Diagnostic Analysis for the East Haven Police Department, Town of East Haven, Connecticut: Opportunities for Evidence-Based Technical Assistance
Preface: OJP Diagnostic Center Confidentiality Policy

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Acknowledgements: The authors thank the many individuals and organizations that contributed to this Diagnostic Analysis, including Michael Scott from the Center for Problem-Oriented Policing, as well as the U.S. Department of Justice component agencies and resource services: Bureau of Justice Assistance and the Office of Community Oriented Policing Service.

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This document is part of the technical assistance package provided by the U.S. Department of Justice (DOJ) Office of Justice Programs (OJP) Diagnostic Center in response to a request for assistance from the East Haven Police Department (EHPD).

Through services provided across OJP’s many programs, the Diagnostic Center aims to fulfill a nationwide call from the criminal justice community to improve access to information on what works in preventing and controlling crime, as well as provide guidance on how to implement data-driven programming. Diagnostic Center services are customized for each community’s crime problem.

The purpose of this document is to:

- **Identify and analyze the factors** that are contributing to the issues identified in the request from the EHPD.

- **Recommend evidence or practice-based solutions and promising practices** that address the contributing factors. The community has responsibility for evaluating and selecting the practices it deems the best fit to implement in its community.

- **Inform development of an implementation strategy**, in close coordination with the requesting community leaders, for implementing the recommended data-driven or evidence-based solutions.

Note: Information contained in this Diagnostic Analysis is based on information collected prior to December 2013.
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- Overview
- Key Findings
  - Public Safety Data Analysis
  - Organizational Capacity Analysis
- Recommendations and Model Practices
- Training and Technical Assistance Plan
To achieve the EHPD’s goals, it is important to understand its request to improve police effectiveness through data-driven decision-making.

- Following a federal investigation into biased based policing, the Town of East Haven and the Department of Justice reached a settlement agreement, resulting in a consent decree aimed at reinforcing constitutional policing, increased community trust and professional treatment of individuals by EHPD officers.

- To support its reform efforts, the EHPD requested assistance with identifying promising practices for the effective implementation of body-worn cameras, as well as enhancing police services.

- The EHPD seeks additional assistance in implementing problem-oriented policing (POP) strategies as part of its community-oriented policing (COP) framework and in leveraging data to inform deployment of resources to meet its COP goals.
The EHPD requested assistance to improve police effectiveness through the use of technology and data-driven solutions*

The EHPD’s goal is to improve officer and department effectiveness, and to reduce crime through the use of technology, data analysis and problem-oriented policing strategies

Priority Area 1: Effective Implementation of Body Cameras*
- Conduct research assessing the effectiveness of evidence on body cameras
- Identify policy and practice implications specific to implementation of body cameras

Priority Area 2: POP Strategies
- Assess the EHPD’s COP environment
- Scope the criminogenic issues impacting the Town of East Haven
- Identify the scope of public safety issues that place a high demand on resources or that are of importance to the community

Priority Area 3: Data-driven Decision-making to Support Deployment Strategies
- Identify data elements for analysis to support deployment decisions, including operational and criminogenic data
- Develop strategies to link data-driven decision-making to deployment of resources for COP and POP activities

Note: This Diagnostic Analysis focuses on Priority Areas 2 and 3. Priority Area 1 was addressed through the provision of the Assessing the Evidence of Police Officer Body-Worn Cameras literature review developed by the OJP Diagnostic Center.
The EHPD and the Diagnostic Center completed the diagnose phase, mapping underlying factors to data-driven solutions

To complete the *diagnose phase*, the Diagnostic Center:

- Conducted a literature review to document effective implementation of body cameras
- Conducted a qualitative assessment of the EHPD’s COP capacity
- Analyzed data to inform the development of POP and data-driven decision-making strategies for the EHPD
- Identified training and technical assistance opportunities to support implementation of considerations

**Completed Diagnose**

<table>
<thead>
<tr>
<th>Understand the Criminal Justice Problem</th>
<th>Find What Works in the Community</th>
<th>Do What Works in the Community</th>
<th>Assess How Well It Worked</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1 Identify the need for an intervention</td>
<td>2.1 Understand what makes a program practice- or evidence-based</td>
<td>3.1 Determine necessary program adaptations (if needed)</td>
<td>4.1 Develop an evaluation strategy and tools</td>
</tr>
<tr>
<td>1.2 Generate initial hypotheses on criminogenic contributing factors</td>
<td>2.2 Identify practice- or evidence-based program options</td>
<td>3.2 Develop program implementation and sustainability plans</td>
<td>4.2 Implement evaluation strategy and collect data</td>
</tr>
<tr>
<td>1.3 Identify and interview stakeholders</td>
<td>2.3 Evaluate and select the “best fit” practice- or evidence-based model</td>
<td>3.3 Build or engage community coalitions</td>
<td>4.3 Conduct periodic reviews of evaluation results and program fidelity</td>
</tr>
<tr>
<td>1.4 Collect and synthesize data to identify baseline indicators</td>
<td>2.4 Assess community and organizational readiness</td>
<td>3.4 Begin implementation and training activities</td>
<td>4.4 Share success stories and lessons learned</td>
</tr>
<tr>
<td>1.5 Refine hypotheses and prioritize criminogenic contributing factors</td>
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</tr>
</tbody>
</table>

