified as needing greater attention by analyzing numbers of crime and traffic incidents, analyzing numbers of calls for service, examining public complaints and evaluating intelligence information for the area. There is a trend and seasonal component that is studied to determine if the micro tactics should be more intense during a particular time or if the strategy should be adjusted for a particular season.

Potential project locations are evaluated and examined by the Divisional Crime Analyst in conjunction with the Divisional SPI Coordinator, Supervisor of the Divisional Crime Unit and Supervisor of the Divisional Community Support Unit. As a project team, various locations are evaluated; that is, the SPI Coordinator and the Crime Analyst provide statistical and intelligence evidence for locations; the Supervisor of the Divisional Crime Unit provides information on current projects being run and subjects of interest; and the Supervisor of the Community Support Unit provides information on community complaints, disorder and traffic issues. Note that project locations must be justified based on the evidence and not anecdotal information.

The second step is to produce pre-operation information and intelligence packets for the membership. The packet contains both person and place-based information and maps. The Divisional Crime Analyst and SPI Coordinator compile and produce these packets for the officers.

Place-Based information includes:

- Target area maps of Crime
 - Property Crime hotspot and street segment concentrations
 - Persons Crime hotspot and street segment concentrations
 - Time of day/day of week analysis of when the majority of crimes occur
- Target area maps of Traffic hotspots
 - Time of day/day of week analysis of when the majority of traffic incidents occur

- Major intersections of concern
- Target area maps where crime and traffic hotspots overlap
 - Identifying these overlap areas is key to determining where to place License Plate Readers for LPR projects
- Target area maps and photographs of problem places/addresses
 - In conjunction with the Provincial Government Safer Communities program, develop a list of problematic addresses in the area, e.g. a parking lot where there is a lot of drug activity

Person-Based information includes:

- Identifying all individuals living in the area with active warrants
- Identifying all individuals living in the area with curfews/conditions

The third step in SPI-Max is the operational planning of simultaneous micro tactics to be undertaken in the target area. Projects should be run under the direction of the Divisional Community Support Unit. However, external partners should be sought such as with Public Safety, Manitoba Liquor and Gaming Authority (MLGA) and City of Winnipeg By-Law Enforcement should be utilized to assist and enhance SPI-Max project. Further, internal partnerships, such as Street Crimes, the Warrant Apprehension Unit, Community Relations and Police Cadets should also be engaged to assist with operations and strengthening community engagement.

All of these partnerships should be in place prior to a SPI-Max project being implemented. A temporary calendar of events should be created so that tactics are spread out throughout the period.

Projects involve both day to day and overlap activities. Day to day activities include:

- Creating a Bulletin with identifying # and placing it in the appropriate cruiser car Suppression File HOTSPOT folder for access from cruiser cars.
- Continuing to have General Patrol (GP) members conduct regular HOTSPOT patrols in this area. GP members should be encouraged to perform Spot-Checks and Traffic Stops thus creating High Visibility and increasing the Proactive side of policing.
- Creating a Warrant list for the Project Area to be maintained in the Niche Record Management System, with Arrests and Address End Dates updated as they occur in the Niche Remarks.
- Placing the Project Bulletin on the Parade Room TV for higher exposure to GP members.
- Instructing all Members and Support Unit personnel involved in the project to include the Bulletin # in all Field Events associated to the project for tracking purpose.
- Having supervisors complete a Daily Occurrence Report (See Appendix B for an example of a full DOR)

Operations are comprised of a multifaceted array of tactics that are employed simultaneously over a short, intense period of time. This includes defining special dates and times for:

- Warrant sweeps utilizing the Warrant Apprehension Unit and Street Crimes Unit
- Traffic License Plate Reader projects targeting the identified Crime/Traffic Hotspot overlaps in the area
- Compliance Checks
- Drug projects utilizing the Street Crimes Unit
- Identification, arrest and eviction of drug house occupants utilizing Community Support Unit/Public Safety Unit/Tactical Support Team (If Search Warrant) and City By-law Officers.
- Break & Enter Patrols
- Area Bar Sweeps utilizing By-Law officers.
- Community Canvass and Engagement – Crime prevention awareness

The fourth step is to communicate the overall SPI-Max strategy to the various units through briefings. The complete information and intelligence packet on the operation is made available to all members. Target location, addresses of interest, persons of interest and intelligence information is reviewed with each shift by supervisors. Strategic planned micro projects such as License Plate Reader projects, and Warrant Sweeps are also reviewed. General patrol is encouraged to engage in proactive policing in the area and to take part in the micro projects on overlap days. All units are encouraged to fill intelligence gaps.

