SUBJECT TO DEBATE

**PERF
Annual Meeting Agenda**
April 28–30 • Seattle
See page 11

Police Leaders at PERF/BJA Meeting Discuss CompStat: Best Practices and Future Outlook

ON MARCH 8, APPROXIMATELY 70 POLICE EXECUTIVES *from across the country traveled to suburban Baltimore to participate in a one-day conference about CompStat—the landmark crime-reduction program pioneered by the New York Police Department in 1994.*

The participants at the meeting discussed how CompStat has evolved over the last 17 years as variations of it have sprouted across the nation. Today, CompStat is widely seen as one of the key programs that impacted strategic thinking of policing in the United States. The key underpinnings of CompStat, as envisioned by the legendary Jack Maple of the NYPD, were that instead of merely responding to calls and investigating crimes after they were committed, police gathered accurate, timely information to identify emerging crime trends, held regular meetings to discuss countermeasures, and deployed resources to break up crime patterns and prevent crimes. (And they succeeded; the national violent crime rate in 1994 was 66 percent higher than the comparable figure for 2009; and the property crime rate was 53 percent higher in 1994 than in 2009, according to the FBI.[1])

The discussion, moderated by PERF Executive Director Chuck Wexler, focused on identifying the key elements of CompStat that have made it successful, and projecting how CompStat will be impacted in the next few years by advances in computerized data management and communications technology and other trends.

This issue of Subject to Debate *offers a sample of the comments made by police officials at the CompStat conference. A more detailed report will be forthcoming from PERF as part of a project supported by the Justice Department's Bureau of Justice Assistance (BJA).*

The idea for this project came from BJA Director Jim Burch, who saw the need to bring together police agencies from across the country to review this significant management strategy that has impacted thousands of police agencies. The conference began with introductory remarks by Mr. Burch and PERF President Chuck Ramsey.

BJA DIRECTOR JIM BURCH:
CompStat Can Help Police Manage Resource Cuts

A series of articles last year about CompStat strategies being modified or even abandoned in a number of cities prompted us to have this discussion. We see CompStat as a tool to be smarter about policing, and it goes without saying that in this economy, we need to be more strategic in our efforts, because we're not going to have the kind of resources that we had in the past.

We appreciate PERF's role in bringing

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1. http://www2.fbi.gov/ucr/cius2009/data/table_01.html.

people together for these kinds of discussions, and I'd like to thank everyone here for taking time out of your schedules to be here and share your experiences of what you are doing with CompStat, so that we can learn from each other.

PHILADELPHIA POLICE COMMISSIONER CHUCK RAMSEY:
CompStat Can Help Pinpoint Crime Problems

I'd like to thank Jim Burch and BJA for sponsoring this. You can tell from the turnout here today that CompStat is a topic that is of great interest to a lot of people. CompStat has had a huge impact on our profession. It has been a very valuable tool for driving our crime rates down across the country. It's time to take a look at where we are now with CompStat, the various iterations of it around the country, and more importantly, as Jim said, to think about what we need tomorrow in terms of strategies that will help us continue to make our communities safe.

In Philadelphia, we haven't hired in a couple years and attrition is taking place, so we are quite a bit under our authorized strength. This means we can't afford to throw 200 cops at a problem anymore; we've got to be able to *pinpoint* the crime problems and know which types of strategies *work*. CompStat helps us do that.

CompStat's Origins in the NYPD

PERF was fortunate to have several police executives at the CompStat meeting who played key roles as the original CompStat program was invented in the New York Police Department. Following are excerpts from their remarks:

JOHN TIMONEY, FORMER NYPD DEPUTY COMMISSIONER, PHILADELPHIA POLICE COMMISSIONER AND MIAMI POLICE CHIEF:
CompStat Was the NYPD's First Department-Wide Strategy on Crime

Prior to 1994, when Bill Bratton took over the NYPD, I had spent 24 years in the department coming up through the ranks, and when Bill came in, I was the 4-star chief. It's important to realize that New York was a city of 8 million with 76 police precincts, on average about 100,000 population each, headed up by a captain with anywhere from 200 to 325 police officers. And above that level, there were seven boroughs, each with a two-star chief heading about 10 precincts.

Regarding the overall strategy of the department, the only corporate-wide strategy that I can recall, where the dictates came from on high, had to do with preventing corruption. Regarding crime and other issues, control was idiosyncratic and decentralized. It was up to the captains how they ran their precincts.

So for example, when I was captain of Chinatown/Little Italy, I happened to have come from an anti-crime background in the South Bronx, so I focused on crime. But the captain over on my left, who had spent time in Internal Affairs, was all about ensuring that Internal Affairs was run well in his precinct. The guy to my right had spent a lot of time at the Police Academy, so he was into training.

If you had an outbreak of big crime, you responded with operations that mostly focused on using overtime and increasing uniformed presence. There wasn't any department-wide crime reduction strategy.

In 1994 Bratton brought in Jack Maple to focus on reducing crime, and CompStat was by and large Jack's idea. Jack was a lieutenant from the Transit Police. Jack's only job was to think about crime; he didn't have to think about corruption, community meetings, community unrest, and a whole host of other things a precinct commander or borough commander worried about. His only mission was crime.

So we started off with these monthly meetings in my conference room. We'd bring in a borough commander and his staff, and the borough commander would make a presentation about crime and the quality of life in his borough, and then we'd ask a few questions. And the questions would prompt other questions for other people. For example, the commander might be asked, "What were those shootings about last week?" and he'd say, "It's a narcotics thing; the drug dealers are shooting each other." So we'd say, "Well, let's get the narcotics unit in here and find out more about it."

And eventually we started bringing in people from outside the department, because, for example, you'd have a Detective Commander saying, "We locked up this guy, but the DA cut him loose." So the question would become, "We need to get the prosecutor in here to answer about that." Before you knew it, all parts of the criminal justice system were coming to the meetings.

So as each round of questions prompted more questions for more people to answer, before you know it, the room, which held 50 or 60 people, became too small, and we moved it to a larger venue. And gradually it grew to where we were having weekly meetings of about 150 people. This was happening over the first year.

Chuck Wexler: What was the first reaction to CompStat? Did people like it?

John Timoney: No, for the commanders it was a pain to take all your staff down to headquarters—and report to this *transit lieutenant*. Of course there were other people asking questions too; Bratton and I were there, but Jack Maple sort of led the charge.

But the minute we started to examine crime and develop strategies, crime went down, and it went down dramatically—double digits. Crime had already been going down, but only by 2 or 3 percent. It was only after 1994 and CompStat that we started getting it down in double-digits, especially the homicides. People started to take notice, and the press started to write about it.

