

The Evidence-Based Policing Matrix:

Translating and using research for strategic and tactical interventions



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Scottish Institute for Policing Research Executive Session

Themes

Evidence-based policing is about research USE.

In order to use research, we need to translated it into practical applications.

Evidence-Based Policing



“Police practices should be based on scientific evidence about what works best.”

Lawrence Sherman, 1998

Evidence-Based Policing

1. Policies and practices reflect crime prevention principles derived from rigorous research on policing.
2. Some decisions include and incorporate knowledge from research and scientific processes.
3. Research is “a part of the conversation” when police practitioners strategize about crime prevention.

The Supply of Research

- Hot spot policing at micro places for disorder
- Variety of POP efforts at hot spots of drugs and disorder
- Arrests for domestic violence
- Nuisance abatement
- Proactive arrests and crackdowns at open air drug markets
- Post arrest case enhancement
- Proactive arrests of repeat offenders
- POP in places (variety) and PSN project
- Zero tolerance and other disorder arrests
- Pulling levers and other gang suppression efforts
- Targeted enforcement (DUIs, gun crimes)
- Community policing using problem solving
- Traffic stops to reduce crime, gun carrying, etc. (DDACTS)
- DARE, GREAT, PAL Centers
- Neighborhood watch, monthly newsletters
- Trying to get landlords to restrict access
- Door to door contacts, home visits after abuse
- Second responder for family abuse
- Undirected saturation patrol or random patrol
- Police-probation partnership to increase supervision for juveniles
- Typological investigations
- Street closures
- Community oriented policing: neighborhood watch, door to door visits
- Probation-Police partnerships to reduce juvenile crime
- Information sharing/fusion centers
- Multi-agency partnerships

Are police evidence-based?

- Reliance on reactive, random beat patrol.
- Investigations: reactive, individual, case-by-case.
- Continued isolation from other agencies.
- Problem-solving/analytic process not institutionalized.
- Lack of professional development in this area.
- Little infrastructure or support for research or analysis.
- Decision making models value “hunches”, experience, best guesses, emotions, feelings, “common sense”

Use of Research Resources

In the last six months... have you read any of these?

In the last six months...have you received any information from these?

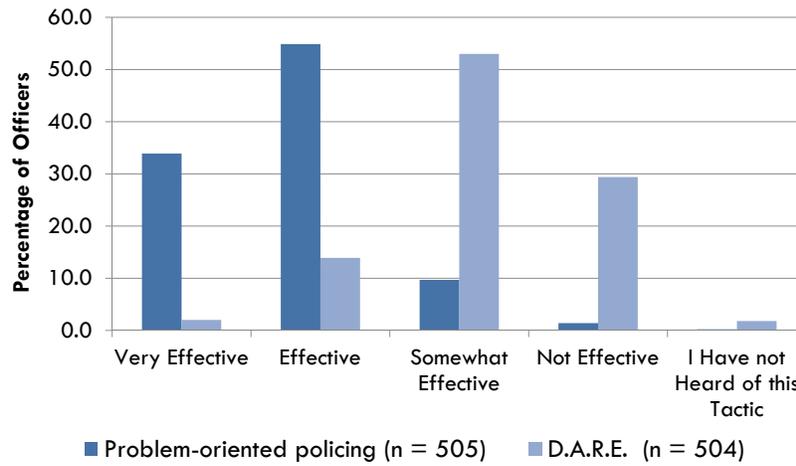
Source	%	Source	%
None of the Above	76.9	Your own police agency	46.1
Other	14.0	None of the Above	45.1
FBI Law Enforcement Bulletin	6.1	Other	7.3
The Police Chief	3.4	COPS Office	4.2
Criminology and Public Policy	1.0	International Assoc. of Chiefs of Police	3.8
The Criminologist	0.8	A university	2.5
Criminology	0.8	Police Foundation	1.9
Justice Quarterly	0.4	National Institute of Justice	1.7
Police Quarterly	0.8	Police Executive Research Forum	1.7
		Bureau of Justice Assistance	1.5
		Bureau of Justice Statistics	1.0
		Office of Justice Programs	0.6
		A library database	0.2