The fifth step is the actual implementation of the SPI-Max strategy in the target area. The operation duration should be no longer than 45 days so as to maintain intensity. During this period, the area is flooded with police attention and interventions are deployed. The Community Support Unit should oversee day-to-day operations under the direction of the CSU Sergeants and in consultation with the Divisional Commander and Staff Sergeant. Data and statistics must be documented and maintained through the Divisional SPI MAX structure. A Daily Occurrence Report (DOR) is to be utilized and maintained along with Problem Management Forms and Overlap Project Reports (as required).

The final step in every SPI-Max operation is to evaluate the outcomes. The Divisional Crime Analyst analyzes available data to try to answer 14 key questions of every operation. These questions are divided into three broad categories: Community Impact, Proactive Police Response and SPI-Max Project Design.

Community Impact

- What impact did SPI-Max have on calls for service in the project area?
- What impact did SPI-Max have on crime in the project area?
- Has crime been spatially displaced?
- What impact did SPI-Max have on traffic incidents in the project area?
- What impact did SPI-Max have on numbers of individuals living in the area with active warrants?
- What impact did SPI-Max have on the individual community member's perceptions of safety in the area?

Proactive Police Response

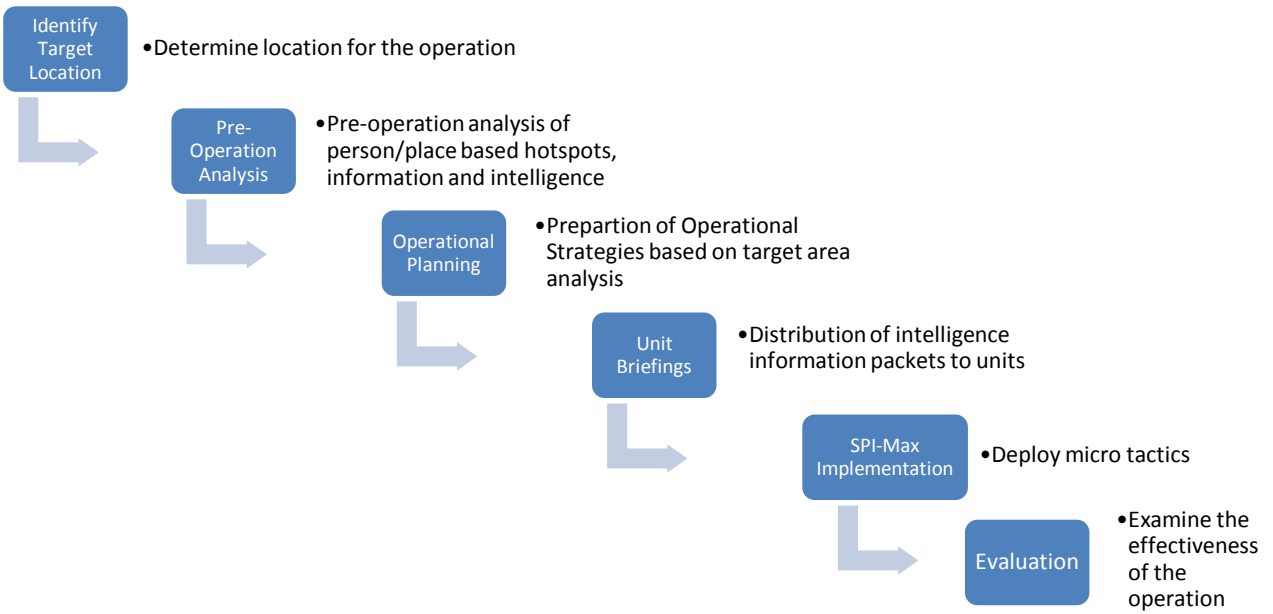
- What impact did SPI-Max have on the number of traffic PONs in the project area?
- What impact did SPI-Max have on arrests in the project area?
- What impact did SPI-Max have on clearance rates in the project area?
- What impact did SPI-Max have on time spent on high visibility events in the area?
- What impact did SPI-Max have on numbers of high visibility events in the area?
- What impact did SPI-Max have on seizures in the project area?
- What impact did SPI-Max have on the number of Intel reports being produced?

