Welcome to the Strategies for Policing Innovation (SPI) Virtual National Meeting

Day 1

January 27, 2021
12:30 – 5:00 p.m. ET

Before We Begin – Platforms for National Meeting

- Whova Event Platform:

  - https://whova.com/portal/webapp/spinm_202101/

- Standing Zoom Link for Day 1:

  - https://cnaorg.zoomgov.com/j/1607169821?pwd=ZIBsSnFCdmZkUWZ4QU5kb1JWaENiQT09

Welcome and Overview of Agenda

January 27, 2021
1:00–1:30 p.m.

Kristen Mahoney, Acting Director, Bureau of Justice Assistance (BJA)
Dr. James "Chip" R. Coldren, Jr., SPI Training and Technical Assistance (TTA) Co-Director

BJA Opening Remarks

SPI Practices

- Establish or expand evidence-based programming in police agencies to increase their ability to effectively and sustainably prevent and respond to crime.

- Foster effective and consistent collaborations within police agencies, with external agencies, with research partners, and with the communities in which they serve.

- Use technology, intelligence, and data in innovative ways that enable police agencies to focus resources on the people and places associated with high concentrations of criminal behavior and crime.

- Advance the state of policing practice and science for the benefit of the entire field.

Meeting Goals

- Dialogue with SPI leadership and fellow sites.

- Hear from successful SPI sites, and from sites at various stages of implementation.

- Focus on core SPI practices of sustainability, analysis, technology, and collaboration.

- Share and discuss current policing challenges.

- Build the SPI community of practice.

Agenda Overview – January 27

- Keynote: Leveraging an SPI for Organizational Change

- Plenary Session: Operationalizing SPI Principles into Agency Practice

- Breakout: Problem-Solving Through Innovation
  - Sustaining Evidence-Based Practices
  - Strategic Planning for Technology
  - Community Engagement During COVID

- Closing Remarks

Keynote: Leveraging an SPI for Organizational Change
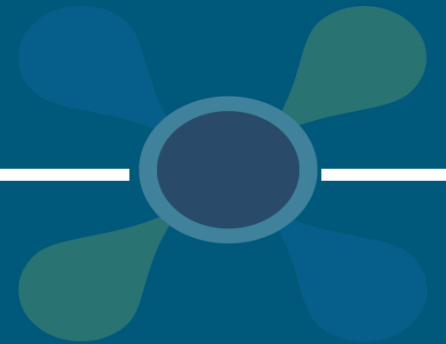
January 27, 2021
1:30–2:30 p.m.

Strategies for Policing Innovation

CNA ANALYSIS & SOLUTIONS

Chief (ret.) William Taylor, Lowell, Massachusetts, Police Department

Chip Coldren, SPI TTA Co-Director

Video Transition

Break

2:30 – 2:40 p.m.

Plenary Session: Operationalizing SPI Principles into Agency Practice

January 27, 2021
2:40 – 4:00 p.m.

Strategies for Policing Innovation

CNA ANALYSIS & SOLUTIONS

Atlanta, Georgia; Brighton/Commerce City, Colorado; St. Louis, Missouri; and Providence, Rhode Island, SPI Sites
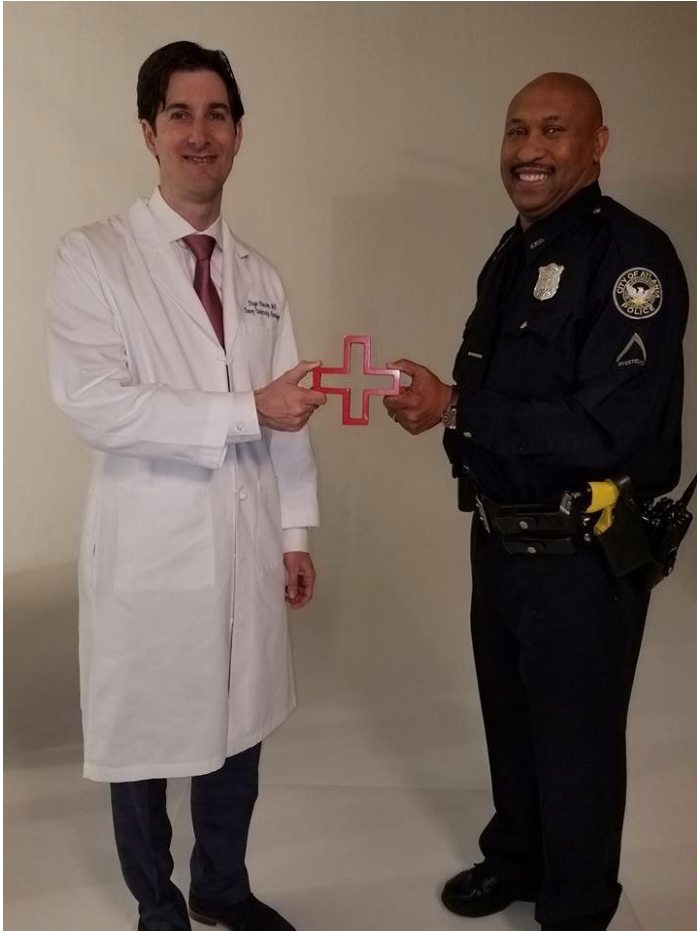
Jasmine Moore, Project Coordinator, Grady Memorial Hospital

Shila Hawk, Research Partner, Applied Research Services, Inc.

