Welcome to the Smart Policing Initiative (SPI) Virtual National Meeting

Day 1

SMART POLICING | Data. Analysis. Impact.

CNA ANALYSIS & SOLUTIONS

March 2, 2022

12:30 – 5:00pm ET

This project was supported by Grant No. 2019-WY-BX-K001, awarded by the Bureau of Justice Assistance. The Bureau of Justice Assistance is a component of the Department of Justice's Office of Justice Programs, which also includes the Bureau of Justice Statistics, the National Institute of Justice, the Office of Juvenile Justice and Delinquency Prevention, the Office for Victims of Crime, and the Office of Sex Offender Sentencing, Monitoring, Apprehending, Registering, and Tracking. Points of view or opinions in this document are those of the author and do not necessarily represent the official position or policies of the U.S. Department of Justice.

Before We Begin—Platforms for National Meeting

- Whova Event Platform:
  - https://whova.com/portal/webapp/smart_202203/
- Standing Zoom Link for Day 2:
  - https://cnaorg.zoomgov.com/j/1619087875?pwd=UnVCM095a1JaS1dRNFE2QmFzOGx0UT09

Welcome and Overview of Agenda

March 2, 2022

1:00 – 1:30 pm ET

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Dr. James "Chip" R. Coldren, Jr., SPI Training and Technical Assistance (TTA)
Co-Director

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SPI Practices

- Establish or expand evidence-based programming in police agencies to increase their ability to prevent and respond to crime effectively and sustainably
- Foster effective and consistent collaborations within police agencies with external agencies, research partners, and 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: March 2

- Welcome/Site Introductions
- Keynote: Community Violence Interventions
- Plenary: Operationalizing SPI Principles into Agency Practice
- Breakout: Sites Meet with Your Subject Experts/ Sustainability Planning
- Closing Remarks

Plenary: Operationalizing SPI Principles into Agency Practice

March 2, 2022
2:30 – 3:30 pm ET

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Chris Sun, SPI Training and Technical Assistance (TTA)
Co-Director

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Improving Investigations and Victim Support: A Cross-Jurisdiction Implementation of a Sexual Assault Task Force

Commerce City and Brighton, CO Sexual Assault Task Force (SATF)

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Kim Messina, Victim Services Unit Manager/Project Director, Brighton and Commerce City Police Departments

Lisa Ingarfield, PhD, SPI / Commerce City Research Partner, Defi Consulting

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Background and Context

- Commerce City/Brighton Police Departments:
  - Combined: ~196 sworn officers, City populations: ~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

Approach

- Development of the SATF Model
  - Sexual assault is an ongoing issue requiring specialized attention
  - Research demonstrates trauma informed response, active victim services, and trained detectives increase likelihood that survivor will stay involved and/or experience less adverse responses
  - Neither city had the resources to implement a sex crimes unit
  - Decision made to pilot a cross-jurisdictional sexual assault taskforce
    - Specialized training, integrated victim services, DA representative
- Key partners/collaborators
  - 17th Judicial District DA's Office, local counseling agencies, Sexual Assault Nurse Examiner (SANE) programs, Sexual Assault Response Teams (SART), child welfare agencies

Approach

- Evaluation
  - Case review
  - Qualitative interviews to document implementation and process
  - Case tracking
    - Filed, declined, inactivated, unfounded, etc.

Outcomes and Successes

- Opened and improved lines of communication between Child Protective Services and police departments
- Embedded trauma-informed, victim-centered knowledge in unit
- Case scores did rise once the SATF was implemented
- Caseload progressively increased over three years of SPI project
- Victim service value realized

Lessons Learned and Insights

- Implementation
  - Took longer than anticipated—plan ahead
  - IT and other infrastructure concerns created significant barriers
  - Pilot program requires staff who are open-minded, eager to learn, and flexible
    - Must be able to manage new, fluid new environment
    - Must be energized by being on the cutting edge
  - Need a structured onboarding process for new team members before they start to take cases
  - Strong supervision needed for mentorship and efficiency
  - Ultimately understaffed; prepare differently for workload (hindsight is 20/20, though)
  - Needed an embedded mental health program for SATF members

Lessons Learned and Insights (cont.)

