

## In This Newsletter

The Strategies for Policing Innovation (SPI) team is excited to share updates from the SPI sites. This Spring 2020 newsletter welcomes the new FY 2019 sites and subject matter experts and dives into important issues in policing, such as collaborations between law enforcement and health care providers. It also recaps training and technical assistance (TTA) activities across the entire SPI, highlights a new SPI team member, and invites agencies to provide input into upcoming SPI workshops.

## Using Data: Being Efficient and Strategic with Agency Resources and Personnel During COVID-19

As agencies continue to respond to COVID-19, the Bureau of Justice Assistance (BJA) and the Strategies for Policing Innovation (SPI) team recognize the extraordinary efforts of agencies and officers to keep communities safe, from the perspectives of both crime and public health. The SPI Training and Technical Assistance team has collected examples of promising responses launched by SPI agencies to ensure the safety of officers while also limiting the spread of this highly communicable disease. These responses include maintaining social distancing, if possible, during interactions with the community; having shifts of 10 days on and 10 day offs to limit patrol interruptions in the event an officer tests positive for the virus; and deploying only one officer per squad car. However, these responses have stretched resources, requiring agencies to use overtime at an increased rate or to place officers from specialized units to support patrol.

Given that these responses may be the “new normal” for many agencies for the foreseeable future, BJA and the SPI team want to reinforce the importance of using data to identify and deploy available resources efficiently and effectively. BJA established the SPI in 2009 based on the need for agencies to be strategic about their approaches to crime and community issues. Using data is a key part of this approach, as it is the foundation of sound decision-making for SPI sites. Quality data enables an agency to identify and focus finite resources on the locations and/or people driving a community’s crime problems. It can also help identify individuals or communities needing extra support and crisis services, such as individuals with mental health needs issues or who are homeless. As



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agencies triage when and how to deploy a limited amount of resources and personnel, the use of data needs to be a key component of this process.

The effective use of data has guided 65 agencies in the development and implementation of their SPI initiatives. Below are three examples of SPI sites that have used data to inform their responses to crime and community outreach efficiently as well as increase the agency's capacity.

The **Glendale, Arizona**, Police Department's SPI has implemented a robust, problem-oriented policing initiative. Officers and crime analysts identified convenience store crime as the target problem, as these businesses had chronic issues with crime, placed a significant burden on police resources, and threatened the safety of both customers and employees. The Glendale SPI team pinpointed the top six generators of calls for service at specific convenience stores; several averaged more than 500 calls per year. The team developed a three-pronged response plan that included engagement with the convenience store leadership, crime prevention initiatives, and crime suppression efforts in and around these stores. The evaluation of the effort documented statistically significant reductions in calls for service at five of the six target stores—an overall 42 percent decline during the intervention. In addition, follow-up analysis of the sites almost three years after the initiative indicated that crime reduction continued at four of the six target stores. This is an example of data informing a focused SPI intervention to address crime efficiently and effectively.

In response to high local crime rates and calls for service, the **Brooklyn Park, Minnesota**, SPI site developed the ACT (Assets Coming Together to Take Action) initiative. ACT used a hot spot crime analysis to map recorded crime incidents at the street level. The map revealed that most crime was concentrated in areas of low-income public housing and low-rent apartments. The mixed land use, high density and heterogeneity of the population, and population turnover associated with these locations suggested a lack of collective efficacy (i.e., a group's shared belief in effecting change within their community) among those playing a factor in the crime rates. Under ACT, police officers worked on social cohesion, community building, and problem-solving strategies in these block-sized areas to improve trust and engagement with the community. For example, although residents were generally concerned about crime in their areas, collectively they wanted to address safety and disturbance issues that were contributing factors to crime, such as the large number of abandoned vehicles, speeding, and loud music. This type of data helped the agency implement specific, targeted strategies in various blocks to improve community engagement and address residents' concerns. These efforts reduced crime in targeted areas by double digits and transformed how the agency approaches community engagement at a deeply personalized level.



*Credit: Brooklyn Park Police Department*

Finally, the **Detroit, Michigan**, Police Department's SPI focused on violent crime reduction through a private-public partnership initiative called Project Greenlight. The initiative originated from data analysis indicating that about 25 percent of nighttime violent crimes occurred within 500 feet of a gas station. To address this issue, the police department initially partnered with eight local gas stations experiencing significant violent crimes. Local businesses paid for and installed high-quality video cameras that feed directly into the agency's real-time crime center, and the police department provided priority responses to calls for service to participating businesses. This approach has led to a significant reduction in crime with some cases being solved directly by camera footage from businesses participating in Greenlight—now totaling more than 500. Project Greenlight exemplifies how an agency can use data to identify and address a specific crime issue in a focused manner and develop a strategy that leverages local partners to limit capital expenditures and benefits both parties.