January 27, 2021

Background and Context

City of Atlanta

- 500K population within 6 mi metro area

- Atlanta Police Department (APD)
  - Acting Chief Bryant (third since SPI award)
  - Approx. 1.7K officers (2K authorized force = largest PD in GA)
  - 137 sq mi jurisdiction (crime concentrated in 2 of 7 zones)

- Grady Memorial Hospital (Grady)
 - Largest hospital, busiest level-1 trauma center

**While crime rates decreased,
Atlanta residents' risk of being assaulted with a gun increased.**

Background and Context

**65% increase in shooting victimizations in 5 years**

- Increase in crimes with guns, gun seizures, stolen guns, shots fired, persons shot calls, shooting incidents, hospital visits, and admissions
- 90% of victims were African Americans
  - Living within 4 zip codes

- Police and physicians siloed information and responses
  - Gaps in violent injury data (partial reporting)
  - Recurrent and retaliatory shootings
    - 45% chance of re-injury within 5 years
    - Increased likelihood to commit an act of violence

- To investigate and treat shootings costs billions
  - Public health cost to communities
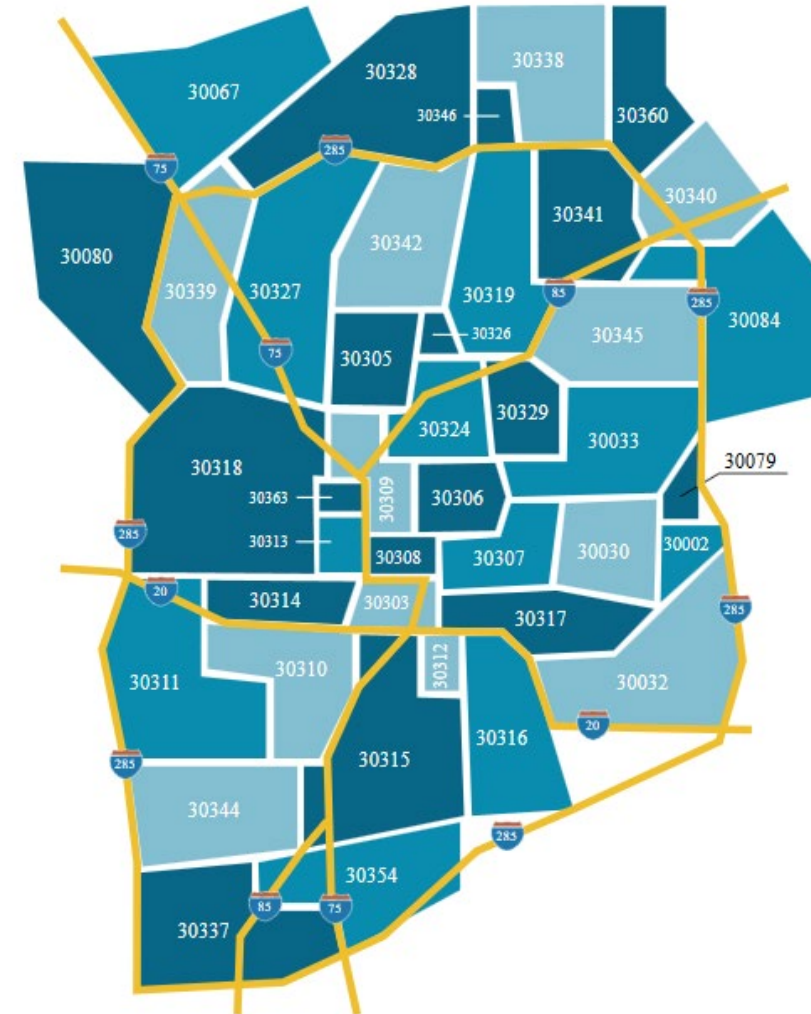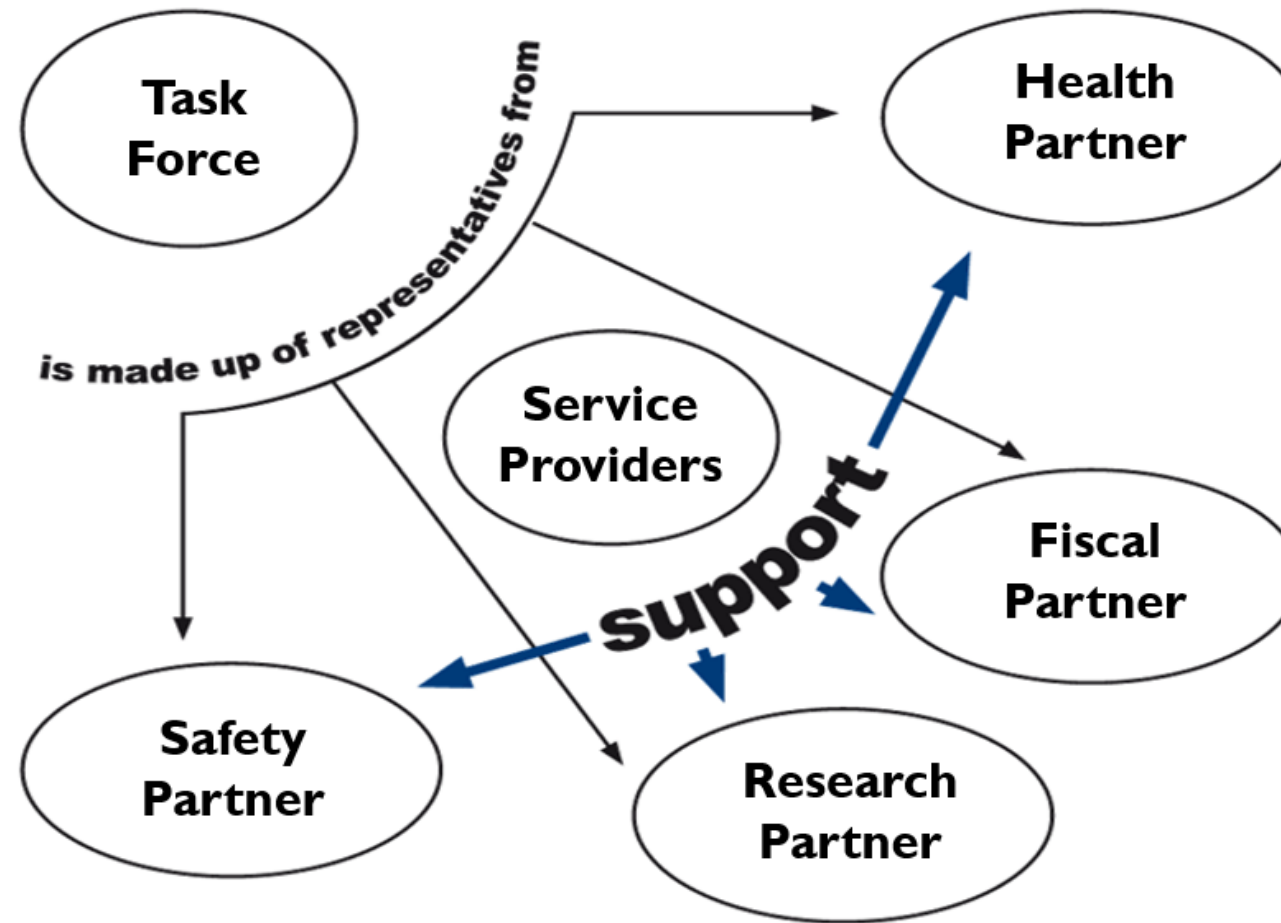
Public Health Approach