Note: Officers could choose as many answers as were applicable

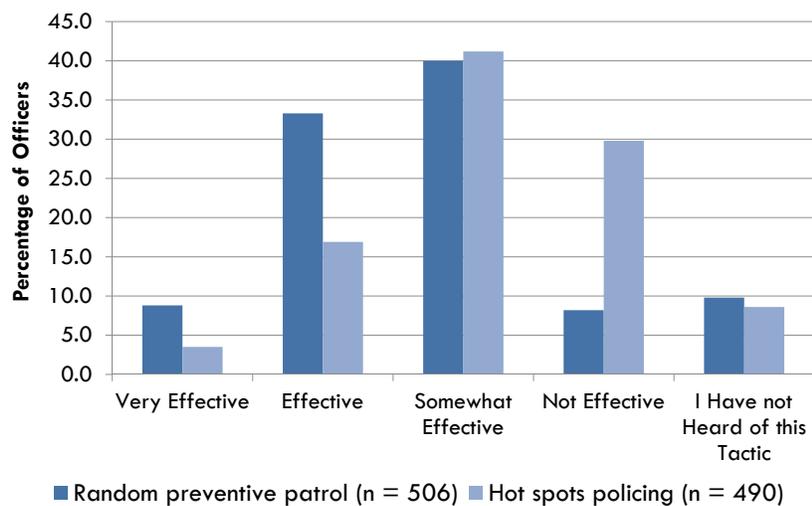
Experience versus Science

83.4% of officers surveyed valued experience over scientific knowledge regarding what policing tactics were most effective.

Do Police Know “What Works?” Yes...



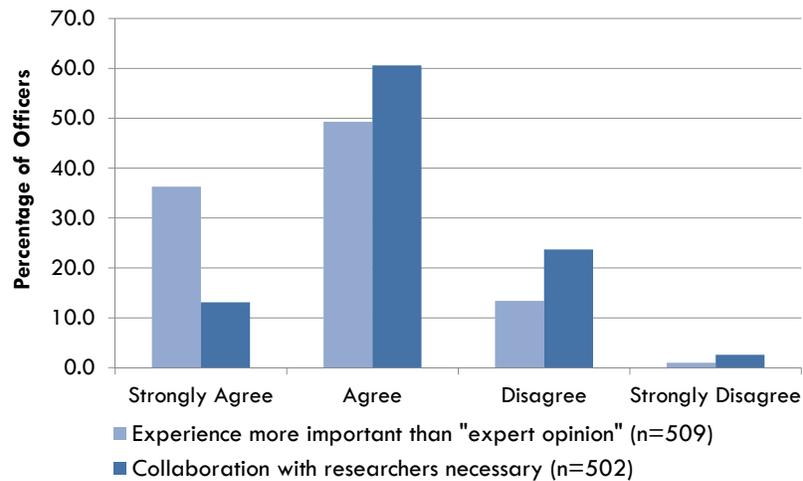
Do Police Know “What Works?” No...



Describe your view of crime analysts/researchers who work in a PD?

Response	n	%
They seem to generate a lot of statistics that are useful mostly to high command.	203	41.4
They are/should be an integral part of day-to-day field operations.	131	26.7
They don't seem to be a very integral part of the daily work of officers and supervisors.	86	17.6
They are a very specialized unit who work on very specific problems.	37	7.6
They are usually called upon on an ad hoc, when-needed basis.	27	5.5
I do not know if these individuals exist in my agency.	6	1.2
Total	490	100.0

Views of researchers



Take-Away-Points

- There is a mismatch between the supply of police research and its demand and use.
- How can we make research more meaningful, accessible, digestible, and useable to the police?