**Next Steps**

- Completed

**Outputs**

- Problem definition and scope
- List of contributing factors and baseline indicators
- Hypotheses for how each factor contributes to the problem

- Identification of “best fit” practice- or evidence-based model(s) and program design
- Best practices on how to implement the model
- Feasibility of implementing the model in your community

- Delivery of interventions to target population
- More informed community
- Increased staff skills
- More efficient and effective criminal justice system

**Impacts**

- Understanding and data-driven diagnosis of problem
- Selection of “best fit” practice- or evidence-based model

- Successful implementation of practice- or evidence-based programs and practices, with fidelity and integrity
- Immediate improvement in mission area

- Evaluation results, lessons learned, best practices, and measurement of change against baseline indicators
- Documentation of program accountability and integrity
- Recommendations for future program modifications and improvements
- Reduction or elimination of criminal justice problems
- Results that inform future management and funding decisions
To identify strategies to improve police effectiveness, the Diagnostic Center conducted interviews to assess the capacity of the EHPD.

The Diagnostic Center requested data to:

- Develop a baseline understanding of the law enforcement environment, including organization and operations
- Document the underlying criminogenic factors within the Town of East Haven
- Identify opportunities to enhance data-driven decision-making

### Data Elements Requested

**Crime and Patrol Response Data**
- Types of calls for service
- Time of day and day of week
- Location of calls
- Location types
- Victim demographics
- Offender demographics

**EHPD Operational Data**
- Overtime utilization
- Attrition
- Authorized and actual staffing
- Budget and expenditures

### Interviews Conducted to Date

<table>
<thead>
<tr>
<th>Data Elements Requested</th>
<th>Command Staff</th>
<th>First Line Supervisors</th>
<th>Line Staff</th>
<th>Other</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Totals</td>
<td>5</td>
<td>3</td>
<td>3</td>
<td>3</td>
<td>14</td>
</tr>
</tbody>
</table>

*Limitations in municipal data collection and management systems prohibited efforts to aggregate and analyze these data points.
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Data analysis provided insight into criminogenic factors, operational impacts and data-driven decision-making capacity

Analysis of data relative to the three factors below yield improvement opportunities to enhance data-driven decision-making within the EHPD

<table>
<thead>
<tr>
<th>Criminogenic Factors</th>
<th>Operational Impacts</th>
<th>Data-Driven Decision-Making Capacity</th>
</tr>
</thead>
</table>
| - Data indicates the prevailing crime issues to be quality of life, motor vehicles and public nuisance or disorder complaints  
- Theft and larcenies are the most common property crime types; there are relatively few violent crimes  
- Community perceptions of major crime issues of concern include use of All Terrain Vehicles, domestic violence, alarms*; but could not be validated given data systems limitations | - Deployment of problem-oriented policing strategies that target high call volume locations to address underlying factors can ultimately reduce call volume  
- Decreases in reactive workload such as responses to citizen-generated calls for service can enable EHPD to focus proactively on areas of greatest concern to the community or areas that place highest demand on EHPD resources | - Limitations in data-capture systems such as quality of data, consistency of data entry, duplicative data fields, etc. inhibit the ability of EHPD personnel to effectively gather and synthesize crime data  
- Detailed analysis of crime data requires enhancement to data-capture systems and collection methodologies, such as streamlining mandatory entry fields and denoting domestic violence incidents; to improve data integrity and categorization of call data |

CONCLUSION: Enhancing data collection and analysis capacity in EHPC can improve the ability of EHPD to understand the scope of public safety issues, increase organizational efficiency and execute data-driven decisions.

*Note: Analysis of calls for service data revealed 8% of alarm calls falling within the following categories: false alarm, alarm cancelation and unfounded incidents that were initiated as alarm calls; however, categorization of false alarms does not appear to be consistent.
East Haven Incident Trends:

- Two-thirds of EHPD incidents were CG calls; one-third were officer-initiated (OI) activities.
- Between 2010 and 2013, CG incidents trended modestly downward and OI incidents trended sharply upward.
- The CG call profile remained roughly consistent, with top call types accounting for a similar share of all calls each month.
- Consistent with state and national trends, violent crime trended downward in East Haven between 2008 and 2012.*
- However, property crime trended upward in East Haven over the same period, contrary to state and national trends.*

*Note: Based on the FBI's Uniform Crime Reports (UCR) Statistics
High incident density locations demonstrated little geospatial deviation between OI and CG calls

**East Haven Incident Trends, 2013:**
- Reflecting a slightly downward trend, CG calls comprise approximately 60% of EHPD calls for service in 2013.
- Incidents are most likely to occur in residential and commercial retail areas along major transportation routes.
- Incident locations for both CG and OI calls demonstrate a high correlation with populous locations and high concentration of significant points of interest (e.g., schools, government and public service locations, leisure/recreational sites).

**Incidents by Nature, 2013**
- Officer-initiated (OI) 40%
- Citizen-generated (CG) 60%
The EHPD’s overall 2013 incident profile resembled calls for service profiles of the prior three years.

The top 7 CG calls accounted for 65.1% of all CG calls and 39.3% of all incidents.

Alarm and unfounded incident calls were the most common types of CG call, accounting for 30% of CG incidents.