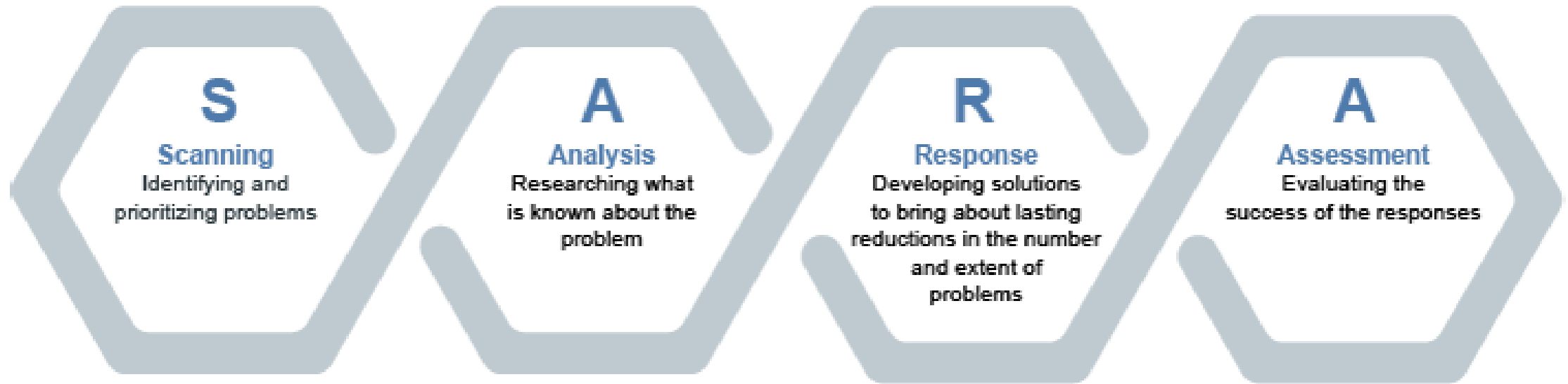- Socioecological Strategy to reduce **Firearm** (repeat) **Violence**
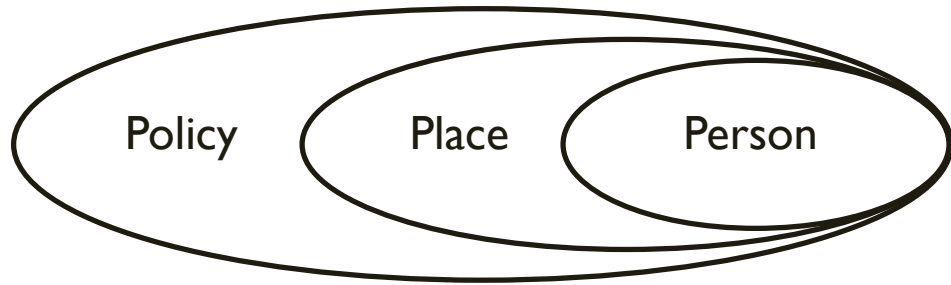
» Person: Crisis intervention, mentoring, and wraparound services

» Place: Focused community-oriented police (address disorder, work with residents, cool tempers)

» Policy: Evidence-based and data-driven decision-making and sharing

Approach: Continuous Review and Modification

S
Scanning
Identifying and prioritizing problems

A
Analysis
Researching what is known about the problem

R
Response
Developing solutions to bring about lasting reductions in the number and extent of problems

A
Assessment
Evaluating the success of the responses

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Considerations for an Evolving Approach