From abstract idea to tangible action

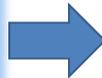
THE EVIDENCE

Crime is highly concentrated

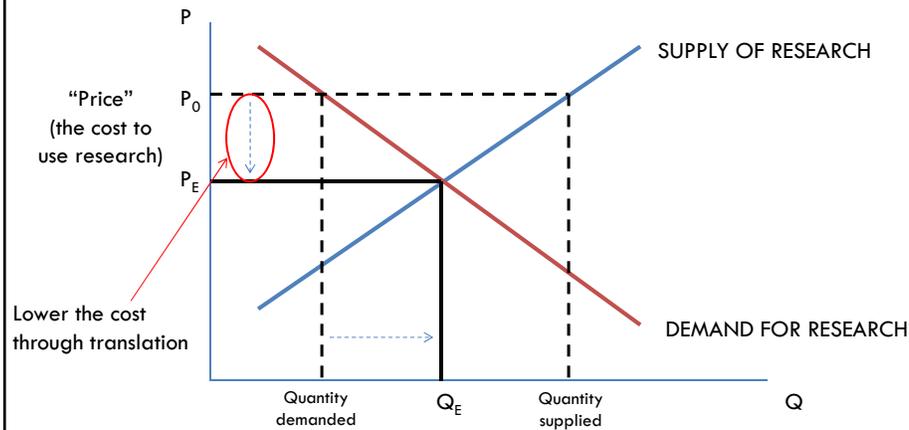
Police are effective when they patrol hot spots

Proactive, problem-solving policing reduces crime

Police legitimacy can improve compliance and cooperation



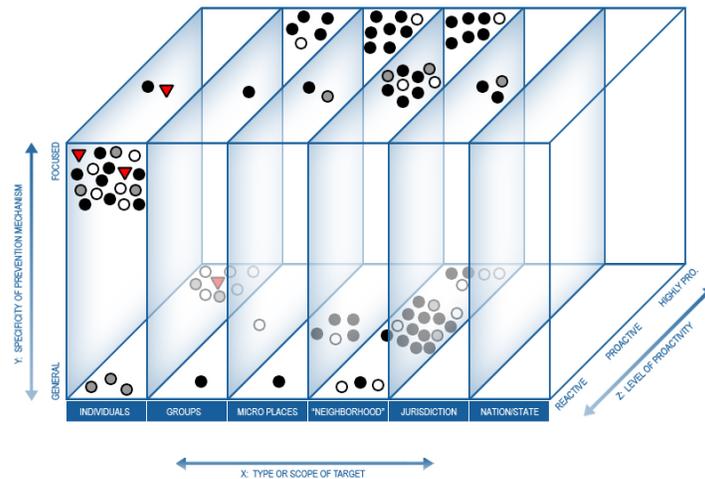
Finding equilibrium



Translation tools

Any system, concept, person, statistic, visualization, practice--anything that makes research useable, meaningful, digestible to decision makers and helps incorporate it into daily practice.

