Police Management:

Productivity Through Research

remarks by

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Mayor Ashe . . .

other gentlemen and ladies of the Conference of Mayors . . .

Mayors are the linchpin of the cities, and the people in the political caldron who have to make things happen: Make resources available to fight fire and crime. Keep our cities safe and improve the quality of community life. The electorate holds you responsible for delivering on these promises.

The National Institute of Justice has joined with the U.S. Conference of Mayors to provide information–information developed through research–to help keep our cities safe. We look to you for leadership to meet the urban challenge. We all know–all too well–that drugs and crime are pervasive and their consequences devastating.

Merely "doing something" is not enough. As mayors, you need sound professional managers . . . on your <u>first</u> team of policy planners. If your police chief knows the value of research . . . the chief can re-define priorities to meet today's challenges, increase

productivity . . . and be the kind of policymaker who belongs on your first team . . . the kind who brings results.

NIJ has worked closely with your Executive Director, Tom Cochran, to assure that you quickly receive new information developed by the National Institute of Justice. Tom has been the cement that has held the relationship together. Working as partners, we participate in and mount major conferences with you that focus on drugs and crime within your cities and develop policy options. Last spring we met, and you told us your needs. I'm happy to report we have a number of major initiatives to help meet them.

Two important traditional beliefs in police work once served us well. The first was–

Random patrol deters crime. This was self-evident. And like it, so was the principle that–

Rapid response is essential. When a citizen called police to his or her assistance, we had to be there right away, both to fight crime and build public support. No one–mayor, police officer or citizen–doubted the need for–

random patrol and rapid response to calls for service.

Only when we questioned the effects of such conventional wisdom did the whole nature of police management begin to evolve. Police management transformed from traditional belief to proven practice. This change is not universal. But where it has happened, it's paid off.

We tried these approaches in controlled experiments. We tested the notion that random patrol prevents crime. The results? We found that productivity lay elsewhere. The same results came from tests of rapid response. What citizens wanted was not speed so much as appropriate results. In days of budget austerity, mayors and police chiefs want cost-effective, productive ways to reduce crime and fear.

In one drug-ridden metropolitan area in the Southeast, police dedicated 10-officer squads in each quadrant of the city. Meetings were held throughout the city to enlist the help of its citizenry. About 100 citizens volunteered to watch street-sale drug hotspots. When a citizen saw a sale going down, there was a telephone beeper number to call the squad directly. The squad used "rollout" or "jumpout" tactics to arrest both buyer and seller. In 3 months,

the four squads made 828 drug arrests. Now that's productivity in the works! And citizens felt a new sense of safety.

Another current innovation speeds up the information that is policing's life-blood. In many cities, patrol cars can query local, State, and national data bases such as the FBI's National Crime Information Center, to get instant information on ongoing cases. But until now, the officers have waited hours, until they returned to their stations, to write up reports of their own cases. Now Los Angeles, with support from the National Institute of Justice, is using notebook-sized lap-top computers to write reports and then file reports through mobile phones in the cars. All data become immediately available citywide. The Los Angeles police say this can cut the time to write and file a report by 40 to 50 percent–the equivalent of putting up to 250 more officers on the street. Police resources are not consumed and exhausted. They remain available to meet management goals and objectives.

I don't know any police force today for which drugs are not an ongoing problem of almost unprecedented force; yet, a lot of police departments still have only 2 to 4 percent of their officers dedicated to drug enforcement.

Fighting drugs takes hard facts about who's using and what they're using. One source of that information is NIJ's Drug Use Forecasting System–DUF, already operating in 22 cities. Every 3 months we run urine tests and conduct interviews with a sample of those arrested in each city. We know now that recent drug use is found among from 54 percent of offenders up to 90 percent. We learn that female arrestees are as likely to test positive as males. New research on DUF tends to confirm our hopes for it. DUF data offer a barometer to crime patterns and a warning of drug-related hospital emergency admissions.

Now we're setting up another information system called Drug Market Analysis, D-M-A. It will computerize all law enforcement information about drug trafficking in a city, location by location. Through instant mapping and computer printouts, officers will be able to find drug hotspots more easily, initiate strategies against them, and quickly evaluate the effects.

We need a new look at the way we structure police agencies, a fresh look at police relations with the entire community. People who never wanted anything to do with the police before are crying out for help from them. We must nurture this relationship to build security networks that involve citizens as active, willing participants. Partners for public safety, if you will, under the Constitution.

Another healthy partnership is found in the Watts section of Los Angeles, where the private sector has returned for the first time in 20 years with a badly needed–and safe– shopping mall built by Alexander Haagen Enterprises. Haagen hired a small army of security officers–many who live in the neighborhood–to protect shoppers at the Martin Luther King Center. The mall also houses a sheriff's station. Another of Haagen's four new upscale malls -- designed with security features built in -- is in Belmont Hills, the so-called "black Beverly Hills." The neighborhood was affluent but crime-weary, with residents taking their business elsewhere. No longer. The new Haagen mall has attractive architecture, with sound security and a police substation located inside.

As police become more involved in their communities, so will firefighters. Not long ago a California commission tried to discover what activities, such as training, police and firefighters could share. The commissioners' answer was "none; the jobs are just too different."

I submit that the Commission may have overlooked something in their study. Traditionally, police and firemen have worked together on arson investigations. They have also worked together to trace methamphetamine or "crank" labs, on problems relating to chemicals and toxic waste. And an increasing number of cities are building "public safety buildings" to be shared by all emergency services.

Some 31 of us in law enforcement–mayors, police chiefs, scholars, policymakers–have been meeting periodically the past 3 years at Harvard's John F. Kennedy School of Government. The series of seminars was called "the Executive Session on Community Policing." Recently the National Institute of Justice, a sponsor of the seminars, has been publishing a series of papers called "Perspectives on Policing." This series teaches a new kind of policing–called community policing– how police involvement in the community can solve crimes, build better communities and increase productivity.

The series should be required reading for police leadership and mayors throughout the country.

As you learn how community involvement can make for better, knowledge-based policing, you will see as mayors why I advise you: If you have a research-oriented, forward-looking police chief, that chief should be part of the first team in your urban policy making. Not just in response to disasters–such purely reactive policing sounds too much like "the way we've always done it."

Instead, as better policing involves the police ever more deeply in their communities, you should welcome your police managers to your top planning circles.

Only our criminals need ever regret it.