Through interviews, the EHPD indicated call types that either placed a high demand on resources (e.g., volume, on-scene time) or were of high priority or concern to the community and department, including:
- Alarms
- Property crimes, including thefts/larcenies and burglaries
- Domestic violence (DV)
- All-terrain vehicles (ATV)
- Nuisance complaints

Analysis of calls for service data revealed opportunities to improve quality of data captured as a result of:
- Multiple and duplicative data fields around call information (e.g., description, codes, location)
- Inconsistent entry of data (e.g., data entry protocol, coding)
- Divergence between data captured in system versus areas of perceived priority (e.g., inability to drill down to analyze ATV, DV level of detail, injury MV accidents)

*Note: Illustrative analysis of crime issues are presented on slides 13 through 15.
Top 10 addresses for CG calls account for 10% of all calls and less than 0.3% of addresses to which the EHPD was dispatched.

1. 471 North High Street* (264)
   - Other Miscellaneous (38%)
   - Weapons Violation (14%)
   - Lost/Found Property (8%)
   - Unfounded Incident (7%)

2. 370 Hemingway Avenue (183)
   - Theft/Larceny (34%)
   - Motor Vehicle (16%)
   - Unfounded Incident (15%)
   - Minor Juvenile Complaint (9%)

3. 320 Main Street (120)
   - Minor Juvenile Complaint (43%)
   - Unfounded Incident (21%)
   - Disorderly Conduct (21%)
   - Alarm (8%)

4. 200 Tyler Street (105)
   - Alarm (82%)
   - Minor Juvenile Complaint (6%)
   - Unfounded Incident (5%)
   - Suspicious Person/Vehicle (2%)

5. 140 Mill Street (93)
   - Alarm (26%)
   - Domestic Disturbance (20%)
   - Unfounded Incident (10%)
   - Other Miscellaneous (8%)

6. 300 Bradley Street (90)
   - Missing Person (87%)
   - Minor Juvenile Complaint (7%)
   - Animal Nuisance (2%)
   - Other Miscellaneous (1%)

7. 30 Frontage Road (75)
   - Disorderly Conduct (19%)
   - Alarm (17%)
   - Unfounded Incident (9%)
   - Theft/Larceny (11%)

8. 140 Thompson Street (71)
   - Domestic Disturbance (17%)
   - Alarm (14%)
   - Unfounded Incident (10%)
   - Disorderly Conduct (7%)

9. 65 Messina Drive (70)
   - Unfounded Incident (23%)
   - Mental Health Issues (16%)
   - Domestic Disturbance (11%)
   - Disorderly Conduct (11%)

10. 75 Frontage Road (67)
    - Theft/Larceny (34%)
    - Motor Vehicle Accident (15%)
    - Suspicious Vehicle/Person (12%)
    - Unfounded Incident (12%)

(N)= Total number of calls for service

*An increased focus on high demand locations could enable the EHPD to more effectively deploy resources over time.*

*Note: 471 North High Street is the East Haven Police Department, reflecting potential opportunities for more efficient self-reporting, such as via internet or phone.*
Data analysis validated EHPD perceptions that alarm calls comprised a significant portion (nearly 17%) of reactive workload.

### EHPD Alarm Calls, 2013

- In 2013, the EHPD responded to 1,780 alarm calls, which accounted for 17% of CG calls – more than any other type of call.
- Municipal properties accounted for 12.2% of all alarm calls.
- The top 5 addresses accounted for 10.1% of all alarm calls; the top 10 accounted for 14.7%.
- Alarms occurred most often around midday and in the afternoon, with additional spikes on Friday and Saturday mornings and Tuesday through Friday evenings.
- The highest numbers of alarm calls occurred in April, July, October, and November, when the EHPD responded on average to 11.2% more calls than they did in other months.

### Top Alarm Call Locations, 2013

<table>
<thead>
<tr>
<th>Name</th>
<th>Calls</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Town Pool</td>
<td>87</td>
<td>4.9%</td>
</tr>
<tr>
<td>Robert W. Carbone School</td>
<td>27</td>
<td>1.5%</td>
</tr>
<tr>
<td>Stony Brook Village Apartment Homes</td>
<td>25</td>
<td>1.4%</td>
</tr>
<tr>
<td>Yale-New Haven Hospital Urgent Care</td>
<td>22</td>
<td>1.2%</td>
</tr>
<tr>
<td>East Haven High School</td>
<td>19</td>
<td>1.1%</td>
</tr>
<tr>
<td>EbLens</td>
<td>19</td>
<td>1.1%</td>
</tr>
<tr>
<td>East Haven Builders Supply</td>
<td>18</td>
<td>1.1%</td>
</tr>
<tr>
<td>Residence</td>
<td>18</td>
<td>1.1%</td>
</tr>
</tbody>
</table>

### Alarm Calls by Time and Day, 2013

- The highest numbers of alarm calls occurred in the afternoon with additional spikes on Friday and Saturday mornings and Tuesday through Friday evenings.
- Alarms occurred most often around midday and in the afternoon, with additional spikes on Friday and Saturday mornings and Tuesday through Friday evenings.
- The highest numbers of alarm calls occurred in April, July, October, and November, when the EHPD responded on average to 11.2% more calls than they did in other months.

Note: Analysis of calls for service data revealed 8% of alarm calls falling within the following categories: false alarm, alarm cancellation and unfounded incidents that were initiated as alarm calls; however, categorization of false alarms does not appear to be consistent. EHPD practice is to fine property owners for multiple false alarms. Incident data coding did not reveal call disposition codes reflecting multiple false alarm responses for specific addresses.
The EHPD responded to 698 theft/larceny calls, which accounted for 6.6% of all CG calls.