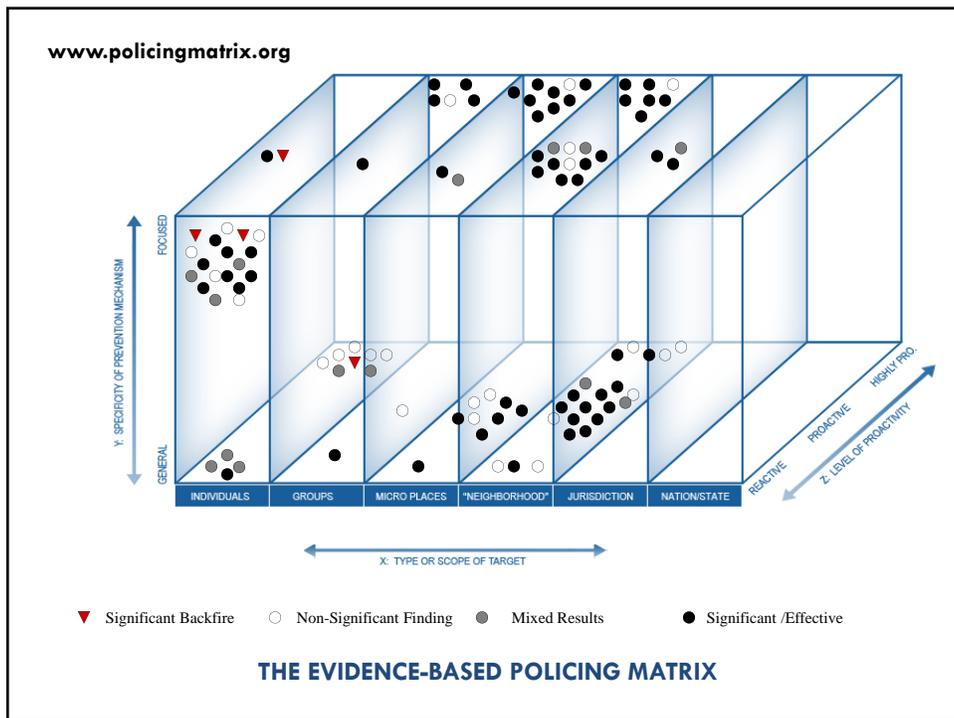
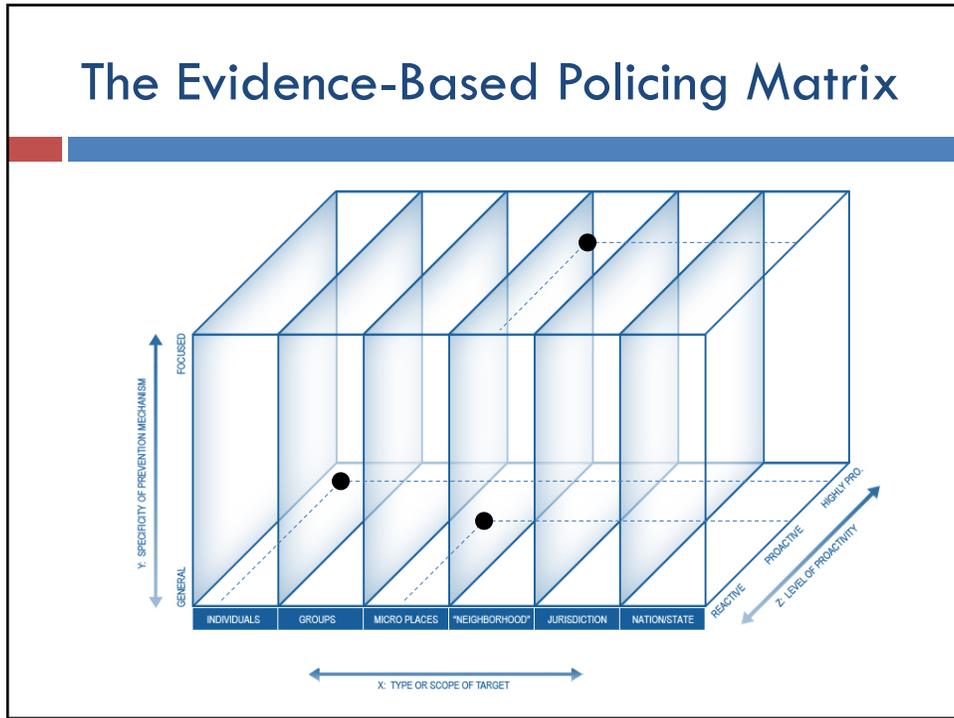
The Evidence-Based Policing Matrix