I'll mention one more thing: CompStat worked, and it worked very well. But the first CompStat was really sort of a New York-type model. I think it got off to a bad start in some of the other cities, simply because they went to New York, saw what was going on in our CompStat meetings, and tried to use that back home. But the city of New York is filled with arrogant, obnoxious, hard-charging people, and they have a Police Department that reflects the population it serves. [laughter] So the questioning of the precinct captains sometimes was pretty heated.

Unfortunately, early on I think a lot of departments looked at CompStat in New York, went back to their cities, and said, "I know how to do this. You just bring somebody up and start yelling at them." But that isn't necessarily going to work in other cities. So you really need to develop a CompStat process for your own city. When I moved to Philadelphia, our CompStat meetings were much less aggressive, and they had more humor.

YONKERS, NY COMMISSIONER EDMUND HARTNETT:
Here's Why CompStat Was Brutal in New York

Wexler: Eddie, you were a captain in the NYPD back then, and this guy Bratton from Boston comes in and starts shaking things up. What was your perspective?

Commissioner Hartnett: CompStat was an organizational change, but it was also a change in the entire culture of the NYPD. So it almost had to be brutal at that point. There was a lot of "Old Guard" who wouldn't accept Jack Maple or John Timoney or [then-Chief of Patrol] Lou Anemone. They thought, "This will pass. It'll last a year or two and we'll be back to normal. We'll go back to just being reactive."

But the young guys like us, coming up, were thinking, "We have to buy into this," because we were frustrated as cops out on patrol. We felt like we were handcuffed, that we couldn't really be cops. Because there was so much emphasis on preventing corruption, we were told we couldn't shut down that weed spot on the block, we had to call a sergeant to go in there, because it was viewed as a corruption hazard. They were afraid we would go in there and steal money.

So CompStat had to break that, and yes it was brutal, it was vicious. Some careers were ended at CompStat meetings.

But this is important: It wasn't fatal if your crime went up. But it could be fatal if you had no *plan*. Jack Maple pounded that into us. He'd say, "We're not going to get mad at you if your burglaries are up. But if you don't even know about the burglaries, or you don't have a plan to address it, then you've got a problem."

NEWARK, NJ POLICE DIRECTOR GARRY MCCARTHY:
CompStat Is Not a Weekly Meeting;
It's a Process that Goes on Every Day

Wexler: Garry, you ran CompStat in New York for years, right?

Director McCarthy: I did CompStat from 1994 to 2006, first as a precinct commander and then as deputy commissioner. In other words, I ran CompStat for seven years—after being a victim of it for six [laughter]. I joke that when Eddie and I were precinct commanders, I felt that when Jack and Lou were done with me, they would be going after my family.

By the time I became deputy commissioner of operations and began running CompStat, I'm not going to say it was easy, but you wouldn't lose an arm. We held people accountable, but because we had stood in their shoes, we knew what was fair and what was possible.

Wexler: Did you give people notice that they would be called on?

McCarthy: Absolutely not. Everybody had to be ready; everybody had to put in the effort to prepare.

One point that I think is important is that CompStat is not just a meeting that happens every week or every other week; it's a *process,* and the process takes place every single day. It's about figuring out where your crime is happening, making the connections, and coming up with ways to interrupt the crime patterns and change things.

CompStat becomes an instructional program too. As the CompStat meetings expanded in New York, crime analysts from each borough came to every CompStat meeting, because they would take back what had happened in a CompStat meeting in Brooklyn South even if they were working in Manhattan North.

Wexler: Sometimes people say that CompStat focuses on patrol, and the investigative function, the detectives, get a pass. Is that true?

McCarthy: No, in many cases it was more difficult for the detectives. In New York we would pull investigative cases for every CompStat meeting. For example we might look at shootings in Brooklyn North and find that the 83rd precinct had the most shootings. We would pull those investigations, and we had a group of detectives who were the best in the city who would take the cases apart, critique them, give them to me, and I would then take them to the meeting. Some of the most embarrassing things that happened at CompStat were the result of pulling those investigations and finding that Brooklyn North was spending all their overtime trying to chase down a suspect who was in jail upstate in Schenectady.

So I think in many cases it was more difficult for the detectives than the precinct commanders.

NYPD DEPUTY COMMISSIONER MIKE FARRELL:
CompStat Endures Because of Several Powerful Principles

I think I've had a ringside seat at the most fascinating time in the NYPD's history. I was at the first CompStat meetings back in 1994, and I've seen it evolve over 17 years. Today CompStat is varied, it has lots of different characteristics, and it's constantly being adapted to different places and to different times. It has evolved and matured.

I think it's fair to say that today, the so-called "New York model" as it was described by John and Garry no longer exists in the NYPD. Early on, it was a forum that was sometimes confrontational and uncomfortable for a lot of the participants. But there's less need for confrontation today. The current cadre of precinct commanders in all likelihood were not even in the department in 1994, so you don't have any of that resistance from people who had never experienced the expectations of accountability that CompStat created.

Despite the changes in CompStat over the years, today I see the same simple yet very powerful principles: CompStat is about performance measurement and performance management, accountability, and creating an opportunity to focus everybody's attention, provide that sense of urgency, and share best practices.

Wexler: How do you keep it fresh, keep the edge?

Commissioner Farrell: Conditions change. The NYPD is down about 6,000 officers from our peak, so we see the value in increasing productivity in investigations, and the focus of our CompStat has shifted from patrol to investigations to a greater degree. That has changed the nature of what is looked at.

Or some of our CompStat meetings focus on a particular specialty or type of crime across a precinct or borough.

Wexler: Do you still have outsiders attending your meetings?

Farrell: We have representatives of the District Attorneys' offices and other criminal justice agencies; but we do not have news media or the public. Early on, there was an open-door policy, because there was interest in getting exposure and support for the program. So a large number of people from other police agencies and the media would attend. It seemed like it became a ticket to be punched on the tour buses for New York. But there was a sense of "public shaming" back then that we are not comfortable with today.

This raises a question that you have to ask about any CompStat program: What level of pressure do the commanders feel? Is it appropriate? A poor performance at CompStat, one, two, three times can

have a negative effect on your career and your prospects for advancement. But to put it in perspective, no one gets fired. Unlike the situation in the private sector, especially at a time of recession, middle-level and senior managers in policing are not suddenly put on the unemployment line. So the nature of the pressure, and the concern about whether that pressure creates dysfunction, need to be viewed in terms of what is the downside for the participant.

Today's CompStat in Police Departments Across the Nation

BALTIMORE COMMISSIONER FREDERICK BEALEFELD:
We Find It More Productive to Announce "Who's Up" in Advance

Wexler: Fred, you had CompStat for years, then stepped away from it, and now you have it again, right? Tell us about that.