The most common theft/larceny call types were larcenies from vehicles (30.7%), shoplifting (23.1%) and larcenies from buildings (22.2%).

Theft/larceny calls were most common in fall and early summer.

Theft/larceny calls were most common during daytime hours, especially 12:00 p.m. - 3:00 p.m. in the middle of the week.

The top 5 addresses accounted for 20.1% of all theft/larceny calls.

Theft/larceny calls that occurred at Trolley Square Shopping Center accounted for 9.0% of all calls, and 87.3% of those calls were for shoplifting.

### EHPD Theft/Larceny Calls, 2013
- The most common theft/larceny call types were larcenies from vehicles (30.7%), shoplifting (23.1%) and larcenies from buildings (22.2%).
- Theft/larceny calls were most common in fall and early summer.
- Theft/larceny calls were most common during daytime hours, especially 12:00 p.m. - 3:00 p.m. in the middle of the week.
- The top 5 addresses accounted for 20.1% of all theft/larceny calls.
- Theft/larceny calls that occurred at Trolley Square Shopping Center accounted for 9.0% of all calls, and 87.3% of those calls were for shoplifting.

### Theft/Larceny Calls by Month and Type, 2013

- L-Parts from Vehicle (0.1%)
- L-From Mails (0.3%)
- T-Felony (Firearm) (0.4%)
- T-Misdemeanor (0.9%)
- T-Attempted (1.7%)
- T-Bicycle (3.6%)
- L-From Yards (8.0%)
- L-All Other (9.0%)
- L-From Building (22.2%)
- L-From Vehicle (30.7%)

### Top Theft/Larceny Calls by Locations, 2013

<table>
<thead>
<tr>
<th>Name</th>
<th>Calls</th>
<th>%</th>
<th>Sun</th>
<th>Mon</th>
<th>Tue</th>
<th>Wed</th>
<th>Thu</th>
<th>Fri</th>
<th>Sat</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trolley Square Shopping Ctr</td>
<td>63</td>
<td>9.0</td>
<td>1</td>
<td>4</td>
<td>2</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td>6</td>
<td>14</td>
</tr>
<tr>
<td>Planet Fitness</td>
<td>24</td>
<td>3.4</td>
<td>0</td>
<td>3</td>
<td>1</td>
<td>0</td>
<td>2</td>
<td>1</td>
<td>1</td>
<td>8</td>
</tr>
<tr>
<td>Home Depot</td>
<td>23</td>
<td>3.3</td>
<td>8</td>
<td>9</td>
<td>7</td>
<td>9</td>
<td>11</td>
<td>5</td>
<td>9</td>
<td>58</td>
</tr>
<tr>
<td>ShopRite</td>
<td>17</td>
<td>2.4</td>
<td>22</td>
<td>17</td>
<td>20</td>
<td>12</td>
<td>16</td>
<td>19</td>
<td>129</td>
<td></td>
</tr>
<tr>
<td>Rite Aid</td>
<td>13</td>
<td>1.9</td>
<td>20</td>
<td>32</td>
<td>15</td>
<td>32</td>
<td>23</td>
<td>17</td>
<td>24</td>
<td>163</td>
</tr>
<tr>
<td>Hobby Lobby/Home Depot/TJ Maxx</td>
<td>11</td>
<td>1.6</td>
<td>22</td>
<td>24</td>
<td>18</td>
<td>30</td>
<td>23</td>
<td>19</td>
<td>19</td>
<td>161</td>
</tr>
<tr>
<td>Circle Lanes</td>
<td>10</td>
<td>1.4</td>
<td>14</td>
<td>23</td>
<td>16</td>
<td>14</td>
<td>16</td>
<td>15</td>
<td>8</td>
<td>106</td>
</tr>
<tr>
<td>Ocean State Job Lot/Pay Half</td>
<td>9</td>
<td>1.3</td>
<td>9</td>
<td>8</td>
<td>6</td>
<td>8</td>
<td>9</td>
<td>13</td>
<td>6</td>
<td>59</td>
</tr>
<tr>
<td>Xpect Deep Discount</td>
<td>8</td>
<td>1.1</td>
<td>96</td>
<td>120</td>
<td>85</td>
<td>105</td>
<td>100</td>
<td>100</td>
<td>92</td>
<td>698</td>
</tr>
</tbody>
</table>

### Theft/Larceny Calls by Time and Day, 2013

- **12:00a-3:00a**: 14 incidents
- **3:00a-6:00a**: 8 incidents
- **6:00a-9:00a**: 58 incidents
- **9:00a-12:00p**: 129 incidents
- **12:00p-3:00p**: 163 incidents
- **3:00p-6:00p**: 161 incidents
- **6:00p-9:00p**: 106 incidents
- **9:00p-12:00a**: 698 incidents
The EHPD identified domestic violence as an important issue for the community.

EHPD Disturbance Calls, 2013
- The EHPD responded to 665 disturbances (6.5% of all CG calls); the most common disturbance calls were noise disturbances and family fights.
- The top 5 addresses accounted for 9.9% of all disturbance calls.
- Although the number of family fights was roughly consistent throughout the year, noise disturbances spiked in the summer and fall.
- The top addresses for family fights and boyfriend/girlfriend disputes included both apartment complexes and single-family residences.
- Family fights were most common Sundays and Tuesday and Thursday evenings.