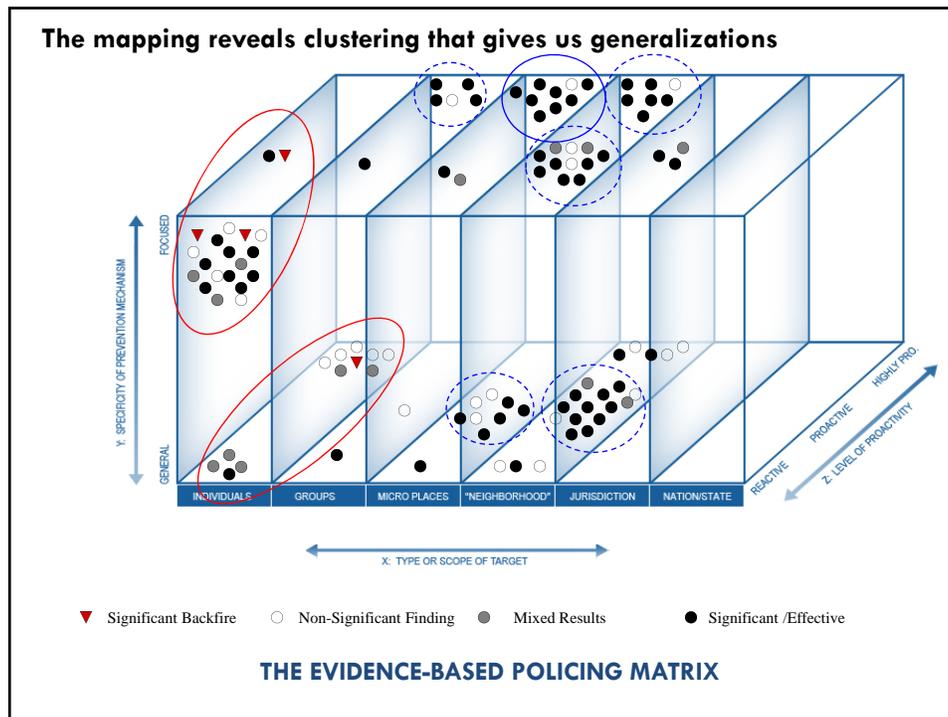


The Supply of Research

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The Evidence-Based Policing Matrix





Some generalizations from the Matrix

- **79%** of successful interventions studied occur at “micro-places” or “neighborhoods”.
- **64%** of successful interventions are “focused”, or tailored strategies.
- **80%** of successful interventions are either “proactive” or “highly proactive”.
- **53%** of interventions that show “no effect” or a “backfire effect” focus on targeting individual(s).

Cultural forces that counter evidence-based policing
are formalized, resilient, and institutionalized

The STANDARDIZATION of process-based culture in SOPs
The INSTITUTIONALIZATION of reactivity through functions
The BELIEF in, and PROLIFERATION of, mythologies
The EMOTIONALIZATION of practices
The ACCEPTANCE of “doing the minimum” (50% rule)
A HIGH SCHOOL mentality (science is nerdy, appearances matter)
“PROFESSIONAL” ORGANIZATIONS or UNIONS have different messages
and goals



MATRIX DEMONSTRATION PROJECT (MDP)

Institutionalizing research into practice

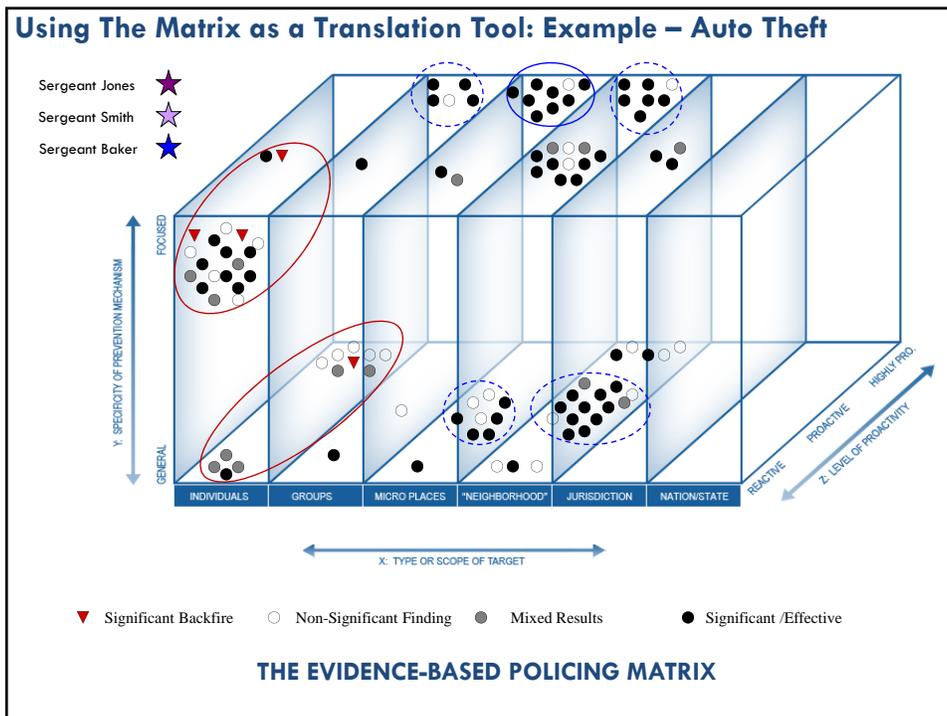
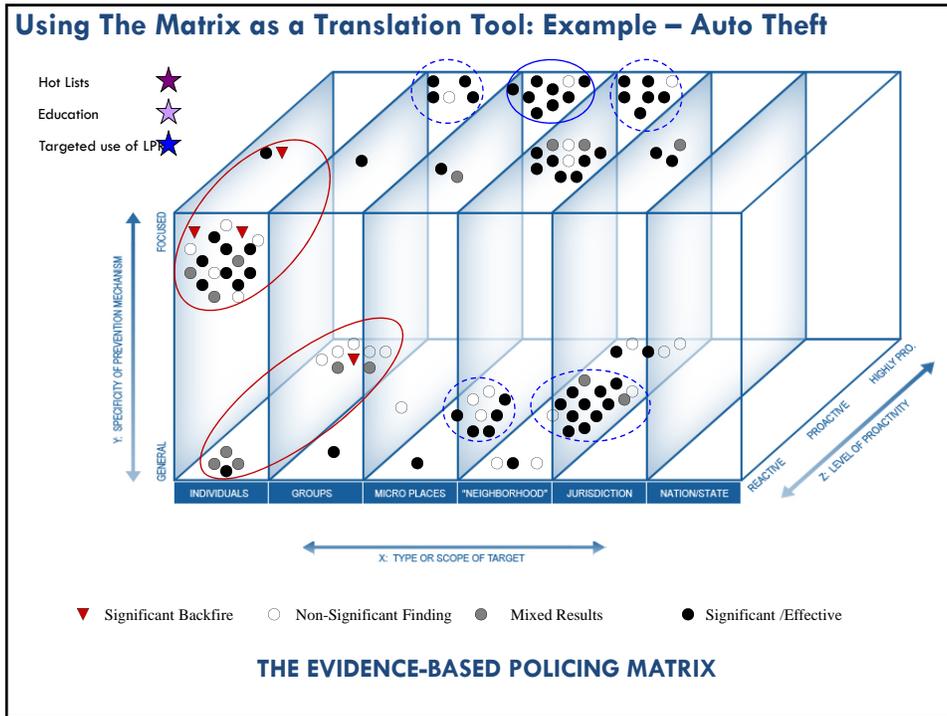
Cynthia Lum (PI), Christopher Koper (Co-PI)
Cody Telep, Julie Hibdon, Julie Grieco
Center for Evidence-Based Crime Policy