Commissioner Bealefeld: Yes, years ago we stole a page right out of New York's playbook, and we had that orientation toward a heavy degree of accountability. But we found that our program produced a focus on failure and problems, and not so much on successes and where we could build. The single biggest crippling aspect of our CompStat was that it was redundant and that we dealt with the same issues over and over again. We weren't really advancing a crime-fighting strategy across the department. We found ourselves putting out individual brush fires in the 9 districts, but we weren't moving our crime-fighting forward in a comprehensive fashion.

So we took a month off, and opened it up for every commander to give us feedback and make suggestions. And we came up with something that we've used over the past year that is more systems-oriented and gets more productivity out of the meetings.

One of the district commanders' beefs was that "everyone was up" all the time and never knew when they might be called on for answers. So we'd have all 9 districts literally spending 2 or 3 days prepping for CompStat, reviewing their plans and their statistics. The districts wanted a schedule of who would be up, so they could be more informative.

So now we give them notice on Monday morning, based on the crime analysis from the previous week, of which 3 districts will be on the agenda for the next CompStat meeting on Thursday. So the Criminal Investigations Division is not prepping for 9 districts; they're ready to talk about what is happening in those 3 commands.

This focus on 3 districts also helps us harness our questions to get to the heart of the matter; the meetings are much more focused, not as open-ended.

And finally, we do much better follow-up now. On the questions that come out of our CompStat, our people do relentless follow-up.

SAN DIEGO EXECUTIVE ASSISTANT CHIEF DAVID RAMIREZ:
CompStat Can Be Seen as an "Opportunity to Shine"

One thing I would like to add to the discussion is that we have weekly meeting with the captains and civilian program managers, but we don't see these meetings as humiliating.

Instead, they're looked at as an opportunity to shine—a chance for captains who want to move up in the organization to come up with new strategies to deal with problems that aren't being addressed and get some recognition.

SAN JOSE CHIEF CHRIS MOORE:
Set Your Captains Loose, and They Will Solve Problems

We're a lean department; right now we're about 1,200 officers, soon to go below 1,000, for a city of a million.

About 7 years ago, my predecessor Rob Davis did not want to use the New York model of CompStat, but he did want to get everybody together. So he brought in all the captains in sequence, and they were scheduled to talk to the chief officers about what was going on in their geographic divisions. It was a straightforward accountability mechanism.

Last year, we started an effort to improve on what we had by making it a learning tool for the organization. As Garry said, it's a process, not a meeting. The basic idea is that we have really good people, and if we set them loose, they're going to solve all sorts of problems. I don't need to push these folks too much. The captains are going to try to outdo each other; they're very competitive people.

So when we do have a major crime problem in San Jose, we throw every resource at it, and we're able to solve the problems. Our solve-rate is up in the 80- to 90-percent range for homicides.

I plan to expand this; we're running it every 4 weeks, and I'd like to get it at least to every 2 weeks. Part of our problem was that our Records Management System was in poor shape; it's hard to hold people accountable when they can't get the data that they need. But about 3 years ago we started investing $7 million in that, and we are starting to see some real-time data coming through.

We have followed the New York model in many ways. You start small, but it gets bigger as more questions are asked that involve other people. So we're in a much bigger room now.

CHICAGO COMMANDER STEVE CALURIS:
In Chicago, CompStat Is About
Sharing Information Quickly To Prevent Violence

Wexler: Steve Caluris had a lot to do with creating the original CompStat in Chicago, and now he runs the analytical component every day.

Commander Caluris: I'm a huge fan of Jack Maple. In 2003, when Phil Cline became superintendent in Chicago, he shoved a book into my hand: *The Crime Fighter* by Jack Maple. Superintendent Cline looked to me to build an intelligence component for the Chicago Police Department, to get everybody on the same page.

I read the book and started to hold to many of the philosophies in it—for example, the idea that in law enforcement, when we make an arrest, it means we have failed because someone has become a victim. In Chicago we have large amounts of data that we can analyze. But we need to always remember that it's not like corporate America; when we look at large sets of data, we're talking about large numbers of crime victims.

In 2004, that first year of CompStat in Chicago, we reduced homicides by 151, and we reduced aggravated batteries/shootings by 900. It was working.

Wexler: *I remember that—you brought homicides down from 600 to 450. What was the key to it?*

Caluris: I believe it's because we adhere to the definition of what CompStat really is: It's prioritization, communications, and coordination. It's getting everyone to work together and get on the same page, getting everybody in a large organization onto that same strategic plan.

Everyone who was around in Chicago in 2003 and 2004 will agree: For the first time, every officer in the department knew what our homicide number was, and we were all fighting to get it down—at first, just to keep it under 600. Everybody, down to the level of a blue-shirt officer, was trying to give their input and participate in it.

Coordination is another key to CompStat. PERF is involved in that now in Chicago, dealing with problems in our schools and students who are violent or are victims of violence. We're getting the police and the school principals and juvenile probation together to see how they can help problem-solve, and do it in real time. It's not about long-term investigations and dragging things out; it's about how we can reduce the violence right now.

For example, a watch commander from the 3rd district on the South Side called us and said that officers on the beat were seeing gang members they had never seen before, and asked if we could do anything to solve that problem. So we look at our data sets to find people who had been arrested recently and would still be in custody at the Cook County jail. We have officers who are detailed to work with the jail teams. I was able to call them, and ask them to get hold of those guys who were in jail, and ask them if they could tell us what was going on with the gang members who seemed unfamiliar to the cops in the 3rd district.

Sure enough, they got information about a conflict over a narcotics spot, and we were able to phone back that watch commander within 20 minutes, and give him information about the gang members and the threat of violence. This is the kind of information he would never have gotten in the past. So he was able to make smart choices about deploying his resources, getting ahead of the curve, and being proactive to prevent some gang violence from occurring.

This is a major cultural change in how we think about what police do. I have been surprised at how often I would get a phone call from the field, saying, "We know there's going to be a retaliatory shooting, and we're in place and waiting for the drive-by shooting to happen." And I'd say, "No, no, no—we're not going to wait for it to happen, we're going to flood the area and stop it from happening!"

PHILADELPHIA COMMISSIONER CHARLES RAMSEY:
Real-Time Information Gives Cops the Sense of Urgency That We Need to Take Effective Action

I think one of the important themes of CompStat is the impact that technology has had on our ability to respond and deploy our resources effectively.

When I was a district commander in Chicago in 1988–89 in the 11th District on the West Side, I used to start my day by manually going through all the case reports. I had a pin map in my office that I would use to show what was happening.

