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The Smart Prosecution Initiative in San Francisco Strategic Plan

Introduction

Through the Smart Prosecution Initiative (SPI), the San Francisco District Attorney's Office (SFDA) will use data and predictive analytics for strategic prosecution. The Crime Strategies Unit (CSU) and its research partner, Justice & Security Strategies, Inc. (JSS) will use analytic tools to make connections between criminal events, defendants, witnesses and victims that could facilitate more effective investigations, charging decisions, and ultimately case dispositions. Furthermore, CSU will develop prosecutorial criminal intelligence that can support SFDA goals to *prevent* crime and victimization. By integrating crime and other data with internal information, CSU will identify the individuals responsible for the majority of crime, the locations most affected by crime and the most vulnerable victims, and assist in directing prosecutorial resources accordingly.

This Strategic Plan lays out the goals, tasks, roles and responsibilities, performance measures, and timeline that will be implemented during a two-year period (June 2015 to May 2017).

Scope of the Project

The Smart Prosecution Initiative (SPI) is funded by the Bureau of Justice Assistance (BJA) and is designed to promote effective data-driven, research-based approaches to prosecution and prosecutor-led innovations and reforms.

The SFDA was awarded an SPI grant in October 2014 based on its application that emphasized the use of data, analytics, technology and people to understand and predict crime.

The SFDA created and established its Crime Strategies Unit (CSU) to implement Smart Prosecution. The newly formed Unit is comprised of a managing assistant district attorney (ADA), five Neighborhood Prosecutors (all of whom are ADAs), a District Attorney Investigator, and an analyst team. The analyst team is bifurcated into two divisions: the tactical and intelligence division, led by a National Guard Senior Master Sergeant, and supported by a National Guard analyst; and, the strategic and administrative division, led by a principal analyst, and supported by the Smart Prosecution strategy analyst and an administrative research analyst.

The Research Partner is Justice & Security Strategies, Inc. (JSS), a criminal justice consulting firm. JSS will assist CSU with problem identification, data validation, analysis of the problem, predictive analytics, and the evaluation of interventions.

As part of the CSU, Neighborhood Prosecutors are assigned to the City's ten police Districts (one to three districts per ADA). Each Neighborhood Prosecutor spends time outside of the office, at the police district stations, and working in the communities they serve. They attend a wide range of meetings, from resident and merchant groups to local Police Advisory Boards. Their role at these gatherings is to both inform and to become informed, and work closely with community members and law enforcement partners to develop public safety strategies to address the neighborhood's unique challenges.

CSU and JSS will strengthen all of these activities by providing Neighborhood Prosecutors with additional information about the hot spots, chronic offenders, and other issues that arise in the analyses. The neighborhood prosecutors will provide community input back to CSU.

Vision and Mission Statement

As an integral part of the San Francisco District Attorney's Office, the Crime Strategies

Unit follows the vision of District Attorney George Gascón:

"We are safer together when we remove barriers for victims of crime, work with the community to address neighborhood concerns, and provide services to our city's most vulnerable populations."

To achieve this vision, CSU has adopted the following Mission:

"To conceive, develop, and implement innovative strategies and programs that improve public safety through the efficient prevention, investigation, and prosecution of crime."

Goals and Tasks of the SFDA Smart Prosecution Initiative

Goal 1.

Reduce crime and victimization, increase public safety, and improve the quality of life for San Francisco residents by using proactive and preventive measures.

Goal 2.

Use data and analytics to enhance and drive decision-making within the San Francisco District Attorney's Office.

Goal 3.

Work collaboratively with other criminal justice agencies in the City and County of San Francisco to use data-driven approaches to crime reduction.

To achieve these goals, the CSU will implement the following tasks.

Task 1.

Create an internal structure to support a data-driven prosecution model

- ✓ CSU will use a team-based approach to manage its projects and people.

Task 2.

Obtain data and analytic tools to identify chronic crime locations and chronic offenders

- ✓ Data: SFPD crime and arrest data, SFDA DAMION, JUSTIS, and others
- ✓ Analytic tools: ArcGIS, STATA, other software
- ✓ Create crime maps and identify hot spots using Kernel Density analysis
- ✓ Within the hotspots conduct further analysis to determine root causes of crime

Task 3.

Identify specific problems and/or people that create social harm within San Francisco neighborhoods

Task 4.