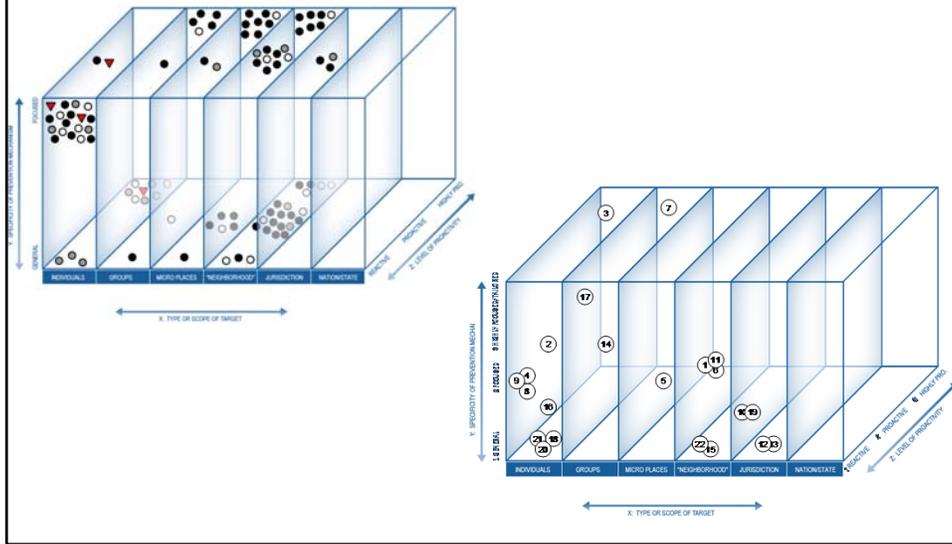


Thinking outside, but inside the box:
Working within existing systems

1. Professional development: Academy and field training
2. Deployment: Patrol and Investigations
3. Accountability systems: Promotions and assessment
4. Management and leadership: Rethinking COMPSTAT
5. Planning, research and crime analysis