Disturbance Calls by Month and Type, 2013*

Top Call Locations, Family Fights & Boyfriend/Girlfriend Disputes, 2013

*Note: While the NextGen system has a data field to enable coding of calls as domestic violence or intimate partner violence calls, analysis of the raw data indicated that the EHPD did not utilize this field. Therefore, adjustments to data capture activities would be required to fully document the scope of DV/IPV calls.
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Within the past year, the EHPD has made progress towards rebuilding the department by addressing consent decree focus areas.

**Consent Decree Focus Areas**
- General Policies and Training
- Bias-Free Policing
- Stops, Searches and Seizures
- Use of Force
- Civilian Complaints, Internal Investigations and Discipline
- Supervision and Management
- Community Engagement and Oversight

**Significant Progress Across All Areas***
- Executed 82 policies with others in review
- Delivered 60-100 hours of training to officers, including use of force spectrum and firearm proficiency
- Implemented an early warning system
- Enacted discipline and accountability measures
- Provided 140 hours of training to command staff on public safety management
- Engaged the community through regular meetings and multiple communication methods
- Established Language Plan Program and Language Assistance Coordinator, which include objective assessment and data-gathering metrics
- Increased data capture for traffic enforcement and police interactions with the implementation of a new computer-aided dispatch system

The EHPD has achieved partial or substantial compliance in 88% of items monitored by the Joint Compliance Expert.*

**Compliance Progress Chart for Modified Settlement**

**Efforts undertaken by the EHPD lay a solid foundation for improving police effectiveness:**
- Strengthened management systems and accountability, and established internal communication strategies
- Incorporated data and analysis into the promotional process in an effort to begin integrating data-driven decision-making into the management structure and enhanced data capture efforts
- Created building blocks for COP through implementation of strategies to enhance community-police relations

Qualitative analysis revealed opportunities to strengthen systems foundational to POP that support the EHPD’s rebuilding efforts

Features of POP

- Empowers staff to take initiative to examine and solve problems
- Recognizes and rewards initiative and data-driven decision-making
- Holds staff accountable for problem-solving; deploys staff in a way to promote ownership of specific problems
- Creates routine and readily available aggregate information, which is shared across the organization
- Leverages dynamic information management systems that enable line employees to drill down and analyze specific problems
- Supports development of data collection skills to identify data sources and key data points to support analysis of problems
- Encourages familiarity with, and application of, analytical methods for problem-solving
- Invests in developing managerial and supervisory skills specific to POP organizations
- Builds buy-in among key stakeholders around the identified problems and solutions
- Transitions responsibility for problems and solutions to external organizations effectively and when appropriate

EHPD Improvement Opportunities

- Maximizing opportunities to infuse POP into the organizational culture as a result of high attrition rates, especially at the first line supervisor level
- Formally recognizing data-driven decision-making and leading by example
- Valuing problem-solving, in addition to traditional, reactive policing response
- Identifying personnel to develop and disseminate routine crime analysis and reports
- Increasing organizational knowledge and skills relating to NextGen, the CAD/records management system, to enable individually led research and analysis efforts
- Enhancing analytical skills to support assessment of research, data and alternative solutions
- Developing crime analysis skills and identifying personnel to routinely disseminate aggregate data across the EHPD
- Building upon introduction of POP in the promotional exam process
- Identifying and building partnerships among key criminal justice agencies, municipal functions and community-based service providers
- Leveraging existing points of collaboration (e.g., Court Officer, municipal departments, non-governmental organizations)
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Promising Practices to Improve Officer and EHPD Effectiveness

Key Considerations and Data-Driven Models

**ENHANCE ELEMENTS FOUNDATIONAL TO POP IN THE EHPD**
- Build awareness and understanding of POP
- Enhance information sharing across the organization
- Continue to develop systems to integrate POP philosophies into the organization

**CAPITALIZE ON TRANSITION TO POSITIVELY INFLUENCE CULTURE**
- Recognize and reward data-driven decision-making
- Leverage strides made through consent decree to build systems of accountability
- Emphasize problem-solving and proactive and effective policing strategies

**PROVIDE STRUCTURE TO MUNICIPAL INTERACTIONS**
- Conduct annual strategic planning sessions with key stakeholders
- Provide quarterly reports to the Board of Police Commission and Mayor’s Office
- Brief new Town leadership on EHPD activities, jurisdiction and scope of responsibilities

**LEVERAGE DATA TO IMPLEMENT POP & INFORM DECISION-MAKING**
- Develop strategies to utilize uncommitted time to effectively maximize proactive policing efforts
- Analyze data to identify areas for differential police response and for a more effective deployment of resources
- Structure deployment practices to promote ownership and accountability

**IMPROVE MANAGEMENT SYSTEMS TO SUPPORT POP**
- Institute formal communication systems across the EHPD
- Support institutionalization of new systems of accountability
- Enhance crime analysis and dissemination frameworks

**UTILIZE EXISTING TECHNOLOGY TO SUPPORT DATA INTEGRATION**
- Grow capacity to address crime problems by leveraging existing systems
- Build staff skills and familiarity with the capabilities of the records management system (RMS)
- Develop EHPD expertise on its NextGen system