SPI-Max Project Design

- Are improvements needed to the SPI-Max strategy?
- Are other proactive policing initiatives, if any, needed to increase the sense of security within the community?

The following diagram illustrates the six-steps involved in developing a SPI-Max operation.

SPI-Max Project Implementation Process



Comparison of the Overall SPI Program and SPI-Max Projects

	Regular SPI Program	SPI-Max Projects
Implementation Date	2012	2014
Catalyst for Program Development	<ul style="list-style-type: none"> The need to be more proactive, efficient and evidence based. An erosion of basic policing skills was noted. Officers engaging in "pinball policing" - going from call to call. A need to rebuild lost policing skills. A need to improve safety within the community. 	<ul style="list-style-type: none"> Certain locations in the district require greater proactive policing intervention than other locations. A need to develop a concentrated, sustained, targeted police presence in certain areas that require it.
Starting/Primary Unit Implementation	<ul style="list-style-type: none"> Uniform Operations Crime Analysis Unit 	<ul style="list-style-type: none"> Uniform Operations Crime Analysis Unit
Internal, Secondary Expansion/Collaboration	<ul style="list-style-type: none"> Street Crimes Unit Central Traffic Organizational Development and Support Arson Unit 	<ul style="list-style-type: none"> Warrant Apprehension Unit Street Crimes Unit Operational Development and Support Major Crimes Unit Community Relations Public Information Office
External Collaboration	None at this time	<ul style="list-style-type: none"> Manitoba Justice - Safer Neighborhoods City-by law office Manitoba Liquor and Gaming Authority MacDonald Youth Services
Underlying Theory	<ul style="list-style-type: none"> DDACTS Model A small number of offenders commit a disproportionate amount of crime Crime, traffic incidents, and calls for service cluster spatially 	<ul style="list-style-type: none"> DDACTS Model A small number of offenders commit a disproportionate amount of crime Crime, traffic incidents, and calls for service cluster spatially
Development	Started in District 4 (Uniform Ops) and has now expanded city-wide.	Started in District 4 (Uniform Ops). Not yet expanded city-wide.
Analytical Techniques/Methodology	<ul style="list-style-type: none"> Kernel Density Hotspot Analysis Standard Deviation of the X/Y Coordinates Standard Deviation Ellipses Weighted Mean Center - Spatial Analysis Percent Change Average/Mean 	<ul style="list-style-type: none"> Kernel Density Hotspot Analysis Percent Change Average/Mean T-tests - pre/post-test Regression Analysis Time Series Analysis Survey Research - Qualitative/ Quantitative Spatial Dispersion Vulnerable person identification