Evidence-based practices → evaluations, peer exchange, adaptability, and readiness assessment

- Fit to people and place; expand information-sharing; build capacity, understanding, buy-in, and partnerships

Community → windshield and resident surveys, forums, resource network, messaging, and transparency

Surveillance → RMS, CAD/CFS, Maps, officer feedback, shift reports, outside sources

- Hotlines, HHS/DPH/CDC, hospital, Census, schools, corrections (don't delay: might require MOU, DTAs, etc.)
- Set baselines, then compare via multiple measures, visualizations, calculations, and possible inferences

Progress → fidelity tools, protocol tests, pilot, document and collaboration reviews, questionnaires, open-dialog meetings, working groups

Strategies for
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Outcomes and Successes

Outreach

- Developed cross-agency collaboration
- Built sustainable partnerships
- Provided resources and supplies
- Improved police-community relations
- Enhanced communication and messaging

Education

- Used technology, intelligence, and data in innovative ways
- Integrated reporting, information-sharing, and trainings

Research and Best Practice

- Contributed to the literature and network
- Informed future programming at the community and hospital level

Outcomes and Successes, cont.

"Officer Blackman is a familiar face. People recognize him in the community. ...They ask for him. They look forward to his being on the property. ...We know we can count on him. "

Lessons Learned and Insights

- Be flexible, accountable, and consistent.

- Listen for "outside of the box" ideas.

  – But, watch for scope creep and changing roles.

- Clearly define leadership and decision-making.

  – You will have turnover, so plan for it.

- Set realistic expectations and assume good faith.

- Consider deadlines carefully (often takes longer than expected).

  – Also, take the necessary time to get it right.

- Ask and allow for Research Partner and TTA support.

- Integrate technology, documentation, and communication at every step.

  – Automate and systematize as much as possible.

- Relationships and communication matter.

  – Appreciation and respect go a long way.

  – Enthusiasm and pessimism are contagious.

- There is always more to learn.

- Celebrate all successes.

  – With supporting data.

Jasmine Moore: jusher@gmh.edu

Shila Hawk: shawk@ars-corp.com
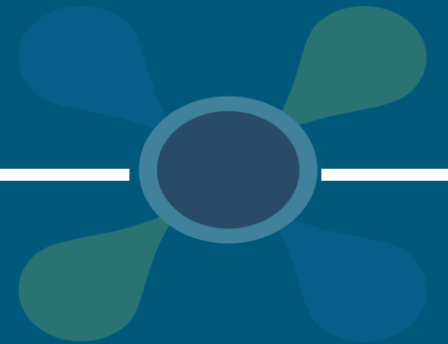
Sexual Assault Task Force
SPI Annual Meeting 2021

Deputy Chief Greg Sadar
Kim Messina
Dr. Lisa Ingarfield

Introductions

- Deputy Chief Greg Sadar, Commerce City Police Department

- Kim Messina, Victim Services Manager, Brighton and Commerce City Police Departments

- Lisa Ingarfield, Project Researcher

Background and Context

- Commerce City/Brighton Police Departments:
  - Combined ~196 sworn officers, population ~106,000
  - Adjacent jurisdiction, shared units such as Victim Services, SWAT, and a combined North Metro Drug Task Force
  - Both cities conducted internal audits on their sexual assault response
    - Findings revealed investigative deficits
  - Both cities implemented "You Have Options Program"

Development of SATF Model

- Sexual assault is an ongoing issue requiring specialized attention
- Neither city had the resources to implement a sex crimes unit
- Other examples of multi-jurisdictional taskforces for other crimes
- Decision made to pilot a cross-jurisdictional sexual assault task force
- Received funding from the BJA's Strategies for Policing Innovation Grant program

Problem SATF Seeks to Address

- Sexual Assault Investigations:
  - Investigation quality and thoroughness
  - Trauma-informed interviewing
  - Fill the specialization gap
  - More effectively address increase in reporting
  - Increase utilization of victim advocates at all levels
  - Siloed nature of LE and community-based services

SATF Structure

- 4 detectives, 1 sergeant
- 1.5 full-time equivalent staffing for victim advocates (VAs)
  - VAs called out on every case
- Weekly meetings and case review
- Adherence to the "You Have Options Program"
- Not about case closure numbers; focus on quality investigations
- Community partnerships
  - Attend weekly meeting
- Sex offender management

Implementation Successes - Snapshot

- Colocated workspace - detectives and advocates (teamwork)
- Critical training in investigations, victim services, trauma
- Increase in investigative strategies and work product
- Call-outs executed well
- Real-time communication
- Allows VAs to streamline services
- Limit gaps in conversations
- Community collaboration enhances investigations and victim support
- Strategic planning reviewed annually important to overall success
  - Include core team members

Implementation Challenges - Snapshot

▶ Legacy cases at the start of the SATF

▶ Infrastructure (IT, evidence procedures)

▶ Blending of cultures

▶ SOP (Merging of two organizations processes)

▶ Staffing (high turnover)

▶ Sex Offender (SO) Management

  ▶ SO House Checks

  ▶ SO Compliance vs. Data Entry

  ▶ Detective time for SO management instead of working cases

▶ Each year, encountered an environmental impediment:

  ▶ **2018** – SATF didn't move into their colocated space until April, with one team member not joining until then. Lots of infrastructure issues (IT, especially).

  ▶ **2019** – Significant turnover in detectives and sergeants (3). Continuity of quality and supervision was challenging.