As agencies confront challenges related to COVID-19, it is important that they use data to create informed strategies and responses to crime and community outreach needs. Doing so will give them the ability to prioritize responses and available resources during this challenging time in a thoughtful and efficient way. If you or your agency is interested in learning more about this SPI principle, how SPI sites have integrated it into agency practice, or how to connect with a particular SPI site on this topic, please visit the SPI website ([www.strategiesforpolicinginnovation.com](http://www.strategiesforpolicinginnovation.com)) or reach out to [spi@cna.org](mailto:spi@cna.org).



Credit: Detroit Police Department

### Staff Spotlight: Monique Jenkins

The SPI welcomes Monique Jenkins to the TTA team. Ms. Jenkins joined CNA's Institute for Public Research in November 2019 as a research specialist. She supports several criminal justice projects, including serving as an analyst for the SPI initiative.

In this role, she will help SPI sites develop and implement their SPI initiatives, coordinate TTA for the sites, and support SPI dissemination. Prior to joining CNA, Monique worked with the National Alliance on Mental Illness (NAMI) and the International Centre for Missing and Exploited Children (ICMEC).

About her role with SPI, Ms. Jenkins says, "I work directly with four sites, and each project is unique. I'm so excited to be a part of such an innovative and impactful initiative." In addition to her work on SPI, Ms. Jenkins also serves as an analyst for one National Public Safety Partnership site, three Justice Reinvestment Initiative sites, and a cadre of Body-Worn Camera Training and Technical Assistance sites. Ms. Jenkins also contributes to several other criminal justice projects.

Before joining CNA, Ms. Jenkins completed her master's degree in forensic psychology at the George Washington University, focusing on juvenile justice.



## Recently Released SPI Final Report

### Miami, Florida

In collaboration with Florida International University, the Miami Police Department participated in the SPI FY 2014 cohort. The grant enhanced and improved the Miami Police Department's analytical capacity, including solidifying their relationship with Florida International University. Over their three years in the initiative, the Miami Police Department improved their analytical capacity through their SPI efforts. To learn more about this site, please see the final report below. To learn more about the site and read the final report, check out the site's SPI profile [here](#).

## Law Enforcement-Healthcare Provider Collaborations in SPI

By: Emma Wohl

As law enforcement agencies across the country respond to the challenges of COVID-19, the Bureau of Justice Assistance (BJA) Strategies for Policing Innovation (SPI) program recognizes the multifaceted role that law enforcement officers play in their communities and the value of collaborating with healthcare providers. For example, the Atlanta, Georgia SPI collaborates with a local hospital to address gun violence using community outreach officers and analysis of jointly shared anonymous data on incidents of violent crime. As a result of this collaboration and the regular interactions between the Atlanta Police Department and the hospital, the SPI team is now actively examining how they can leverage this relationship to address increases in calls for service related to domestic violence and other crimes related to COVID-19. The goal is to provide comprehensive support to their community from both a law enforcement and health perspective.

In addition to this example, law enforcement/healthcare collaborations can take several forms, including crisis intervention teams (CIT), co-responder teams, mobile crisis teams, case management teams, and crisis stabilization centers.<sup>1</sup> Several SPI sites have implemented projects that pair officers with mental or behavioral health providers in order to tackle the challenges of mental health, substance abuse, and overdose. These collaborations provide a variety of benefits, including:

- Ensuring officers act in their trained capacity, not as health care providers
- Reducing officer time spent on mental health- or substance abuse-related calls for service<sup>2</sup>
- Potentially reducing uses of force and unfavorable outcomes for community members and officers<sup>2</sup>
- Reducing future calls for service, thus freeing officers up for other work and community engagement<sup>2</sup>
- Building knowledge among officers regarding substance use disorders and mental health issues<sup>3</sup>
- Increasing the utilization of available programs and resources by supported populations<sup>2</sup>

Below are some examples of SPI initiatives that partner with various healthcare providers that exemplify collaboration.

