TORONTO

Comparison of New York City's Comstat System to the Toronto Police Service's Data Systems in Crime Prevention

Date:	March 15, 2007
To:	Executive Committee, City of Toronto
From:	Alok Mukherjee, Chair, Toronto Police Services Board
Reference Number	2006-05-J(22)

SUMMARY

The purpose of this report is to provide the Executive Committee with the Toronto Police Service's (TPS) response to the City of Toronto's request for a report regarding the comparison of New York City's Comstat system to the Toronto Police Service's data systems in crime prevention.

Financial Impact

There are no financial implications in regard to the receipt of this report.

ISSUE BACKGROUND

At its meeting held on February 16, 2007, the Toronto Police Services Board was in receipt of a report, dated January 4, 2007, from Chief of Police William Blair, containing the TPS's response to the City of Toronto's request for a report with respect to the comparison of New York City's Comstat system to the Toronto Police Service's data systems in crime prevention.

COMMENTS

The Board received the Chief's report and agreed to forward a copy to the City of Toronto Executive Committee for information.

A copy of Board Minute No. P80/07, in the form attached as Appendix "A", regarding this matter is provided for information.

Staff report for information on the comparison of New York City's Comstat system to the TPS's data systems in crime prevention.

CONTACT

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SIGNATURE

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Alok Mukherjee
Chair, Toronto Police Services Board

ATTACHMENT

Appendix A – Board Minute No. P80/07

A:city_rprt_data_systems.doc

Staff report for information on the comparison of New York City's Comstat system to the TPS's
data systems in crime prevention.

**THIS IS AN EXTRACT FROM THE MINUTES OF THE PUBLIC MEETING OF THE
TORONTO POLICE SERVICES BOARD HELD ON FEBRUARY 16, 2007**

#P80.   **RESPONSE TO THE CITY OF TORONTO REQUEST FOR A REPORT:
COMPARISON OF NEW YORK CITY'S COMSTAT SYSTEM TO THE
TORONTO POLICE SERVICE'S DATA SYSTEMS IN CRIME**

The Board was in receipt of the following report January 04, 2007 from William Blair, Chief of
Police:

Subject: RESPONSE TO CITY COUNCIL'S REQUEST FOR INFORMATION
COMPARING NEW YORK CITY'S COMSTAT SYSTEM TO THE
TORONTO POLICE SERVICE DATA SYSTEMS IN CRIME PREVENTION

Recommendation:

It is recommended that:

     (1)   the Board receive the following report; and
     (2)   the Board forward this report to the City's Policy and finance committee for
          information

Financial Implications:

There are no financial implications relating to the recommendations contained within this report.

Background/Purpose:

City Council at its meeting April 25 – 27, 2006, requested the Chief to report on comparisons
between New York City's Comstat systems and how the Toronto Police Service uses their
database systems in crime prevention. This request stems from Councillors Tompson's and
Pitfield's fact-finding trip to New York City to ascertain how that city was coping with urban
problems similar to those facing the City of Toronto (City Clerk's Office memo Ref.#2006-05-
J(22) refers).

Compstat Model:

The Compstat (**comp**uter **stat**istics) Model is a departure from traditional police management
practices. Its origins began as an accountability and quality control initiative for New York
City's Commissioner of Police. Compstat is a computer assisted process by which precinct
commanders are held accountable for issues under their respective areas of command.

Staff report for information on the comparison of New York City's Comstat system to the TPS's data
systems in crime prevention.

Compstat Process

Compstat personnel, under the direction of the Commissioner, capture and analyse statistical information issues that impact both operational and administrative proficiency. Regular meetings are then held where the Police Commissioner will question precinct commanders and support staff on various issues including the following areas:
- Crime & disorder
- Youth crime
- Narcotic investigations
- Auto theft
- Fugitive management
- Gun eradication
- Work performance
- Occurrence management – quality control
- Criminal investigations
- Cross precinct issues
- Personnel deployment
- Integrity testing

The Compstat meeting usually entails a 2 to 3 hour question and answer period. The Police Commissioner may include action items, recommendations and guidance as the case may be. The impact of the Compstat process is significant. Precinct commanders are more attentive to the mission of their Service and the day to day management of their command. As well, members of the precinct are well aware of the impact and implications of their individual contribution to the organization.