  ▶ **2020** – COVID-19 Pandemic.

Evaluation Plan

- Action Research – goals and outcomes developed by team
- Investigation Quality Rubric
  - Interrupted Time Series
- Qualitative Interviews
- Victim Survey
- Case Tracking
- Process Evaluation

Case Review

▶ 50% of pre-SATF, 50% post-SATF

▶ Three reviewers

  ▶ Each 2/3 cases

  ▶ Scores in patrol, investigations, victim services, general case, weighted section

  ▶ 0-3 pts per rubric item

  ▶ NA on rubric items that do not apply

  ▶ 80% agreement in scores

▶ Each month, cases scores are averaged for one data point

Case Review Themes 2015-2017

▶ Lack of crime scene documentation and visitation

　▶ Particularly in school settings and cold cases

▶ Lack of contact with suspect and investigation into suspect's background

▶ Patrol-level case closures

▶ Using appropriate language to describe assault

　▶ Saying it is something it is not

　▶ Lack of non-consensual language

　▶ Using "…" around words like rape or vagina

Case Review Themes 2018 and 2019

- Lack of suspect investigation or documentation of suspect investigation
- When reports are poorly written:
  - Details unclear, lack general details
  - Spelling and grammar mistakes
  - Often indicates a disbelief in the victim/SA
  - Follow-up questions infrequent
- Unexplained gaps in time between supps, overuse of running supps
- Factual errors (e.g., wrong victim name throughout, incorrect dates)
- Limited documentation of victim communication
- Delay in reaching out to victims (longer than 3 business days)
- Cases often just end with no outcome listed, or no conclusion

CCPD and BPD Average Monthly Case Scores 2015-2019

Month of Month/Year (copy)

2015   2016   2017   2018   2019   2020
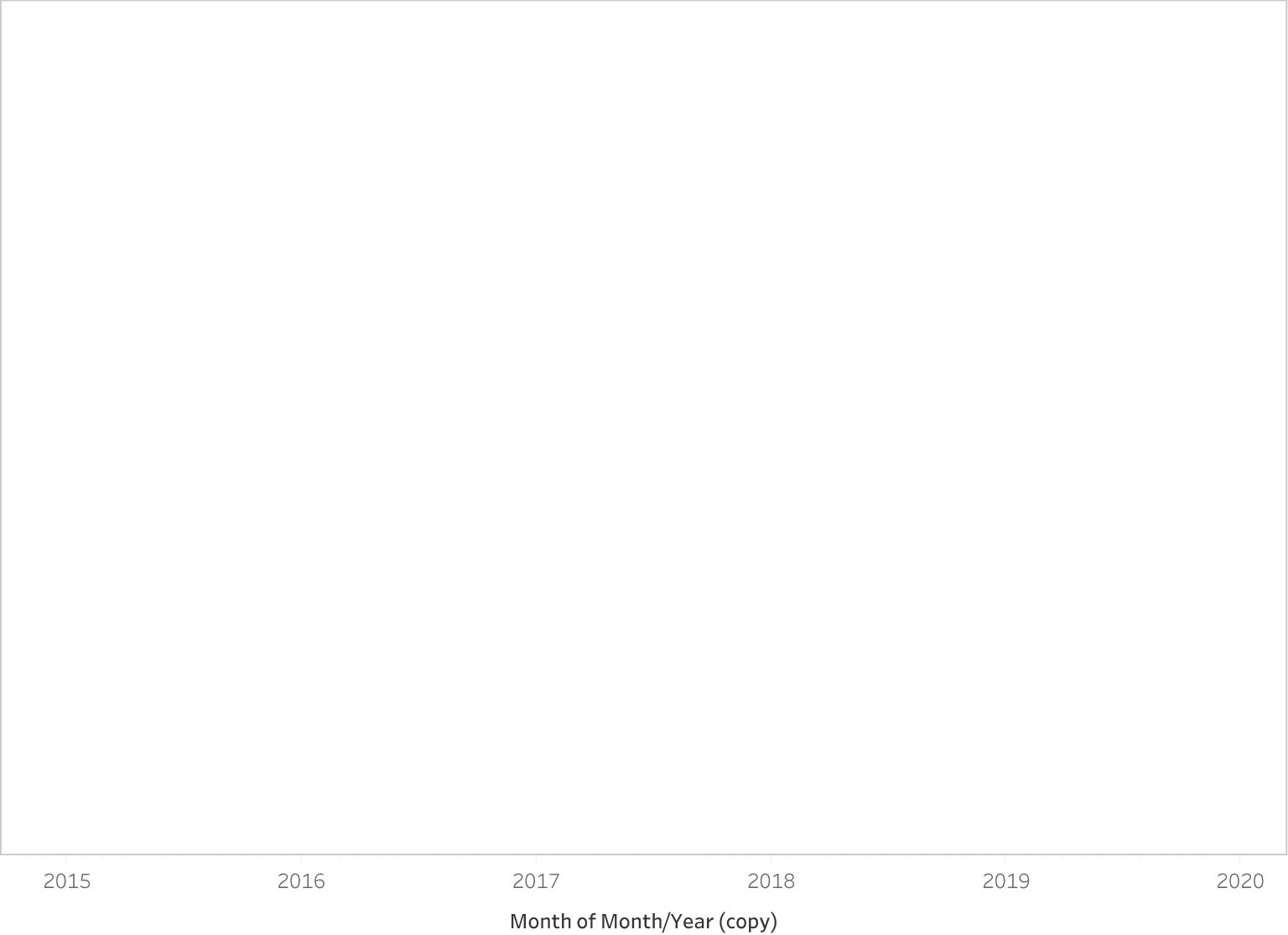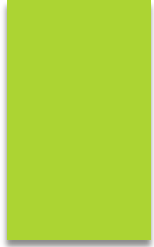
Lessons Learned

▶ Merging work styles has been a rewarding challenge.