And once a month, I would get a huge computer printout from Data Systems concerning crime in the 11th District. That's good. The only problem was that it was July and I'd be getting the information from February, and there wasn't a damned thing I could do with that information because it was old! We didn't have current information at all. When I left the department in 1998, things hadn't really changed

all that much. Today Chicago is light years beyond where it was when I was there.

When I went to Washington, we were looking at getting a CompStat-like process there, but the information systems in DC were worse than they were in Chicago. It wasn't until 2002 that we got the ability to map our crime in real time and have sessions about our strategies and what we were doing about crime. Until we got that, we were always a day late and a dollar short.

I think it's important to mention that because technology systems are crucial to really opening the doors, not only to CompStat, but to everything we're going to be doing in the future—intelligence-led policing, "Smart Policing," evidence-based policing—you name it, it's going to be data-driven.

And current data give you that sense of urgency that you need to get your officers interested in fighting crime. When it's July and I'm looking at a report about burglaries in February, where's the urgency? But when you see a report on a shooting that just happened, and you know it's gang-related and you're going to have a retaliation, the question becomes "Who is likely to retaliate? Who are the shooters in the rival gang?" And then you've got something that gives you the sense of urgency. The information is staring you right in the face, and you can do something with it. You can put out the word, "If you see these guys on the street, you'd better stop them, because odds are they're going back to do another shooting."

Years ago, we didn't have that. We might have had some instinctive information from the tactical officers who work the streets all the time. But within the hierarchy of the department, we didn't have the level of detail we have today. We had to rely on good street cops to know and to intervene, but we had no systematic way of dealing with it.

ALBUQUERQUE CHIEF RAY SCHULTZ:
We Send Real-Time Information via Blackberry

Wexler: *Ray, you've put an emphasis on property crime, is that correct?*

Chief Schultz: Yes, property crime is our Number One objective. Like everyone else in this room, we go to community meetings and ask how many people have been the victim of a property crime or a violent crime, and it's a 10 to 1 ratio. And we have found that by putting emphasis on property crime, our violent crime numbers have also come down.

For us, CompStat is a problem-solving meeting. We focus on a different property crime every month—we rotate through residential, commercial, auto burglary, and auto theft. Prior to the meeting, all our investigative supervisors have to get together and decide who are the top 5 most active offenders. There's no honor among thieves, so one way we get information is when we make an arrest, we ask the arrestee, "Who do you know who's committing more crimes than you are?"

And we find that our top property crime offenders usually have anywhere between 25 and 300 arrests per person in their criminal record.

Commissioner Ramsey spoke about urgency. We don't dispatch regular patrol officers to burglaries or property crimes. Instead we increased the number of crime scene investigators from about 24 to 48, and they go to all the property crimes, take the reports and process for evidence. Our evidence collection has gone up 35 percent. And fingerprints have to be in the hands of an analyst within 12 hours, and if it's identified as a workable print, 2 hours after that it has to be in

AFIS. If we get a hit on it, within 12 hours after that, it has to be back in the hands of a detective, and there's going to be a warrant for that person's arrest to get them off the street.

The point is that we move fast because we know that if that person is pulling burglaries right now, he's doing 2 or 3 a day. We can't wait 5 or 6 days to get them off the street. So the emphasis is on hitting them quick.

We use real-time data. I don't need to have crime meetings every day, because all major events come out automatically as a SigAlert via Blackberry to every sergeant, lieutenant, commander, and deputy chief in the department. So if I walk up to any of my area commanders and they've had a robbery 25 minutes ago, they'd better know about it and they'd better tell me what's going on.

For example, we've had a couple strong-arm robberies today, the first one at 8:47 this morning, and the offender each time was in a white vehicle, so that's a pattern, and I've got people out there working on it right now. We're really pushing it with real-time, quick data.

We have had a lot of success resulting from our CompStat meetings. During 2009, our first full year of running this, property crimes were down 8%, and down another 18% in 2010, and in the first 60 days of 2011, down another 34 percent.

This has also had a huge effect on our clearance rates, especially with the fingerprints and physical evidence, because these property crime offenders are so active and we're able to link them to multiple crimes. We've created our own database of MOs, so we make an arrest, and our detectives can go in and say, "We know you are a rear-window-pry guy. We know you did this crime, and the crime two days ago over on this street, and the one last week over in this area of the city." If you have that specific information about the crimes you think are linked to a particular offender, they'll often confess to all of them right away; and you can link them, recover any property, and get that person off the streets.

CLEARWATER, FL CHIEF ANTHONY HOLLOWAY:
We Get CompStat Info to Officers Every Day

Wexler: Tony, you have an innovative way of getting CompStat data to your cops. How do you do that?

Chief Holloway: We want to make sure that officers get CompStat information in an accurate and timely fashion, so we have created a field version of our CompStat crime mapping program which is available to our commanders. The field version is called "CompStat Lite." When the officers get in their cars and turn on the computer, they can get information about the crimes that occurred in their zone over a time frame they specify. So even if they've been off for a week, they can find out everything that happened while they were gone. This allows our field officers to both visually see the emerging and ongoing crime trends that are occurring within their assigned zone and better understand our District commanders' objectives.

Our officers also have to do what we call "Park, Walk, and Talk." Once they see the information about the recent crimes in their zone, they have to get out of their cars and talk with people in the neighborhood about the crimes, so they can follow up with the detectives and develop information for the CompStat meetings. The CompStat Lite program allows officers to see where "Park, Walk, and Talks" have been conducted and our officers are able to submit information gleaned during these directly to our Crime Analysis Unit through their in-car computers.

FRESNO LT. BURKE FARRAH:
Automated Report Writing Helps Produce
Current Crime Information for Everyone in the Department

We use our automated report-writing system to compile the previous night's crime every morning at 5 a.m. into a report we call "Crime View." So when our commanders log in at 7 a.m., they can see everything that's happened over the last 24 hours. It's also mapped. And the data, the maps, and the report are made available to everybody in our organization from the Chief to the cadets. We've had a couple of car theft rings busted by some very eager police cadets who want to make their bones.

We looked into real-time processing, but it would drain the network; I think as technology advances in the computer world, we'll be able to do that.

I think it's important to continue to push access to information down the chain. We have a whole generation of computer-savvy young cops who love nothing more than to dig around and see what they can find. So if we give them access to our data within the agency, access to probation and parole databases, they will solve their own problems if we give them the tools to do it.

We come from a model 20 years ago in which the crime analysts had all the information. They made the maps and plotted the information and told us what we needed to know. I'd rather have a couple of 23-year old cops come to work and say, "What are we going to get into today?" and pull up a crime map, start looking and seeing who's on probation or parole in the area, and then go out and look for the people committing these crimes.