Toronto Police – NY Fact Finding Mission

In April, 2003, the Toronto Police Service sent a contingent of police and civilian personnel to New York City on a fact finding mission. The contingent consisted of eight (8) Toronto Police personnel including 1 Staff Superintendent, 2 Staff Sergeants, 3 Sergeants, 1 Constable and 1 civilian member. The primary purpose for the assignment was to examine the Compstat process and ascertain if it was feasible to apply the principles to a Toronto model. The contingent discovered that the Compstat process would be highly advantageous to the Toronto Police Service. As a result, the Toronto Police Service Analyst Support Section created the Executive Dashboard.

Executive Dashboard

The Executive Dashboard is Service-wide computerized overview and analysis of statistical information. It provides enhanced crime mapping and statistical charts and graphs, normally based on a three year comparison. It is published biweekly and is currently offered to executive officers in a PDF format. At the Senior Management Team Meeting (SMT), the Command, Staff

Superintendents and Directors discuss issues that arise from the report. The following is a list of topics currently captured on the Executive Dashboard.

- Crime Indictors (Year over Year)
- Vehicle Theft
- Occurrence reporting management
- Firearm Processing
- Calls for Service
- Shooting Calls for Service
- Gun Call events
- Collision Statistics
- Work Performance
- Corporate Initiative Statistics
- Budget Summaries and Expenditures
- Service Absenteeism

Statcom

In 2005, in response to a growing need, at the divisional level, for accurate and timely management information and a process to use it effectively, Central Field Planning, under the direction of then Staff Superintendent Kim Derry, undertook the creation of a comprehensive statistical, crime and disorder management tool and process similar to that of New York City Police Department's Compstat. The process and subsequent application named Statcom (**stat**istical **com**parison) was created and implemented across Central Field Command. It has now been installed across Divisional Policing Command.

Statcom Tool

The Statcom tool is a computerized program specifically designed to assist Divisional Unit Commanders with their unit responsibilities. While, the New York's Compstat process is dependant on labour-intensive, manual inputting of data, Toronto's Statcom tool has automated data delivery to ninety percent. The tool is interactive and functions as a proactive, predictive management tool, and, at the Deputy Chief's level, it reports across Divisional Policing Command. Moreover, for information sharing and transparency, each Divisional Unit Commander and Second in Command have full access to all statistical information captured.

Statcom Process

Statcom meetings are carried out biweekly and focus on the following topics:

- Work performance
- Enforcement
- Internal/External Complaints
- Budget and finance
- Advanced patrol training (APT)

Staff report for information on the comparison of New York City's Comstat system to the TPS's data systems in crime prevention.

- Occurrence management and Audits
- Gun violence reporting and compliance audit
- Unit staffing
- Video media recording feeds
- Calls for service
- Crime management strategies
- Crime trends and prevention strategies
- Service priorities reporting
- Family violence
- Emotional disturbed persons - compliance audits

As part of the process, throughout the year, Divisional Policing Unit Commanders participate in 2 to 3 crime conferences using the Statcom tool. These conferences are similar to the meetings in the New York City Police Department's Compstat model.

The Future

Currently, Statcom is only operational within Divisional Policing Command; however, as a result of interest from the other branches of the Service, a working group, representing a cross section of the major stakeholders within the Service, is tasked with creating a Service-wide tool. The Executive Dashboard's mandate will continue to expand. The process will become streamlined and strategically focused on the rapidly evolving needs of the Toronto Police Service.

Conclusion:

The Toronto Police Service currently has in place the Executive Dashboard and Statcom which compare favourability to the Compstat model. However, it is reasonable to assume that the Toronto Police Service has surpassed Compstat in areas such as data collection, retrieval and access at the unit level. Statcom and The Executive Dashboard reinforce managerial accountability through accurate, informative and timely information. The impact of these two programs serves as a testament to the quality of Service delivered to our communities.
Finally, it is important to note the Executive Dashboard and Statcom contribute to the Service's priorities, through the utilization of data and processes that ensure the efficient and effective use of operational and administrative resources.

Deputy Chief Kim Derry, Divisional Policing Command will be in attendance to answer any questions the Board might have.

The Board received the foregoing and agreed to provide a copy to the City of Toronto – Executive Committee for information.

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