▶ IT infrastructure issues have been persistent and difficult.

▶ Staff turnover has made training and case continuity a challenge.

▶ A multidisciplinary approach has been shown to increase case quality and has improved or repaired relationships with outside agency partners.

▶ Stable task force supervision is critical.

▶ More structured on-boarding/task force orientation needed for new detectives, especially those without much/any sex assault investigation experience.

THANK YOU!

Questions?

Mobile Surveillance Units (MSUs):

A randomized controlled trial of mobile surveillance units in St. Louis, MO

Emily Blackburn, Manager, Crime Analysis Unit, SLMPD

Dennis Mares, Professor, SIUE

January 27, 2021

Background and Context

- Aims
  - Purpose was to bring flexible technology with potential for crime reductions to underserved locations (residential).

- Context
  - The SLMPD maintains ~1,200 sworn officers with a city population of around 300,000.
  - St. Louis is consistently ranked among the cities with the highest violent crime levels (262 homicides in 2020, 30% higher rate than any year over the past 50 years – 87/100K).

Background and Context

- St. Louis already uses many of the technologies combined in the MSUs (closed circuit television (CCTV), license plate readers (LPRs), and acoustic detection). This facilitates integration of MSUs in the real-time crime center (RTCC).

- Nonetheless, as crime levels in micro-places easily shift and technological needs are not always in place (fiber, electricity), more mobile/flexible solution needed to be explored.

  – Fixed technology (CCTV/LPR) may not always be in the right place, and technology with wider coverage is expensive (e.g., ShotSpotter).

Approach

- SkyCop MSUs were chosen to address pockets of high street crime, as they are one of the few mobile platforms able to integrate multiple technologies.

- Our belief was that the units could deter crime and increase intelligence capacity.

- Key partners/collaborators: RTCC, Crime Analysis Unit (CAU), research partner.

- Grant purchased three functional MSUs with LPR, acoustic detection, and CCTV, and one MSU without gear (lights only).

- Grant units were deployed in high-crime locations.

Approach to Deployment of MSUs

- CAU creates predictive hotspot analysis.

- RP randomizes treatment and control locations from hotspots.

- RTCC deploys SkyCop MSUs and nonfunctioning unit (placebo) for consistent three-week periods.

- Approach is sustainable post-grant.

- On 11/29, below vehicle is seen traveling north at a high rate of speed with its lights off. This was captured on the SkyCop (#1) mobile camera trailer at that location. While the vehicle was passing Cass at 9th, the license plate was picked up by the LPR reader. Vehicle was involved in a shooting shortly after the read. A wanted was placed by RTCC and they continued following vehicle as it pinged off other LPRs. A pursuit ensued and two suspects were arrested, and a firearm recovered.
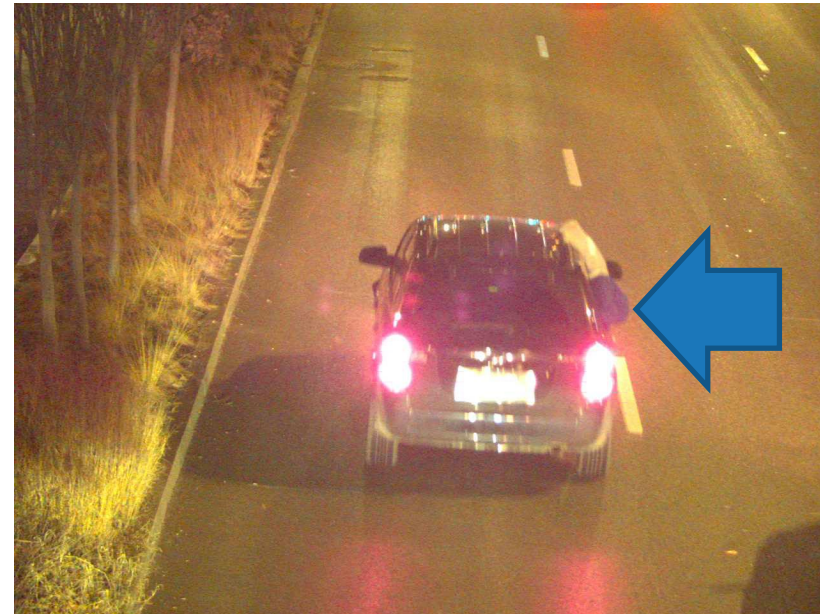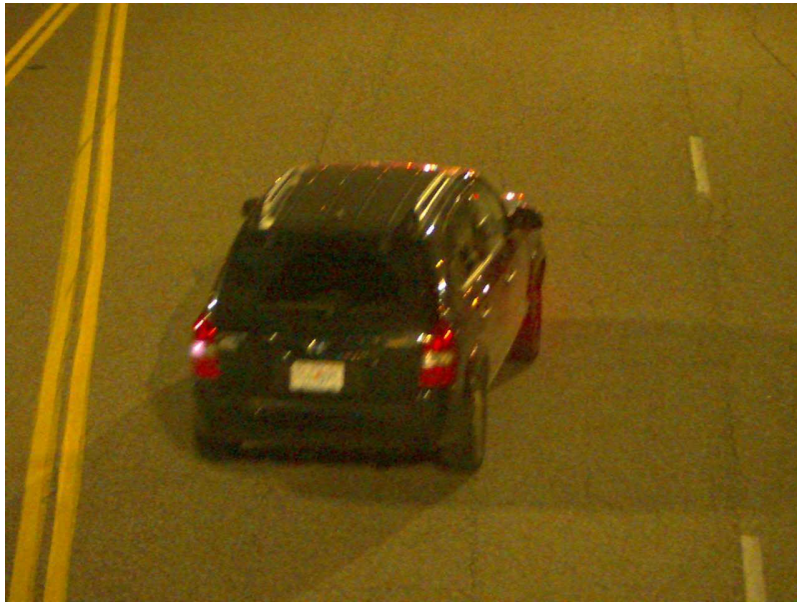
Window shot out, 11 minutes after original SkyCop read.