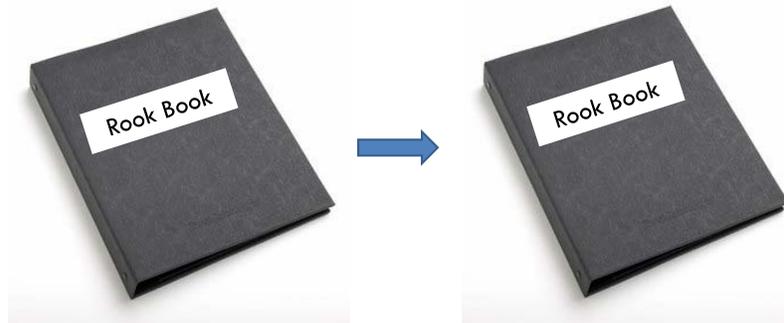
Derbyshire, England (Veigas, 2011)



Demonstration: "Case of Places"



Demonstration: Transforming field training



Matrix Demonstration Project
Translating Research into Practice
CENTER FOR EVIDENCE-BASED CRIME POLICING

THE PROJECT
THE MATRIX
THE DEMONSTRATIONS
CERCP EVIDENCE-BASED POLICING
EVIDENCE-BASED POLICING HALL OF FAME
PROJECT TEAM

GEORGE MASON UNIVERSITY > CENTER FOR EVIDENCE-BASED CRIME POLICING > MATRIX DEMONSTRATION PROJECT

The Idea

Welcome to the Matrix Demonstration Project (MDP), supported by the Bureau of Justice Assistance. The Matrix Demonstration Project team housed within George Mason University's Center for Evidence-Based Crime Policy is collaborating with multiple police agencies to develop and document illustrations and free tools that police and researchers can use to translate and institutionalize research findings into practice.

The MDP is named after the Evidence-Based Policing Matrix because it embodies the spirit of finding innovative ways of translating promising research into everyday use by law enforcement. Demonstrations vary widely, but follow three important guiding principles that ensure research is incorporated and useful tools are developed. These tools will include free videos, policies and standard operating procedures, academy curricula, and other guides and examples to help agencies find creative ways to involve research into their conversations about crime reduction and internal management.

Agencies are encouraged to try these ideas and tools in their own agencies, or to suggest new demonstrations. Demonstration sites are selected based on a strong commitment to the project and regular interactions with the Matrix team. For more information on how to become a demonstration site please contact Professor Cynthia Lum.

The Evidence-Based Policing Matrix is a research-to-practice translation tool that organizes experimental and quasi-experimental studies in policing visually, allowing agencies to view the field of research, from its generalizations to its particulars.

View the Evidence-Based Policing Matrix Updated Matrix coming soon.

The Demonstrations

1. Case of places
2. Transforming field training
3. Evidence-based academy curriculum
4. COMPSTAT and Managerial Meetings: Fostering a learning environment
5. How agencies can conduct their own experiments
6. Information technologies at hot spots
7. Measuring and institutionalizing proactivity
8. From evaluation to deployments
9. City councils and research evidence

Learn about the Guiding Principles >

Final Take-Away Points

1. Research will not stand on its own merits.
2. Develop OR identify translation tools for incorporating research into practice?
3. How can we incorporate research knowledge and evidence into accountability structures, decision making, strategic plans, performance measures.

THANK YOU!

THE EVIDENCE-BASED POLICING MATRIX

<http://gemini.gmu.edu/cebcp/Matrix.html>

THE MATRIX DEMONSTRATION PROJECT

<http://gemini.gmu.edu/cebcp/MatrixDemo.html>



Center for Evidence-Based Crime Policy
George Mason University

Other ideas

- Train officers on the evidence.
- Build stronger crime analysis units (who are needed for an evidence-based approach).
- The gold mine: the time in-between calls for service.
- Reassess knowledge requirements for promotions.
- Build outcome measures into accountability systems.
- Partner with specialists who can help with technology, evaluations, research.

More ideas

- Move away from reliance on random preventative patrol.
- Move away from reliance on typological investigations on people.
- Develop problem-solving investigative units w/civilian analysts.
- Filter technological adoptions through crime prevention evidence, not efficiency assessments.
- Promotional assessments using “portfolio approach”
- Become “crime prevention specialists” and “criminologists”