INDIANAPOLIS PUBLIC SAFETY DIRECTOR FRANK STRAUB:
EMS and Hospital Officials Can Play a Role in CompStat

In my last job in White Plains, NY and now in Indianapolis, I have all of the public safety disciplines under me, police, fire, and EMS, for me what is fascinating is that we have a close relationship with the public health system through EMS and emergency management. And they use data modeling to track the spread of disease and infection.

For example, we have six major hospitals, and they have been able to link the emergency rooms in every one of them. So every day, they are exchanging information in real time about what types of patients are coming in, what types of medical problems they are presenting, etc. And they look at trends so they can reallocate EMS and public health services as an outbreak of disease happens, for example, and hopefully stop the spread of the disease. One of the hospitals does a lot of work with trauma, so every single patient who comes in with trauma related to violent crime, they're now talking to all the other hospitals to track what kind of gunshot injuries they're seeing, what kind of knife injuries, the caliber of the weapons, some of the causal factors.

They're looking at all this as a medical situation, largely for the purposes of reducing their costs. Is there a way for paramedics to intervene more aggressively in the street? And they're also looking at it in terms of what they can do to prevent these people from being repeat customers. So they're looking to us to do family interventions, gang interventions.

Wexler: Can you imagine having some kind of special CompStat meetings in which police meet with medical and EMS people?

Director Straub: I think we'll be seeing that soon. The head of the EMS Division, who is the head emergency room physician at one of the hospitals where a lot of this research is going on, and who developed this linkage to the other hospitals, will be attending our CompStat meetings—first, just to see what we're doing, and then to try to model some of his work with our work.

CAMDEN, NJ CHIEF SCOTT THOMSON:
CompStat Is Needed, Especially When a Department Has Been Cut in Half

Wexler: Scott, I think you may have about the hardest police job in the country right now. You used to have 380 officers, and because of severe budget cuts, suddenly you have half that number. You have former captains who are now lieutenants, lieutenants who are sergeants, sergeants who now are officers. You're out there on patrol yourself.

Can you still do CompStat under the working conditions you have?

Chief Thomson: It's crucial that we do. We've had to modify it for survival. We went from having CompStat once a week to…, well, essentially I have meetings every day now, both operational and investigative. When I say investigative, we meet every day at 10 a.m. with our county, state and federal partners—FBI, DEA, ATF, U.S. Marshals, State Police, county prosecutor, etc. We call that meeting "The Huddle," and obviously I can't run that in a traditional CompStat fashion, because if I become too demanding on my partners, I risk pushing them away. We ensure that our strategies, tactics and targets are consistent with the dynamic environment of the streets. We need CompStat, because after losing half the police department, everything we do has to be done with a force-multiplier type mentality—breaking down traditional organizational partitions and bringing partners to the table.

Wexler: You had 2 homicides last night. How many people will you be able to assign to investigate those homicides?

Chief Thomson: During the layoffs, I lost all of my homicide and narcotics detectives. Right now, the way we're getting by with our investigations is this: I took a quarter-million dollars in forfeiture money and secured 15,000 square feet of office space in the city. I was able to co-locate county, state, and federal partners with my agency under one roof. Remember, my ability to have an autonomous police department is gone. I essentially only have two or three detectives available for investigating murders and at one point we were averaging about 50 to 60 murders a year. Over the last two years, we were able to drop murders down into the 30s. But there still a violent crime volume that's difficult to keep up with, especially with half the police department gone.

One of the components that we focus on most intensely now from an operational standpoint is the management of time. We very rigorously enforce our calls for service policy. We only have a finite number of cops who are left on the street now, so our cops must perform efficiently and effectively so they can still have unobligated time to address the problems that matter most to our citizens, and not spend every minute responding to calls. We utilize our Automatic Vehicle Location as an accountability tool. Much like FedEx or UPS, there is a performance standard measured in both time and quality for every hour of an officer's day.

Please keep in mind with my layoffs, it's "last hired, first fired," so the most junior officer on my police force right now is a 14-year

veteran. It's an aging workforce. Only four of the remaining 198 cops are under the age of 40 and I'm still losing more officers through attrition following the layoffs.

But all things being considered, the wheels haven't fallen off the wagon, and we are relying on the CompStat model to help us through these challenging times. The things that get performed are the things that get measured. If we did not have CompStat in place and were not doing it on a daily basis, the results would have been disastrous by now.

LENEXA, KS CHIEF ELLEN HANSON:
CompStat Is Useful in Small Departments Too

We are a small department. In the old days, we all drank out of the same coffee pot, so we all knew what was going on in the city with crime, based on those daily contacts we all had with each other.

That's all different now; people have retired and now the vast majority of our officers have less than three years of experience. So they don't have the 20 or 25 years of institutional knowledge about where crime happens and who's doing it, and what are the vulnerable areas.

We see CompStat as an opportunity to make our officers more efficient and knowledgeable about our local crime patterns.

COLORADO SPRINGS, LT. MARK COMTE:
Our Intelligence-Led Policing Is Similar to CompStat

When I got PERF's CompStat survey that you sent to prepare for this meeting, I responded that we do not use CompStat. But as I listen to what everyone is saying here today, I realize that we use a lot of components of CompStat.

Last April, our Chief Rick Myers said he wanted to go to an intelligence-led policing model, and I was tasked with doing that research and standing up that team. In intelligence-led policing, we base our resource deployments on what our crime analysts and our intelligence come up with as a holistic picture of the crime environment in Colorado Springs.

We have had a culture of not sharing information throughout the organization. For example, our robbery detectives would do their investigations but not share the information with the rest of the department, with narcotics, the DEA task force, and some of the other federal agencies. We decided to try to bring a process together for all these entities within the organization and outside agencies to come together and share information about their open cases. And it's amazing how much information is out there.

For example, robbery detectives may be looking for a guy who did a bank robbery two weeks ago, and a patrolman's been looking at that same guy for selling dope on the corner, but they never shared their information before, because they never realized they were looking at the same person.

Through our Crime Analysis function—we have 8 full-time crime analysts in the organization—in the last month we've identified 4 suspects who have since been arrested, and between them, about 112 felony charges will be filed. When you look at 112 felony cases being cleared, if you can prevent that from occurring again in the next six months, that's going to have a significant impact on your crime rate.

Our team that gets together every 2 weeks is not the command staff; it's the first-line supervisors from all the entities within

the organization and our federal partners, because they have the best knowledge of what's going on in the city, and they have the biggest impact on how we're going to address those issues strategically and tactically. We meet with the command staff once a quarter, and they set the priorities for where the intelligence-led model should go, whether it's property crime, violent crime, motor vehicle theft, whatever it may be, based on the analysis that we gave them over the past quarter.