Outcomes and Successes: Crime Reduction

– Early results indicate crime reductions in MSU locations; 23% reduction in total crime and about 40% in violent crime compared to before and control locations.

– Deterrence may persist beyond deployment.

– Deterrence is primarily in 500 ft radius from units.

– Survey results indicate support for technology from police and public.

Lessons Learned and Insights

- Gunshot detection is not very effective; detects far fewer gunshots than ShotSpotter and has limited range.

- Initial results show no extra benefits to placing two units in close proximity.

- Lighting on units can be perceived as intimidating and intrusive; we are now more careful in deploying and using this as an opportunity to see if lighting on units can affect crime impact.

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Advice

- Start with a strong evaluation plan; where possible, use controls and placebos (regression to the mean).

- Work closely with research partner on projected data needs.

- Research partner must understand limitations of what agency can do (sustainability).

Behavioral Health Response Team

Providence, Rhode Island, SPI

Captain Henry Remolina, Providence Police Department

Jackie Mancinigeer, The Providence Center

Stephanie Manzi, Roger Williams University

Sean Varano, Roger Williams University

January 27, 2021

Background and Context

Background and Context:

- Providence, RI, is the most populous city in the state and the third largest city in New England; population approximates 178,000.

- The city experiences the largest volume of the state's violent crime, and is the RI city with the greatest number of overdoses and substance abuse treatment admissions.

Program Goals:

- Overall reduction in arrest and emergency medical service (EMS) utilization in targeted project zones.

- Reduce arrests for high-risk offenders with behavioral health needs.

- Increase access to comprehensive case management for low/at-risk offenders with behavioral health needs.

- Increase law enforcement capacity to effectively respond to individuals with chronic substance abuse and/or mental health issues.

Key Partners

- **Providence Police Department (PPD)**
  - Lead funded agency.
  - Convened program meetings.
  - Facilitated stakeholder meetings/agreements.
  - Staffed with three sworn officers on part-time basis.

- **The Providence Center (TPC)**
  - Clinical support, behavioral health specialists/experts.
  - Staffed with three behavioral health support specialists on part-time basis.

- **Roger Williams University**
  - Research partner.
  - Assisted with program design and implementation.
  - Established data collection practices, leads evaluation.