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<sup>1</sup> Amber Widgery, Increasing Collaboration Between Police and Mental Health Professionals, The NCSL Blog, December 17, <https://www.ncsl.org/blog/2019/12/17/increasing-collaboration-between-police-and-mental-health-professionals.aspx>

<sup>2</sup> Learning About Police-Mental Health Collaboration Programs, Police Mental Health Collaboration, <https://pmhctoolkit.bja.gov/learning>

<sup>3</sup> PATH Grantee Promotes Partnerships With Police, Substance Abuse and Mental Health Services Administration, <https://www.samhsa.gov/homelessness-programs-resources/hpr-resources/partnerships-police>

The **Pinellas County, Florida; Lowell, Massachusetts; Providence, Rhode Island; and Roanoke County, Virginia**, SPI sites have all developed these types of collaborations to address health-related issues in their communities. Each of these sites has experienced successes and challenges while developing and implementing their SPI initiatives. The SPI TTA team will work with these agencies to consolidate lessons learned that could inform best practices for law enforcement when collaborating on health-related issues. Stay tuned for more information and resources on this topic.

To respond to individuals with behavioral health issues, the **Pinellas County, Florida, SPI** site paired officers with a Navigator (a mental health clinician) to offer services to individuals. This approach aimed to reduce calls for service and the need for emergency services. An evaluation found that this continued outreach and support approach has reduced calls for service and involuntary commitments among participating community members and has increased access to services and health insurance for participants. Read the final report [here](#).

The **Lowell, Massachusetts, SPI** site developed the Lowell Community Opioid Outreach Program (CO-OP), which comprises members of the Lowell Fire Department, Lowell Health Department, Lowell House Recovery and Addiction Treatment, Lowell Police Department, and Trinity Emergency Medical Services. CO-OP provides outreach to victims of opioid overdoses. According to CO-OP team members, this approach promotes greater collaboration among emergency service and health service providers and allows them to better serve more community members. Learn more [here](#).

The **Providence, Rhode Island, SPI** site formed a Behavioral Health Response Team that aims to divert individuals with behavioral health needs into appropriate treatment settings and/or case management. The team consists of a clinician, two case managers, and eight dedicated police officers. The project aims to reduce arrests and emergency services utilization for offenders with behavioral health needs, increase access to comprehensive case management for offenders with behavioral health needs, and increase law enforcement capacity to effectively respond to individuals with chronic substance use and/or mental health problems. Learn more [here](#).

The **Roanoke County, Virginia, SPI** site implemented an initiative to give officers access to mental health providers who can assist with calls for service. The program evaluation ultimately found few statistically significant reductions in calls for service, likely because few community members took advantage of the services offered to them. However, Roanoke County Police Department officers and command staff viewed the program positively and felt that the approach reduced the length of mental health-related calls for service, the reoccurrence of mental health-related calls for service, and officer stress. Additionally, officers felt the program was effective at connecting community members to officers. However, the partnering mental health provider expressed frustration that few individuals entered and remained in treatment. Learn more [here](#).

As more law enforcement agencies implement this officer-health provider approach, we will better understand successful strategies for this kind of collaboration as well as the benefits. SPI continues to support collaboration between law enforcement and other agencies to implement promising and evidence-based practices. To learn more about officer-health provider collaborations or other SPI projects, contact [spi@cna.org](mailto:spi@cna.org).

## SPI Subject Matter Expert Workshop




The SPI TTA team is ready to support SPI agencies across the country. In preparation for welcoming new SPI sites, BJA and the SPI TTA team gathered in January 2020 to reflect on the progress, challenges, and opportunities of SPI TTA. New SMEs discussed how they plan to support new FY 2019 sites based on their experiences in the field, and veteran SMEs provided their strategies for engaging with sites, helping them achieve success, and reporting on progress and activities. The workshop emphasized key SPI principles to integrate into TTA and focused on improving TTA for sites going into a new award cycle.







Key takeaways from the workshop included:





- **SPI sites remain at the cutting edge of innovation in law enforcement; however, innovation is not limited to trying a never-before-implemented intervention.** Innovation can mean adapting an approach to a new crime context or customizing it to a different agency size. It can also mean scaling up an intervention to more areas of a community. Framing innovation in this way is important to help sites leverage the lessons learned from fellow SPI sites and agencies across the country that have developed and implemented similar initiatives. SPI sites are not alone in their initiatives, and BJA and the TTA team will support these sites every step of the way.
- **SPI sites experience common challenges during their three-year engagements, regardless of topic area or type of crime addressed.** Some challenges include building support for an initiative in the community and within an agency, identifying appropriate outcomes for an initiative, and leadership transition on a project team. For example, SPI sites typically engage motivated officers who are driven to implement sustainable change within an agency. Because of their dedication to excellence, these officers often get promoted or assume more responsibilities in their agency, leading to transition on an SPI team. It is vital for SPI sites to have documents and resources, including their Action Plan, to ensure smooth transitions.