We've been in this model since December of last year, and we've been successful. It's not CompStat in the sense of promoting accountability, but our intelligence-led policing is about sharing information across the organization. And it's a holistic or team approach, in which everybody tries to bring everything they can to the table in all the cases we deal with.

DAYTONA BEACH, FL CHIEF MICHAEL CHITWOOD:
CompStat Can Include
Quality-of-Life Issues and Community Policing

Wexler: Sometimes people say that CompStat focuses heavily on serious crime, which often is not what people in the community seem to care about most. We've all heard the stories of police doing a great job and achieving big reductions in violent crime, and then they go to a community meeting and are surprised that what the residents want to talk about is abandoned cars and other quality-of-life issues, not the robberies and shootings. But Mike, you've addressed that issue, right?

Chief Chitwood: Yes, we started CompStat in 2006 when I came to Daytona Beach. We hold weekly CompStat meetings, and twice a month, they're public. All of the community groups come in and take part in it. And yes, we focus on the Part I crimes, but we also include code enforcement as part of it. So when the meeting turns to taking questions from the residents and they ask about the abandoned car, we have the people there to provide the answers. They explain what's being done about abandoned cars and overgrown grass—and how these issues can affect crime under the Broken Windows theory.

Obviously, these meetings are a "cleaned-up" version of CompStat; we're not going to talk about evidence we have in a serial killer case or anything like that. But people get to question us, and I think it helps present the police as truly being a part of the community.

The community involvement can be seen in our level of volunteerism, which is huge in Daytona Beach. I have a cold case squad made up of retired New York City and Philadelphia detectives who are going over my 100 cold cases. I have volunteers to man my front desk. And when these volunteers leave the CompStat meeting, they send a blast email out to all their members, saying things like, "Be on the lookout, here's what I discovered in CompStat: There's a burglar going through sliding glass doors. Please call the police to report anything suspicious or write a tag number down."

So I would say that CompStat also helps to embed us in the community.

RICHMOND, CHIEF CHRIS MAGNUS:
CompStat Helps
Uncover Systems Problems

I don't see CompStat as being in conflict with community policing. In fact, I don't know how you could divorce the two, at least in my city, because so much of the crime reduction is based on the partnerships you have with residents.

Like Mike does in Daytona, we bring in code enforcement people to our CompStat meetings, because it's critical. We have thousands of foreclosed properties, and that has a direct impact on the crime that's committed in the neighborhoods. And a lot of our crime involves high-school age young people. So if I don't have school resource officers and school and probation people in on the discussion, it's not going to be meaningful.

I have found that whatever the topic is that we're dealing with, typically there is some systems component that is not working right. There may be individual commanders, captains, lieutenants, or sergeants who are not on the job; that's a piece of it and we want to draw those problems out. But there's usually a bigger issue. We're not getting the help we should from a federal partner, for example; or the DA's office has a policy that's serving the rest of the county fine but is completely underserving our area. Or we have a practice in the department that's been going on for 10 or 20 years, and nobody has ever stopped and said, "This doesn't work. Why are we doing this?"

It's in the CompStat meetings that you start getting to the bottom of these things and can take steps to correct them.

Wexler: Chris, you have about 100,000 people in your city, and I know you have really turned crime around. How many homicides do you have?

Chief Magnus: Homicides have gone from 63 to 47 to 21, so we're going in the right direction.

TOPEKA, KS CHIEF RON MILLER:
Public CompStat Meetings Increase Confidence in the Police

Our weekly CompStat meetings include probation, parole, and other criminal justice partners. And on a quarterly basis we also have a big CompStat meeting where we invite community groups and the press and anyone else who is interested. And then at 6:30 that night, I repeat that entire process for people who work during the day. Obviously some of the details of particular crimes, suspects, and patterns cannot be discussed at the quarterly open meetings. But it raises participation and confidence in the Police Department.

NORTH CHARLESTON CHIEF JON ZUMALT:
CompStat and Trust-Building Must Be in Lockstep

North Charleston in 2006 was the 7th most violent city in the country, and trust in the Police Department was very low. So we had to go at it from two angles. I believe that crime-reduction and trust-building have to be in lockstep. Chuck [Wexler] came in and worked with us, and we learned CompStat from Garry McCarthy.

We're in our fifth year, and I'm still wowed by CompStat. Violence in North Charleston has been cut in half in four years, and this year it's already down another 22 percent, so I know it works. But as crime came down, the pendulum swung the other way on trust, and we started catching heat for our traffic stops. The conversation turned to whether the police were "profiling." So we had to work on what is called "Selling the Stop." You have to educate communities about why you are in the high-crime neighborhoods making a lot of stops. I invite people from the community to our CompStat meetings on a strategic basis. If I'm getting ready to go into a neighborhood with a heavy presence to reduce violent crime, I bring the neighborhood leaders in to CompStat and let them hear why we're coming in and what we're trying to accomplish, so they can understand it and spread the word.

What Are the Elements that Make for an Effective CompStat?

During the final session of the conference, Chuck Wexler asked participants to cite the factors that, in their experience, have been most important in CompStat's success:

MONTGOMERY COUNTY, MD
## ASSISTANT CHIEF WAYNE JERMAN:
Relentless Follow-Up Is Key

One key is relentless follow-up. Once a crime trend is identified, what is the commander doing about that trend? What resources are they moving to address the problem? And what sort of results has the commander obtained?

SALT LAKE CITY DEPUTY CHIEF MIKE BROWN:
Get the Crime Data to the Boots on the Street

What I'm taking away from this is that more important than identifying a crime trend is to have a plan. The numbers are not as important as having a strategy for dealing with the problems. And the other aspect is the importance of communicating your information to the boots on the street, the guys who are actually going to do the work.
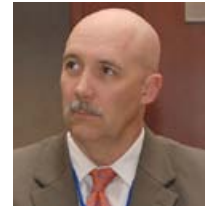
ST. LOUIS LT. COL. ANTOINETTE FILLA:
Coordinate with Neighboring Jurisdictions

CompStat is all about sharing information, but sometimes people are focused on their own precinct or area, and a captain may be interested in getting promoted and may not want to share his initiatives because someone else might do better with them. But in St. Louis we've gotten away from that; people understand that we're in the same boat and have the same goals and objectives, so we are sharing information about best practices and using them in other parts of the city.
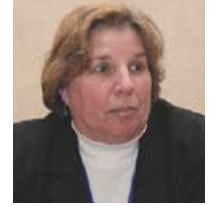
Another point that I'm taking away is that when I get back to St. Louis I'm going to try to get the municipalities around St. Louis to join in with CompStat. Some of them have their own CompStat; others do not. We've been very successful; Compstat has produced

NEW YORK CITY DEPUTY COMMISSIONER MIKE FARRELL:
Our Commanders' Crime Numbers Are Audited Twice a Year

Participants at the PERF conference discussed whether CompStat programs, which push commanders to solve crime problems and reduce crime levels, create an incentive for police to underreport crimes. New York Deputy Commissioner Mike Farrell described his department's extensive system for ensuring accurate crime statistics:

There's no perfect indicator in any social realm, whether it's education, health, the economy, or policing. For example, we know from the BJS crime surveys that reporting rates vary according to the type of crime, and reporting rates have varied over time. Yet we rely on indicators, so even though we know there are shortcomings, the challenge is to try to ensure the reliability of the statistics we are using.