**Issue of Concern: Improve policing effectiveness through data-driven decision-making**

Data-Driven Crime Solutions
## Overview of Key Strategic Improvements and Model Practices

<table>
<thead>
<tr>
<th>Factor #1: Complex Municipal environment influencing operations within the EHPD</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Strategic Improvement</strong></td>
</tr>
</tbody>
</table>
| **Model Practices** | ▶ Conduct annual strategic planning session with the Board of Police Commissioners focused on areas under the Board’s jurisdiction, including policies, procedures, human resources management and accountability  
▶ Create opportunities for information-sharing around EHPD operations, strategic activities and outcomes, such as through periodic reporting to key stakeholders (e.g., Mayor, Town Council, Board of Police Commissioners, residents)  
▶ Conduct briefings with new Town leaders to include overview of the EHPD, workload and strategic activities, and structure of policy and administrative oversight of key groups (e.g., Board of Commissioners, Town Council)  
▶ Develop opportunities to engage other municipal leaders whose participation in problem-solving and solutions may be critical (e.g., public works, community services) |

<table>
<thead>
<tr>
<th>Factor #2: Organizational culture and past practices not rooted in strong management systems, accountability and performance management</th>
</tr>
</thead>
<tbody>
<tr>
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</tr>
</tbody>
</table>
| **Model Practices** | ▶ Create incentives to implement data-driven decision-making, such as a recognition and reward programs  
▶ Leverage and build upon foundations laid through the consent decree to implement systems of accountability, including reinforcing new policies and procedures, disciplinary and accountability processes, and community engagement  
▶ Enhance problem-solving and proactive and effective policing strategies, rather than only reactive responses, to support the deployment of resources to address public safety problems |
### Factor #3: Building foundational elements that would support POP

**Strategic Improvement**

The EHPD should build upon recent changes in the promotional examination process and other efforts undertaken as part of the U.S. DOJ consent degree by enhancing and strengthening foundational elements that support implementation of problem-oriented policing.

**Model Practices**

- Build awareness and understanding of problem-oriented policing at all levels of the organization, including command, supervisory and frontline personnel
- Enhance information-sharing across the organization, including shifts and functional units by establishing formal information-sharing processes, as well as encouraging informal information-sharing channels
- Develop systems and processes to further integrate POP elements into the organization, including delegating authority where appropriate for problem identification, analysis and solutions; improving access to, and availability of data; and increasing accountability and ‘ownership’ over public safety problems
- Build staff skills in analysis and problem-solving to support implementation of problem-oriented policing strategies

### Factor #4: Historical approaches to policing operations and strategies focused on meeting high service level expectations and reactive workload

**Strategic Improvement**

The EHPD should focus on leveraging data to inform decision-making to improve the effective and efficient utilization of existing EHPD resources to address public safety issues of greatest concern to the community and/or that place the highest demand on resources.

**Model Practices**

- Leverage existing technology and data capture systems to support analysis to identify areas of highest demand or impact on resources, including to:
  - Analyze data to identify areas for differential or alternative police response strategies to allow for more effective deployment of existing resources to high priority public safety issues
  - Develop strategies to utilize uncommitted time to effectively maximize proactive policing efforts, such as incorporating POP projects into operations
  - Evaluate calls that place high demand on resources to determine policy implications (e.g., false alarms, non-injury accident response protocols)
- Structure deployment practices to enable patrol officers and sergeants to take ownership over specific crime problems

### Recommendations

- Build awareness and understanding of problem-oriented policing at all levels of the organization, including command, supervisory and frontline personnel
- Enhance information-sharing across the organization, including shifts and functional units by establishing formal information-sharing processes, as well as encouraging informal information-sharing channels
- Develop systems and processes to further integrate POP elements into the organization, including delegating authority where appropriate for problem identification, analysis and solutions; improving access to, and availability of data; and increasing accountability and ‘ownership’ over public safety problems
- Build staff skills in analysis and problem-solving to support implementation of problem-oriented policing strategies
- Leverage existing technology and data capture systems to support analysis to identify areas of highest demand or impact on resources, including to:
  - Analyze data to identify areas for differential or alternative police response strategies to allow for more effective deployment of existing resources to high priority public safety issues
  - Develop strategies to utilize uncommitted time to effectively maximize proactive policing efforts, such as incorporating POP projects into operations
  - Evaluate calls that place high demand on resources to determine policy implications (e.g., false alarms, non-injury accident response protocols)
- Structure deployment practices to enable patrol officers and sergeants to take ownership over specific crime problems
Overview of Key Strategic Improvements and Model Practices

### Factor #5: Past management practices focused on operations with limited attention to establishing strong management systems to guide the organization

<table>
<thead>
<tr>
<th>Strategic Improvement</th>
<th>Model Practices</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>The EHPD should explore additional opportunities to strengthen management systems to support implementation of POP that build upon recent initiatives implemented as part of the consent decree.</strong></td>
<td></td>
</tr>
<tr>
<td>Support institutionalization of new systems of accountability by reinforcing practices that align to policies</td>
<td></td>
</tr>
<tr>
<td>Develop crime analysis and dissemination frameworks to promote routine sharing of crime data and trends</td>
<td></td>
</tr>
<tr>
<td>Institute formal communication systems to ensure consistent dissemination of information and key priorities across the EHPD, as well as outcomes and results of data-driven decision-making that impact utilization of resources, and public safety issues</td>
<td></td>
</tr>
</tbody>
</table>