## SPI Welcomes 2019 Sites

The BJA SPI program is pleased to announce that 11 new SPI sites joined our community of practice in 2019: Anniston, Alabama; Baton Rouge, Louisiana; Hallandale Beach, Florida; Houston, Texas; Memphis, Tennessee; the Washington, DC, Metropolitan Police Department; Miami, Florida; Phoenix, Arizona; Roanoke, Virginia; Saginaw, Michigan; and Salisbury, North Carolina. These sites will focus on addressing gun violence, violent crime, and human trafficking. Check out our [website](#) to learn about all the new FY 2019 sites!

Site	Site collaborators	Targeted problem	Site strategies
<b>Anniston, Alabama</b> 	<ul style="list-style-type: none"> <li>• Anniston Police Department</li> <li>• Jacksonville State University</li> </ul>	<ul style="list-style-type: none"> <li>• Part I Property Crimes, Detection of Offenders, Property Crime Clearance Rates</li> </ul>	<ul style="list-style-type: none"> <li>• Hot Spots Policing with Technology Integration</li> <li>• Media Campaign</li> </ul>

Site	Site collaborators	Targeted problem	Site strategies
<b>Baton Rouge, Louisiana</b> 	<ul style="list-style-type: none"> <li>Baton Rouge Police Department</li> <li>Envisage Research and Analytics, LLC</li> </ul>	<ul style="list-style-type: none"> <li>Violent Crime and Community Relations Enhancement</li> </ul>	<ul style="list-style-type: none"> <li>Risk Terrain Modeling</li> <li>Social Media Analysis</li> </ul>
<b>Hallandale Beach, Florida</b> 	<ul style="list-style-type: none"> <li>Hallandale Beach Police Department</li> <li>Florida International University Department of Public Policy and Administration</li> </ul>	<ul style="list-style-type: none"> <li>Gun and Violent Crime</li> </ul>	<ul style="list-style-type: none"> <li>Community Policing</li> <li>Technology Implementation</li> </ul>
<b>Houston, Texas</b> 	<ul style="list-style-type: none"> <li>Houston Police Department</li> </ul>	<ul style="list-style-type: none"> <li>Human Trafficking and Violent Crime</li> </ul>	<ul style="list-style-type: none"> <li>Technological Innovation</li> </ul>
<b>Memphis, Tennessee</b> 	<ul style="list-style-type: none"> <li>Memphis Police Department</li> <li>University of Memphis</li> </ul>	<ul style="list-style-type: none"> <li>Gun Crime</li> </ul>	<ul style="list-style-type: none"> <li>Technological Innovation</li> </ul>
<b>Metropolitan Police Department</b> 	<ul style="list-style-type: none"> <li>Washington, DC, Metropolitan Police Department</li> <li>The Lab at DC</li> </ul>	<ul style="list-style-type: none"> <li>Violent Crime and Gun Crime</li> </ul>	<ul style="list-style-type: none"> <li>Community-Oriented Policing Strategies</li> </ul>
<b>Miami, Florida</b> 	<ul style="list-style-type: none"> <li>Miami Police Department</li> <li>Florida International University</li> </ul>	<ul style="list-style-type: none"> <li>Gun Crime and Violent Crime</li> </ul>	<ul style="list-style-type: none"> <li>Technological Implementation, Data Analysis</li> </ul>

Site	Site collaborators	Targeted problem	Site strategies
<b>Phoenix, Arizona</b> 	<ul style="list-style-type: none"> <li>Phoenix Police Department</li> <li>Arizona State University's Center for Violence Prevention and Community Safety</li> </ul>	<ul style="list-style-type: none"> <li>Gun Crime</li> </ul>	<ul style="list-style-type: none"> <li>Technological Innovation</li> </ul>
<b>Roanoke, Virginia</b> 	<ul style="list-style-type: none"> <li>Roanoke City Police Department</li> <li>Center for Police Practice, Policy and Research, Radford University</li> </ul>	<ul style="list-style-type: none"> <li>Violent and Gun-Related Crime</li> </ul>	<ul style="list-style-type: none"> <li>Offender-Focused Strategies</li> </ul>
<b>Saginaw, Michigan</b> 	<ul style="list-style-type: none"> <li>Saginaw Police Department</li> <li>Michigan State University</li> </ul>	<ul style="list-style-type: none"> <li>Violent Crime</li> </ul>	<ul style="list-style-type: none"> <li>Community Policing</li> <li>Problem-Oriented Policing</li> <li>Focused Deterrence</li> </ul>
<b>Salisbury, North Carolina</b> 	<ul style="list-style-type: none"> <li>Salisbury Police Department</li> <li>IDEA Analytics</li> </ul>	<ul style="list-style-type: none"> <li>Responding to Precipitous Increased to Crime</li> </ul>	<ul style="list-style-type: none"> <li>Violence Reduction and Technology</li> </ul>