In New York, particularly after the onset of CompStat, when it became clear that we were relying pretty heavily on crime statistics in a way that we hadn't before, we developed an internal capacity to audit and examine the crime reports in two separate units that are independent of the operational units. We have a Data Integrity Unit that looks at what is entered into the computers and checks for accuracy in the classification of crimes. And we also have a Quality Assurance Division, which does much more robust auditing.

Each of the operating commands—there are 76 precincts and with the Housing and Transit Police units, it's 97 units in total—are audited twice a year. The audits are not announced, and they are done on a random basis, but all of the units are covered in a six-month period, and our commanders are well aware that they're going to be audited twice a year. The Quality Assurance Division goes into a command, taking samples in 18 crime categories where there would be a likelihood of a misclassification. They get a sample of about 300 crimes, examine all of the documents attendant to the crimes, from the draft report hand-written by the police officer to everything that has been entered into the computer. In a good percentage of the cases, they call the complainant and determine whether what we have in the records is the way it happened—what happened, what was stolen, and so on.

In addition, any time there's an allegation of impropriety, those allegations are thoroughly investigated.

This auditing is expensive. We have about 40 people engaged full-time in our auditing process.

Wexler: *Do you find that sometimes there are unholy alliances between politicians or the unions and the news media? A candidate for mayor wants to manufacture an issue to run on against the incumbent, or the union wants to weaken the chief's position, so they say that crime is being underreported? And the news media are happy to get a story, and maybe they pay more attention to the allegations than to the explanations coming from the department?*

Commissioner Farrell: Well, the unavoidable reality is that in any organization, particularly large organizations, there will be people who will try to game the system. If you think for a moment that it's impossible or unlikely that anyone will try to somehow advance their own interests by falsifying the numbers, you're kidding yourself. It can happen. The question is whether you have a plan and resources and are taking steps so you will have a reasonably high level of confidence that if that happens, you're going to be able to detect it and take action.

Wexler: *There also are points where reasonable people disagree, aren't there? Where the legalistic interpretation may be different from the common-sense interpretation?*

Commissioner Farrell: Yes, very often the law is unclear. For example, one area is identity theft, where even the notion of "where did it happen" can be complicated. Personal identifying information is taken from a person who lives in one jurisdiction; the thief uses the information to purchase something on a computer in another jurisdiction; the item is delivered in a different jurisdiction.

There's a lot of this kind of complication in the crime reporting system. So we've come up with a crime classification reference guide—it's got about 20 pages just on identity theft—but it has examples that try to give the commanders guidance in areas where there can be legitimate disagreement. Even still, with all of this experience and all of the volume we deal with, we end up having debates—usually with a precinct commander who happens to be a lawyer [laughter]—and we have to say, "Look, when in doubt, we're upgrading it to the higher level."

double-digit reductions in crime for us. But I'm afraid we're pushing crime out to the suburbs, so I think we need to get with them and try to help them reduce the crime in their jurisdictions. If we push crime out there and they push it back, it's not really productive.

MILWAUKEE CAPT. TERRENCE GORDON:
We Must Be Accountable to the Public

We've had a version of CompStat since the late '90s. At the time, I was a police officer and a detective, and I can tell you it was in no way tied to the rest of the department's strategy. It was an opportunity for the chief to yell at the captains, and then they'd come back and tell us to put more people in a certain neighborhood.

But now with Chief Flynn we're at CompStat 4.1. My office prepares CompStat, and for us, CompStat needs to be more than just a snapshot of crime and performance measures for a period of time. We need to take that information and drive the department's future strategies from that. Focusing on the last 7 days or the last 28 days is great, but that conversation needs to drive strategy.

And we talk about accountability, but accountability to whom? To the chief? To the mayor? No, it's accountability to the people we talk about in our mission statement. If we keep that it mind, it won't get stale.

DALLAS ASSISTANT CHIEF VINCENT GOLBECK:
We Have Moved to Multiple CompStats

We've had CompStat since 2004. We used to have a centralized CompStat, but for 2011 we've moved to decentralized. Our CompStat meetings were heavily patrol-oriented; it was primarily the patrol commanders who had to come up with the responses on the tactics and strategies.

During those first six years, our patrol commanders became very attuned to problem-solving and working on current actionable intel. They've gotten very good at it, and CompStat does need to continue.

What we've done now is decentralize. The patrol commanders continue to have their weekly CompStat meetings at the divisional level, and we also have centralized CompStat meetings for the Investigations and Strategic Deployment Bureaus. So you have the gang unit and narcotics and vice now meeting on a weekly basis, talking intel. You have property crimes meeting weekly. We couldn't do all of that within a two-hour period.

Another issue I feel we need to look at for the future is bringing the community into it. We've done that a little bit, and I think we need to expand that. If you're getting torn up in an apartment complex, bring the property managers to one of your CompStat meetings.

ARLINGTON, TX ASSISTANT CHIEF WILL JOHNSON:
We Need Technology that
Pushes Information to Us Automatically

We've been doing CompStat since 1996. I think as a profession we have done a very good job measuring UCR crime and individual commanders' response to crime. But I think where we still have some room for improvement is in developing the performance metrics for the non-traditional areas, such as community engagement and problem-solving. How do you tell your story of crime prevention to your budget decision-makers? It's difficult to talk about a crime that never happened. We're responsible for all of it—UCR crime, quality of life, community engagement. So all of that needs to come into our CompStat model for accountability. As commanders we should be just as accountable for community engagement as we are for crime reduction. It all fits together.

The other thing I have taken away from this meeting is that disseminating tactical intelligence is key. We are data-rich in Arlington, but it takes time and energy to sit down in front of a terminal and run the crime reports. We need technology to push the tactical intelligence out to us automatically, so a sector commander gets a message on his Blackberry saying, "You just had three robberies within six blocks of each other."