Use research-based/evidence-based tactics and operations that appropriately deal with low-level, mid-level, and high-level locations and offenders

Task 5.

Implement appropriate methods to solve problems that create social harm.

Task 6.

Evaluate the methods used to solve problems. Answer questions about what worked and what didn't to inform future efforts.

Task 7.

Provide external training opportunities to CSU staff and prosecutors on data-driven techniques and problem-solving.

Roles and Responsibilities**Crime Strategies Unit**

- 1) The CSU Managing Attorney will set the overall strategy for the Smart Prosecution project and provide direction and expertise in implementing interventions
- 2) The CSU Principal Analyst, under the direction of the CSU Managing Attorney, will serve as project manager for the Smart Prosecution grant within SFDA, and the primary point of contact for JSS.
- 3) The Principal Analyst will work closely with JSS to identify and acquire appropriate databases for the project.
- 4) The Smart Prosecution Strategy Analyst, under the direction of the Principal Analyst, will work closely with JSS to validate data; and to identify chronic, hot spot locations of crime; chronic offenders; and chronic victims of crime using statistical tools.
- 5) The Neighborhood Prosecutors, under the direction of the CSU Managing Attorney, will assist in vetting identified targets and interventions, and implement interventions in their districts.
- 6) The Tactical and Intelligence Analyst Division will support the Neighborhood Prosecutors in gathering criminal intelligence, identifying targets, and developing operations. These analysts will also provide intelligence to JSS to achieve the goals of the Smart Prosecution grant.

Justice & Security Strategies, Inc.

- 1) JSS will assist CSU in identifying chronic, hot spot locations of crime; chronic offenders; and chronic victims of crime using statistical tools.
- 2) JSS will assist CSU in examining and validating appropriate databases for the project.
- 3) JSS will develop a specific predictive tool for CSU.
- 4) JSS will provide consultation and advice on data, software, hardware, and other technological needs of CSU.
- 5) JSS will conduct a process evaluation of the Smart Prosecution Initiative in the SFDA's Office. This will be a document that describes the way in which data and

analytics were used by CSU. If possible, an impact evaluation will be conducted that describes the outcomes of the project on crime and public safety.

- 6) JSS will develop, create, and tabulate measures for the process evaluation that are separate and apart from the performance measures requested by BJA.

Performance Measures

The Bureau of Justice Assistance (BJA) requires that the following performance measures be collected and reported on every six months (for periods covering January-June and July-December). BJA requests indicators that measure activities prior to grant funding (six months) and after the project begins:

- 1) Number of times data were collected;
- 2) Number of statistical analyses conducted; and
- 3) Number of research or evidence-based tools or solutions deployed.

BJA also requests information regarding:

- 1) Number of program tasks completed;
- 2) Number of new solutions employed; and
- 3) Number of new research-based initiatives.

Other performance measures are directly related to supporting and sustaining the SPI strategy:

- 1) Amount of non-grant dollars expended;
- 2) Hiring of new staff;
- 3) Adoption of new policies;
- 4) Adoption of new formal agreements;
- 5) Number of new partnerships; and
- 6) Number of briefings that promote evidence-based practices.

Benchmarking

Benchmarking refers to how CSU and JSS would compare to others who are doing similar things and strategies. In this case, we could compare ourselves to the Manhattan CSU model and/or other District Attorney Offices or Crime Strategies Units across the country.

Benchmarking could be done by examining and emulating the business processes of a model. In our case, we could use the problem-oriented policing model established by Herman Goldstein in 1991 for police agencies and used extensively in the Smart Policing Initiative. The steps in that process include Scanning, Analysis, Response, and Assessment.

More broadly, we could also look at models in the business world. For example, "Six Sigma" was developed by Motorola in the 1980s and adopted by Jack Welch at General Electric in the 1990s. This method includes DMAIC = Define, Measure, Analyze, Improve, and Control or DMADV = Define, Measure, Analyze, Design, and Verify (DMADV).

In any case, we would basically establish performance measures for the process that we follow, and for the goals and tasks that we undertake. Keeping track of the goals and tasks over time through a matrix would allow us to 'look back' periodically (quarterly) and assess where we are in our process. This should be done together, so that we agree upon the measures as a team.

Timeline

A timeline for implementation of this plan is attached.