### Factor #6: Utilization of information management systems is limited to data capture and records management

<table>
<thead>
<tr>
<th>Strategic Improvement</th>
<th>Model Practices</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>The EHPD should leverage investments made in its information technology systems (i.e., NextGen) to support integration of data into decision-making throughout all levels of the organization.</strong></td>
<td></td>
</tr>
<tr>
<td>Grow capacity within the EHPD to utilizing existing systems to enable deep data dives to support diagnosis of underlying problems contributing to public safety issues</td>
<td></td>
</tr>
<tr>
<td>Build staff skills and familiarity with the capabilities of the RMS to increase the utilization of the system to support data collection and analysis needs</td>
<td></td>
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<tr>
<td>Develop expertise within the EHPD on the NextGen system to enable customization for POP projects</td>
<td></td>
</tr>
<tr>
<td>Evaluate opportunities to drill down data to identify policies impacting utilization of resources, such as response protocols and differential policing strategies</td>
<td></td>
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</table>
The Diagnostic Center identified data-driven and evidence-based practices that align to the EHPD’s public safety issue areas.

The EHPD seeks data-driven strategies to address public safety problems.

Evidence-based models were identified through CrimeSolutions.gov, as well as other evidence-based directories, such as U.S. Health and Human Services’ SAMSHA National Registry of Evidence-Based Programs and Practices.

Promising practices were also identified through a review of directories, as well as a review of recent research in the criminal justice field.

<table>
<thead>
<tr>
<th>Problem-Oriented Policing Strategies</th>
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<tbody>
<tr>
<td><strong>Issue Area</strong></td>
</tr>
<tr>
<td>--------------------------------------</td>
</tr>
<tr>
<td>Burglary alarms account for 17% of EHPD calls for service.</td>
</tr>
<tr>
<td>EHPD personnel indicated that domestic disturbances and, in particular, domestic violence, response is a community priority.</td>
</tr>
</tbody>
</table>
| Theft/larcenies accounted for almost 7% of calls—mostly from buildings (27%), vehicles (27%) and shoplifting (22%). | Problem-Oriented Policing Guide: Shoplifting  
CrimeSolutions: Biting Back in Huddersfield, England  
CrimeSolutions: CCTV in Redton, England  
Problem-Oriented Policing Guide: Theft of and from Cars on Residential Streets and Driveways |

*Note: Effective interventions addressing specific public safety problems may increase workload for EHPD in the short-term, such as through increased call volumes, call handling time, etc.
As the EHPD takes action to improve police effectiveness and data-driven decision-making capacity, it should monitor data over time

<table>
<thead>
<tr>
<th>Data Type</th>
<th>Baseline Indicators</th>
<th>Baseline Data Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>Incidents</td>
<td>Review existing data on incidents and determine additional data elements needed to better inform decision-making to target specific property crimes</td>
<td>Number of crime incidents by type and patrol zone</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Aggregate analysis that monitors trends in incidents</td>
</tr>
<tr>
<td>Locations/Times</td>
<td>Review existing data on location of crimes to identify patterns and frequency of occurrence</td>
<td>Number of incidents by zone, time of day and patrol shift</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Aggregate analysis that monitors trends in incidents, including the top 10 addresses to which the EHPD is most often dispatched</td>
</tr>
<tr>
<td>Victims</td>
<td>Victim information, including demographics, prior recent victimizations, name and victim-offender relationship</td>
<td>Victim information, such as gender, age, race, address and name</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Aggregate analysis that monitors trends in victims and identifies top 10 persons or businesses most victimized by crime or who call police for assistance</td>
</tr>
<tr>
<td>Offenders</td>
<td>Offender information, including demographics, prior recent victimizations, name and offender-victim relationship</td>
<td>Offender information, such as gender, age, race, address, name and status (e.g., probation, parole, pre-trial release)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Aggregate analysis that monitors trends in offenders and top persons with whom the EHPD has adversarial contact</td>
</tr>
<tr>
<td>Community Perceptions</td>
<td>Collect additional data on community perceptions of the highest-priority public safety issues or problems</td>
<td>Survey or other community feedback (e.g., community engagement activities) results that indicate and monitor public safety concerns of highest priority to the community</td>
</tr>
</tbody>
</table>
Table Of Contents

- Overview
- Key Findings
  - Public Safety Data Analysis
  - Organizational Capacity Analysis
- Recommendations and Model Practices
- Training and Technical Assistance Plan
The Diagnostic Center proposes the following training and technical assistance to improve police effectiveness.

### Training and Technical Assistance Plan*

<table>
<thead>
<tr>
<th>Medium-Term (4 to 8 months)</th>
<th>Long-Term (8+ months)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>POP Concepts</strong></td>
<td><strong>Build Peer-to-Peer Relationships</strong></td>
</tr>
<tr>
<td><strong>POP in Practice</strong></td>
<td><strong>Enhanced Management Systems to Support POP</strong></td>
</tr>
</tbody>
</table>
| **Synopsis:** Provide introductory training to key EHPD and municipal stakeholders on POP theories and concepts  
  - Problem-Oriented Policing Basics  
  - Research and Resources  
  - Community Collaboration in POP | |
| **Synopsis:** Build skills and capacity of EHPD personnel to sustain implementation of POP to practice-based and experiential learning opportunities  
  - Problem-Oriented Policing Basics  
  - Problem-Oriented Policing for Practitioners  
  - POP Projects | |
| **Synopsis:** Provide technical assistance to the EHPD to support enhancements to management systems and operations that support the integration of POP into the organizational framework and culture of the EHPD  
  - Enhanced Data Capture and Reporting Techniques  
  - Increased Accountability for Public Safety Programs  
  - Communications Strategies for the EHPD | |

*Note: Training and Technical Assistance Plan recommendations may be implemented concurrently, recognizing that some recommendations may take longer for the EHPD to execute.*
# Training Topic #1: POP Concepts

The EHPD can conduct training to improve awareness and understanding of problem-oriented policing.