HOUSTON CAPT. CHARLES DUNN:
We Map People as Well as Crime

In Houston we are focusing on turning data into actionable intelligence. As the commander for crime analysis, I've been working for the last nine months on mapping three things: We map emerging crime trends, historical hot spots, and we map people for the division commanders.

So if you've got a string of robberies that just happened in your area, I provide you with the wanted suspects in that area who may have a history of robbery, along with parolees, probationers, and the gang-bangers. The important thing is not just to give patrol commanders the crime data, but also the other tools they need to target a response.

Last year our violent crime went down by 12%, so we're getting there.

TAMPA ASSISTANT CHIEF JOHN BENNETT:
We Are Constantly Reinventing CompStat

We are going into our 9th year of CompStat, so we're concerned about hitting plateaus and are always looking to reinvent things.

We have a strategy called "Focus on Four." We look at robbery, burglary, B&E auto, and grand theft auto as having a "halo effect" on other offenses.

Like St. Louis, we saw some displacement of crime back and forth with neighboring jurisdictions, so we engaged in something that's like a virtual fusion. We have a 9 a.m. call every morning on intel, which is actually hosted by the Hillsborough County Sheriff's Office; everything that happened in the previous 24 hours goes on that call, to any agency that wants to call in—countywide. We also share our offender management that way.

And the final thing I'd like to mention is how you deploy around CompStat. This last year our Chief Jane Castor launched a deployment strategy that brought a plainclothes unit in between the officer and the detective, and now they work as a three-tier team, 24 hours a day, in high-speed investigations. We often close cases within a day, even on burglary and theft cases, and it's because of a high level of detail in our offender management. We are about "actionizing" information to a high-speed deployment.

LAS VEGAS DEPUTY CHIEF JOSEPH LOMBARDO:
Ask Follow-Up Questions About Issues from the Previous Meeting

We've had CompStat about 13 years, and I've been facilitating the process the last two years. I picked up on several key components today. One is communication to the lowest level, to check on whether the line officers get the message or not. Another thing I keyed in on was data integrity and the need for auditing the data. And the other key was follow-up; I need to make a point of asking follow-up questions about things I presented earlier. I think we tend to present a lot of issues in the CompStat meetings but then forget about some of them. And sometimes people in the meeting are just looking to get past that meeting and hope they don't get called on. [laughter]

ARLINGTON COUNTY, VA DEPUTY CHIEF DANIEL MURRAY:
Remember That Inputted Data May Be Poor

One thing I think we need to address is data accuracy—not just from an integrity perspective, but also in terms of correctness. We have some pretty elaborate records management systems, but if you look at them, much of the data that has been inputted is in pretty bad shape.

For example, if you run a criminal history, try to find the percentage of dispositions that you have. If we're going to expect to do things based on data, we need to have data that is accurate.

LOUISVILLE COL. YVETTE GENTRY:
We Map Officer Activity

One thing we do that's a little different is map officer activity. We map their self-initiated activity and compare it to where our crime is occurring. We have been doing this for about six months and it has been very helpful. We have found that our officers are busy, but they are not always focused on what our issues really are.

Sometimes they take the safe route; they want to go stop the 70-year-old woman and write a ticket because it gives them the stat. But they are not engaging the people who are responsible for committing crimes.

One thing I've learned from listening to the way other agencies address Compstat is that in Louisville we are too focused on patrol. I think our investigative units get a pass; we don't require them to give us much information, and we never challenge their clearance rate. We allow them to simply address the staff with basic information and they keep information on potential retaliations and suspect information really close to the vest.

Plan to Participate in PERF's Annual Meeting April 28–30 in Seattle

PERF's Annual Meeting is our "Main Event," in which all of our members are invited to come together to discuss the most pressing issues in policing. Following is a partial listing of topics for our 2011 Annual Meeting:

Are Police Pricing Themselves Out of the Market? As cities are systematically cutting their local police budgets, many are taking a close look at police pensions and benefits, and are looking at ways to re-engineer how they utilize resources. A "new normal" in policing is emerging. We will have several leading police chiefs, along with a police union president and a former city manager, to discuss the implications.

PERF vs. the ACLU: The Great Debate – It seems that every time we see a news article about a new type of policing technology or a new police strategy for reducing crime, the story includes a reaction from the American Civil Liberties Union. And more often than not, the ACLU reaction is "We oppose this" or "We have serious concerns."

While crime rates are at 20-year lows and police use of force has decreased significantly, the ACLU is challenging police agencies over stop-and-frisk policies, racial disparities, and the use of DNA and other technology. This session will include a lively, no-holds-barred debate between the ACLU and PERF.

Using CompStat to Improve Police Agency Performance – Seventeen years ago, CompStat was created in the New York City Police Department. Today, CompStat has been established in various forms in thousands of police agencies. PERF recently conducted a survey which found that a significant majority of PERF member agencies are using CompStat to reduce crime and to measure police performance. In this time of economic cutbacks, we are hearing that CompStat is more important than ever, because it's a force-multiplier that produces more efficiency in police operations.

Town Hall Meeting – At this 3½-hour open session, everyone is invited to raise issues that they would like to hear discussed by their fellow police leaders. The Town Hall Meeting is one of the most popular PERF events. Members tell us that they really get the pulse of the emerging trends and issues in policing when PERF members are given an open forum to describe what is happening in their departments. And we will announce PERF's 2011 Leadership Award and Gary P. Hayes Award winners at the Town Hall.

Police Foundations – The economic crisis has brought renewed interest in police foundations—nonprofit organizations that raise money to provide their local police with equipment and other assistance. Approximately two dozen U.S. cities have police foundations. This session will offer guidance on establishing or expanding a successful police foundation.

And More – Other sessions will address the tragic increases this year in the shootings of police officers; the growing interest in the concepts of police "legitimacy" and "procedural justice" and how they fit with community policing; and other matters. We will hear the latest news from the COPS Office and its Director, Bernard Melekian, and representatives of the Bureau of Justice Assistance and the National Institute of Justice will also be in attendance.

You'll also have an opportunity to catch up with your colleagues during a reception on Thursday evening at Wild Ginger, sponsored by Target.

To register, please visit the PERF website, www.policeforum.org. Hotel reservations can be made online here: http://www.starwood-meeting.com/StarGroupsWeb/res?id=1011231893&key=EB141. (The group rate is $159 per night.)

If you have questions, please contact Rebecca Neuburger at (202)454-8300 or Rneuburger@policeforum.org.

SUBJECT TO DEBATE

Police Leaders at PERF/BJA Meeting Discuss CompStat: Best Practices and Future Outlook

PAGE 1