## SPI Welcomes New Subject Matter Experts

The BJA SPI program is pleased to announce that four new subject matter experts are joining our SPI team: Emily Blackburn, Heather Perez, Joe Balles, and Rodney Monroe. These experts will support our new FY 2019 sites throughout their three-year engagements. Welcome to the team! To read more about the experiences of these new SMEs and learn more about all of our SMEs, check out our [website](#).

	<p><b><u>Emily Blackburn</u></b></p> <p><b>SPI Site:</b> Baton Rouge, Louisiana</p> <p><b>Areas of Expertise:</b> Technology &amp; Crime Analysis</p>		<p><b><u>Heather Perez</u></b></p> <p><b>SPI Site:</b> Memphis, Tennessee</p> <p><b>Areas of Expertise:</b> Gun Violence &amp; Open Air Drug Markets</p>
	<p><b><u>Joe Balles</u></b></p> <p><b>SPI Site:</b> Roanoke, Virginia</p> <p><b>Areas of Expertise:</b> Cross-Discipline Initiatives &amp; Opioid Epidemic</p>		<p><b><u>Chief (ret.) Rodney Monroe</u></b></p> <p><b>SPI Sites:</b> Salisbury, North Carolina, &amp; Metropolitan (DC) Police Department</p> <p><b>Areas of Expertise:</b> Leadership &amp; 21st Century Policing</p>

## 2020 SPI Workshops

As a reminder, SPI will offer workshops in 2020 based on the needs of current SPI sites. Given the current health pandemic, the SPI TTA team will either hold these workshops virtually or when in-person activities can safely resume. SPI teams are encouraged to talk to their subject experts and analysts about any topics of interest. The SPI TTA team will take into account areas of interest and suggested topics when developing SPI workshops. These workshops provide a unique opportunity for SPI sites to meet, discuss, and exchange ideas on pressing or emerging needs within policing. The workshops also allow SPI teams to connect with partners and further develop goals, strategies, and priorities of their SPI project. Read about past SPI regional meetings and workshops [here](#).



## SPI Training and Technical Assistance (TTA) activities

**Atlanta, Georgia:** On December 16, 2019, the Atlanta SPI participated in a follow-up call about the TTA on collective efficacy delivered by Craig Uchida and Shellie Solomon. During the call, the Atlanta SPI discussed their efforts to build collective efficacy, including hosting a food drive, attending community meetings, and passing out packages of toiletries and necessities. The Atlanta SPI feels they are making inroads with the community. The TTA providers were impressed by the Atlanta SPI's efforts to build collective efficacy and suggested other activities to pursue. Learn more about the site here, and check out the most recent Quarterly Newsletter to learn about the collective efficacy training they recently received.

**Los Angeles, California:** On January 22, 2020, the SPI TTA team conducted a site visit with the Los Angeles Police Department (LAPD), which included tours of the LAPD Homicide Library, the South Bureau Homicide Division, and the South Bureau. The TTA team learned about the Homicide Library's organizational structure and process for receiving and cataloging murder books. The LAPD South Bureau Homicide Division (SBHD) covers approximately 1,012 street miles and 57.6 square miles consisting of four geographic areas: Southwest Area, 77th Street Area, Southeast Area, and Harbor Area. South Bureau has a population of roughly 640,000 people and includes several well-known Los Angeles landmarks, including the University of Southern California, the Harbor Gateway, the Port of Los Angeles, and the Exposition Park Museums. The TTA team toured several historically violent areas, including Watts Towers, Nickerson Gardens, Imperial Gardens, and Jordan Downs, as well as the site of the high-profile Nipsy Hustle murder. Learn more about the site here and check out the most recent Quarterly Newsletter to learn more about their Homicide Library grand opening!

## About Us

SPI is a collaborative effort by the Bureau of Justice Assistance (BJA), CNA, state and local law enforcement agencies, and researchers. It assists agencies with identifying innovative and evidence-based solutions to use in effectively and efficiently tackling chronic crime problems in their jurisdictions. As always, feel free to share your thoughts and experiences with us at [SPI@cna.org](mailto:SPI@cna.org). You can sign up for the SPI mailing list online at <http://bit.ly/1M6qLhP>.