	Regular SPI Program	SPI-Max Projects
Analytical Products	<p>Annually</p> <ul style="list-style-type: none"> • <i>District SPI Outcomes Report</i> (Produced by the Crime Analysis Unit). - This report outlines crime, traffic and proactive outcomes within the target areas and the overall cruiser car areas. <p>Quarterly</p> <ul style="list-style-type: none"> • <i>District Quarterly SPI Target Report</i> (Produced by the Crime Analysis Unit). - This report produces the three month target zones for each cruiser car area as well as provides quarterly comparisons of crime, traffic and proactive policing to the previous year. Evaluation includes temporal analyses, spatial analyses, and frequency comparisons. <p>Monthly</p> <ul style="list-style-type: none"> • <i>SPI Hotspot Target Bulletins for each cruiser car area</i> (Produced by the Crime Analysis Unit with Persons of Interest selected by the District SPI Coordinator). - One page map of the target area with street sections highlighted that have the greatest concentration of crime. Also includes persons of interest and time of day/day of week analysis. • <i>SPI Traffic Bulletins for each cruiser car area</i> (Produced by the Crime Analysis Unit). - One page map with street intersections of concern highlighted and time of day/day of week analysis • <i>Maps for SPI TV</i> (Produced by the Crime Analysis Unit and uploaded by the District SPI Coordinator). - Sanitized maps of the target areas – POI removed. <p>Bi-Weekly</p> <ul style="list-style-type: none"> • <i>SPI PowerPoint for the SPI Meetings</i> (Maps and charts slides Produced by the Crime Analysis Unit. SPI Priorities and Future Operations produced by the District SPI Coordinator). - Bi-weekly PowerPoint used by Divisional Commanders at the SPI Meetings <p>Weekly</p> <ul style="list-style-type: none"> • <i>District Crime Trends and Hotspot Report</i> (Produced by the Crime Analysis Unit every Monday). - Weekly analysis and hotspot mapping of crime in the district. Analysis includes examining for temporal, spatial and MO patterns. <p>Ad-Hoc</p> <ul style="list-style-type: none"> • <i>Intelligence Bulletins</i> (Produced by the Crime Analysis Unit as required). - Emerging issues bulletins on persons or places of interest including OSINT. • <i>Traffic SPI Hotspot Bulletin</i> (Produced by the District SPI Coordinator and CSU Traffic Patrol). - Bulletins are created based on a review of community concerns by CSU Traffic Patrol. • <i>SPI Information Bulletins</i> (Produced by the District Crime Unit Sergeant and/or District SPI Coordinator). - Bulletins are created based on emerging crime trends in the district such as a B&E spree. 	<ul style="list-style-type: none"> • Pre-Project Planning - Analysis of persons and locations of interest including: <ul style="list-style-type: none"> *Intel on gangs, drugs, organized crime *Information on top domestic calls for service locations/persons *Information on at-risk youth *Information on types of crimes and calls for service in the area (Persons and Property) *Demographics *Spatial analysis *Community complaints • Post-Project Evaluation - Report outlining the effectiveness of the project including: <ul style="list-style-type: none"> *Community Impact - Calls for service, Crime Reduction, Traffic Incidents, Persons with Warrants *Proactive Response - Traffic Provincial Offence Notifications, Arrests, Clearance Rates, High Visibility Events, Seizures, Intel Reports *Project Design - Feedback from membership

	Regular SPI Program	SPI-Max Projects
Operational Tactics	<ul style="list-style-type: none"> Proactive Police Cruiser Car (89 Car) in operation Downtown and in the North End During discretionary time, when Uniform members are not responding to calls for service, they attend to the target location in their area and choose what type of tactics to engage in including: <ul style="list-style-type: none"> *SPI Hotspot - high visibility in the target area *SPI Subject - engaging in compliance checks on persons of interest (those with court ordered conditions and curfews) *Park and Walks *SPI Comm - engaging in community events *Traffic Safety strategies - Traffic Stops, Traffic Events 	<ul style="list-style-type: none"> Warrant sweeps utilizing the Warrant Apprehension Unit and Street Crimes Unit Traffic License Plate Reader (LPR) projects targeting the identified traffic Hotspots in the area Compliance Checks Dial-a-Dealer Buy/Bust utilizing Street Crimes Unit Identification, arrest & eviction of drug house occupants utilizing Community Support Unit/Public Safety Unit/TST (If Search Warrant) & City Bylaw Officers. Break & Enter Patrols in coordination with East District Crime Unit Area Bar Sweeps utilizing By-Law officers Community Canvass and Engagement – Crime prevention awareness Crime Prevention Through Social Development (CPTSD) initiatives with group homes in the area (at-risk youth) Bike patrols
Time Frame	In operation continuously	1 month project in the Spring and Fall in a small area of the city that requires greater police intervention
Goals	<ul style="list-style-type: none"> Improve the feeling of safety within the community Reduce calls for service in the project area Reduce crime in the project area Reduce traffic incidents in the project area 	<ul style="list-style-type: none"> Improve the feeling of safety within the community Reduce calls for service in the project area Reduce crime in the project area Reduce traffic incidents in the project area

Appendix B – Logic Model

St. Boniface SPI Project: Logic Model