Program Approach
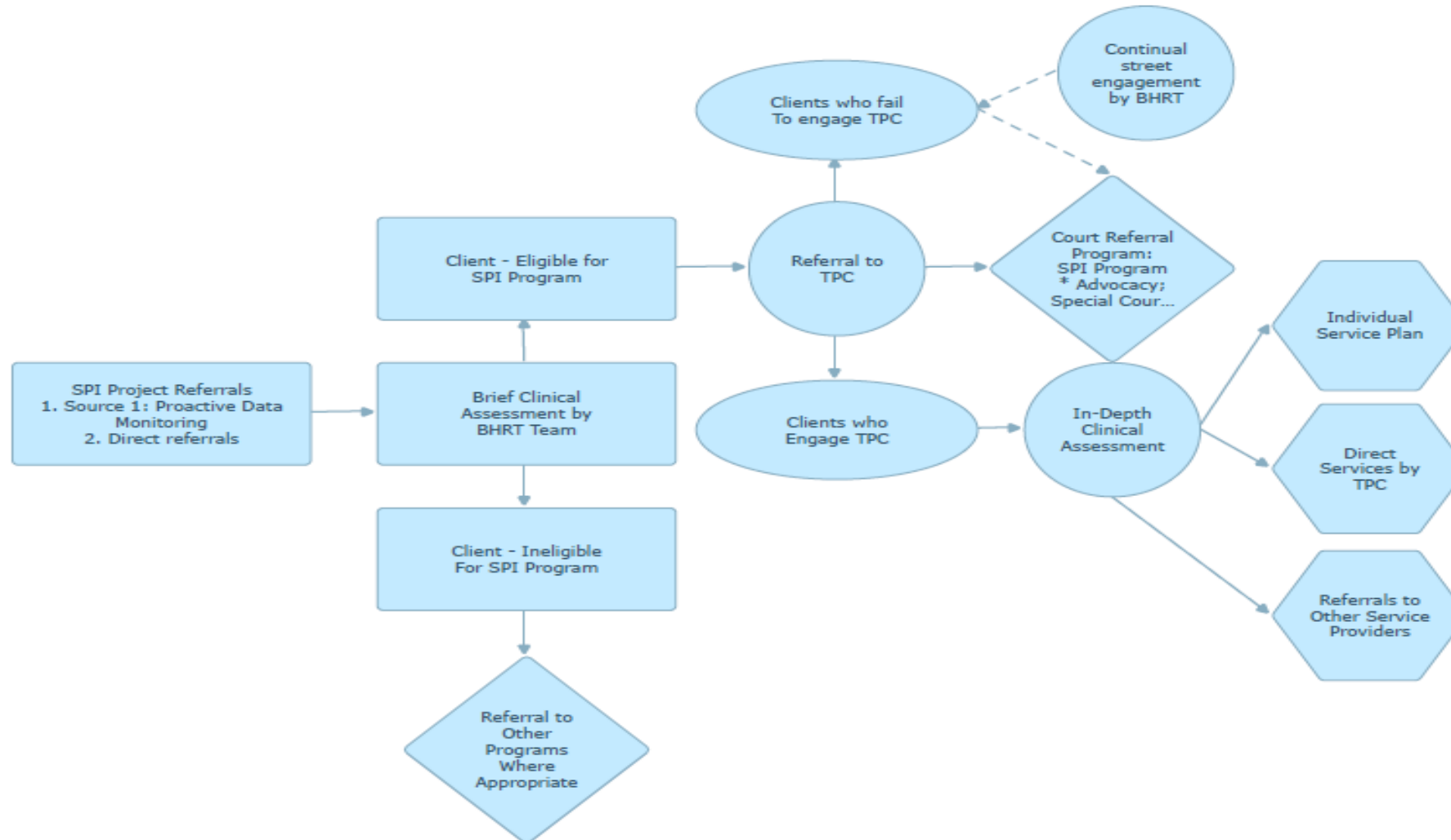
Outcomes and Successes

What kinds of impacts has your SPI had on your community, outcomes of interest, and agency?

- In reality, Behavioral Health Response Team (BHRT) clients are difficult to find, engage, and keep engaged.

- These types of programs require reimagination of outcomes. Traditional "success" measures difficult to apply.

- BHRT was successful at engaging these high-risk clients: Approximately 40 clients engaged nearly 700 times.

- Shift reports indicate most clients demonstrated support for outreach efforts.

- While support from clients was often noted, there was often limited interest/capacity for clients to engage in significant BHRT support services.

Outcomes and Successes

What challenges and successes have you had with your SPI?

- Although the PPD & TPC had preexisting working relationship, getting SPI off the ground was challenging and uncertain.
  - There is a difference between partnering on 911/emergency type cases versus longer-term case management efforts.
  - Health Insurance Portability and Accountability Act (HIPAA) and 42CFR Section 2 are important and meaningful.
  - Early cultural differences between police officers and social workers can be tricky to navigate.
  - These are complicated individuals with complicated issues. Need to keep program size small, but do meaningful work.
- Successes: Select a success story, police/clinician relationship.

Lessons Learned and Insights

What lessons did you learn from your SPI that could be applied to other SPI sites?

- Adjust your expectations. These projects do not always result in a lot of dramatic "wins."
- Police officers' and social workers' cultures can, at times, seem to stand in opposition to each other. For example, "right to refuse help" issue.

What roles did the research partner play during this process?

- Research partners can provide technical assistance on many aspects of project design and implementation.
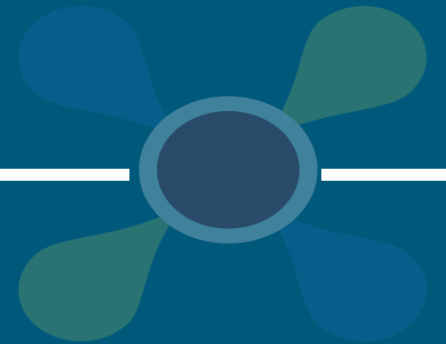- Help guide design, champion important issues, build data collection capacity.

What advice do you have for SPI sites?

- Select the right officers/clinicians (power sharing).

Break

4:00 – 4:10 p.m.

Breakout: Problem-Solving Through Innovation

January 27, 2021
4:10 – 4:50 p.m.

Chris Sun, SPI TTA Co-Director

Session Overview

- Breakout for 35 minutes to discuss one of the many topics that we have covered during the meeting.

- Regroup to have a facilitated discussion for 5–10 minutes on key points.

Breakout Topics

- *Sustaining Evidence-Based Practices*

- *Strategic Planning for Technology*

- *Community Engagement During COVID-19*

Breakout Rooms

Session	SPI Sites	Facilitator	Note Taker
Sustaining Evidence-Based Practices	Houston, TX; Phoenix, AZ; Peoria, IL; Milwaukee, WI	Ken Novak	Kira Cincotta
Strategic Planning for Technology (Session 1)	Delaware; Fort Myers, FL; Roanoke, VA; St. Louis County, MO; Suffolk County, NY	Emily Blackburn	Kalani Johnson
Strategic Planning for Technology (Session 2)	Davenport, IA; Memphis, TN; Miami, FL; Salisbury, NC; Winston-Salem, NC	Charles Stephenson	Keri Richardson
Strategic Planning for Technology (Session 3)	Anniston, AL; Atlantic City, NJ; Baton Rouge, LA; Hamilton County, OH	Stacy Ward	Shelby Hickman
Community Engagement During COVID-19	Hallandale Beach, FL; Saginaw, MI; Metro (DC)	Rodney Monroe	Gentry Schaffer

Breakout Transition Slide

Closing Remarks for Day 1

January 27, 2021

4:50 – 5:00 p.m.

Kate McNamee, Senior Policy Advisor, BJA

Chip Coldren, SPI TTA Co-Director