## 1. Introduction to Problem-Oriented Policing

- **Session** will focus on introducing POP to law enforcement personnel. Session topics will include history and key elements of POP, as well as an overview of analytical models and approaches to problem-solving.
- **Target Audience:** Selected EHPD personnel, including command, supervisory and front line personnel

## 2. Research and Resources Basics

- **Session** will focus on introducing key EHPD personnel to available research and resources to support implementation of POP, including training curriculum and modules; frameworks for problem-solving and crime analysis; and practitioner guides focused on specific public safety problems.
- **Target Audience:** Selected EHPD personnel, including command and supervisory personnel

## 3. Community Collaboration in POP

- **Session** will focus on providing an introduction to basic concepts of POP and the role of community leaders and stakeholders in sharing responsibility for public safety problems and implementing solutions to address those problems. In addition to providing an overview of the key theories and concepts behind POP, this session will highlight examples of successful resolution of public safety problems through responsibility sharing.
- **Target Audience:** EHPD command staff, Board of Police Commissioners, key Town Officials (e.g., Mayor, Town Council) and Department Directors (e.g., public works, community services)
## Training Topic #2: POP in Practice

The EHPD can conduct training to improve skill and capacity to implement POP strategies.

### Problem-Oriented Policing for Practitioners

- Session will focus on problem-oriented techniques that utilize data to identify potential crime problems and to build capacity for trainees in using analytical techniques to recognize underlying factors contributing to the crime problem, identifying interventions to address underlying factors and using data to assess the impact of interventions chosen. POP techniques can be applied more broadly to address other crime problems, as well as other operational challenges. POP training will also focus on the *Scanning, Analysis, Response and Assessment* (SARA) Model, which encompasses data collection and analysis, community engagement and problem-solving techniques. This training will also include an introduction to crime theories and application of SARA model through use of training scenarios and/or case studies.
- **Target Audience:** Selected EHPD personnel, including supervisory and front line personnel

### Implementation of POP through EHPD-specific Projects

- Training participants will be coached through the selection and implementation of team POP projects based on EHPD priorities and utilization of EHPD’s data. Participants will identify specific public safety problems with which the EHPD can pilot implementation of selected problem-oriented policing projects following the SARA Model.
- **Target Audience:** Selected EHPD personnel, including supervisory and front line personnel
Training Topic #3: Enhanced Management Systems

The EHPD can receive technical assistance to enhance systems supportive of POP.

1. **Data Capture and Reporting Techniques**
   - Technical assistance will focus on identifying opportunities to improve data collection, analysis and reporting mechanisms within the EHPD and methods to communicate aggregate data to key stakeholders.
   - **Target Audience**: Selected EHPD staff, including command and supervisory personnel

2. **Accountability for Public Safety Problems**
   - Technical assistance will focus on opportunities to increase accountability for addressing public safety problems within the EHPD. Technical assistance will identify approaches for appropriately delegating responsibility for problem-solving and solution identification, deploy personnel to encourage ownership over crime problems, etc.
   - **Target Audience**: Selected EHPD staff, including command and supervisory personnel

3. **Communication Strategies to Support POP**
   - Technical assistance for enhancing EHPD communication strategies to support POP, including communications for internal and external stakeholder groups.
   - **Target Audience**: Selected EHPD staff, including command and supervisory personnel

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Training Topic #4: Peer-to-Peer Relationships

The EHPD can develop peer-to-peer relationships to leverage lessons learned and model practices for POP.

1. **Build Peer-to-Peer Relationships with Other POP Departments**

   - Establish a peer-to-peer relationship with agencies that have implemented POP to share lessons learned and best practices, and that can provide general coaching through challenges as the EHPD implements POP strategies. Peer-to-peer support will focus on sharing information about applications of data-driven strategies to support law enforcement operations.
   - **Potential Peer Agency:** TBD

*Note: Depending on EHPD implementation priorities, the Diagnostic Center with input from subject matter experts will identify applicable peer agencies with which to match the EHPD.*
## Next Steps and Contact Information

### Next Steps

- Development of an implementation plan based on the EHPD’s selected priorities
- Identification of specific training and technical assistance to support implementation
- Selection of outcome measures and creation of a data collection and reporting plan

### Contact Information for the OJP Diagnostic Center

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Lieutenant Edward Lennon  
Sergeant Anthony Rybaruk

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(855) OJP-0411 (or 855-657-0411)

**Main Email:**
contact@OJPDiagnosticCenter.org

**Website:**
www.OJPDiagnosticCenter.org
Thank you for the opportunity to support your community. Contact the OJP Diagnostic Center to request training or assistance to support the East Haven Police Department in implementation of any of considerations in this document.

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**Website:** www.OJPDiagnosticCenter.org