- Researcher role
  - Attended weekly SATF staff meetings
  - Regular contact with Project Director
  - Collaborated on all reports with SATF leadership
- Overall advice
  - Be flexible
  - Consider continuous improvement model
  - Clear expectations for staff; accountability
  - Ensure everyone involved is on board with the nature of the pilot project

Testing the Impact of a Customized Police De-escalation Training

Tempe, Arizona

Michael D. White, PhD, Arizona State University
Carlena Orosco, MA , Tempe Police Department/Arizona State University
Dane Sorensen, Commander, Tempe Police Department

March 2, 2022

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Presentation Overview

- The Tempe De-escalation Project
- Curriculum Development
- The Training
- The Evaluation
- Q and A

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The Tempe De-escalation Project

- DESIGN
- DELIVER
- EVALUATE

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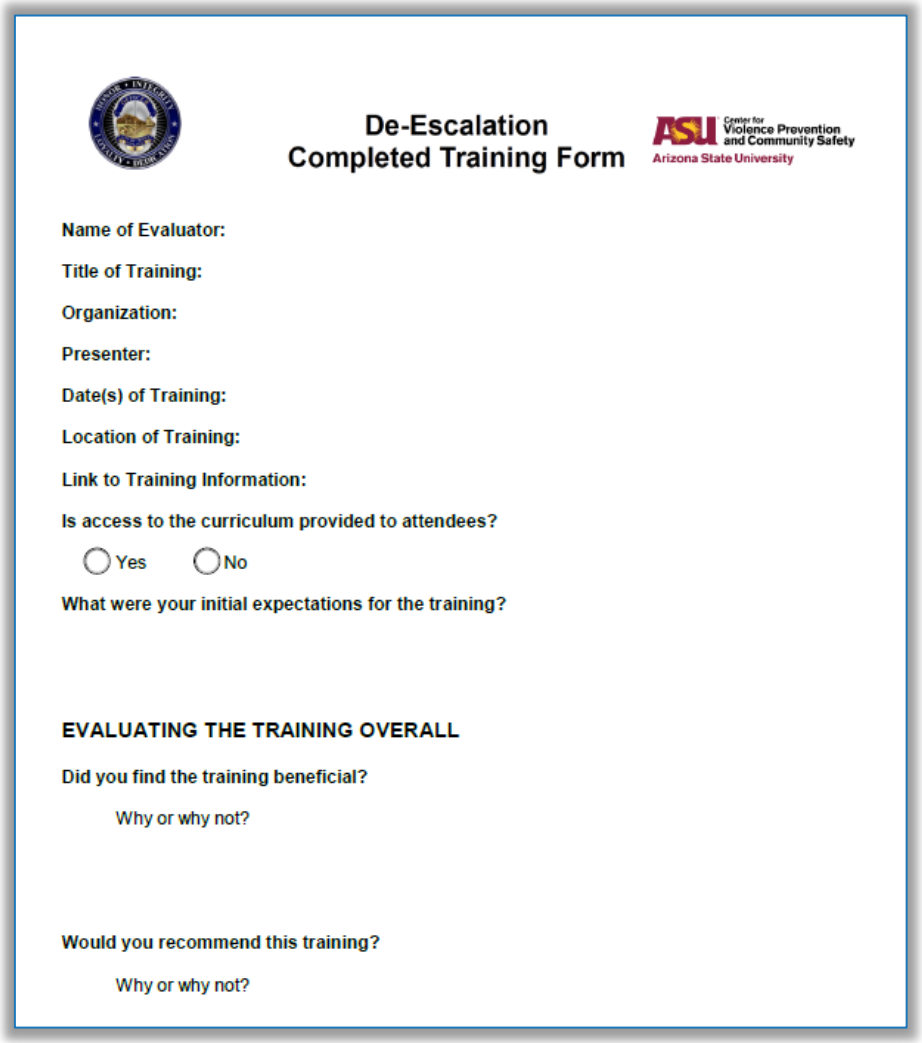
DESIGN
(Curriculum Development)

1. Send Officers to De-escalation Trainings

- Total number of trainings attended: 22
  - Online: 5
  - Local: 4
  - National: 13
    - Includes visits to other agencies



De-Escalation
Completed Training Form

Center for Violence Prevention and Community Safety
Arizona State University

Name of Evaluator:

Title of Training:

Organization:

Presenter:

Date(s) of Training:

Location of Training:

Link to Training Information:

Is access to the curriculum provided to attendees?

◯ Yes ◯ No

What were your initial expectations for the training?

EVALUATING THE TRAINING OVERALL

Did you find the training beneficial?

Why or why not?

Would you recommend this training?

Why or why not?

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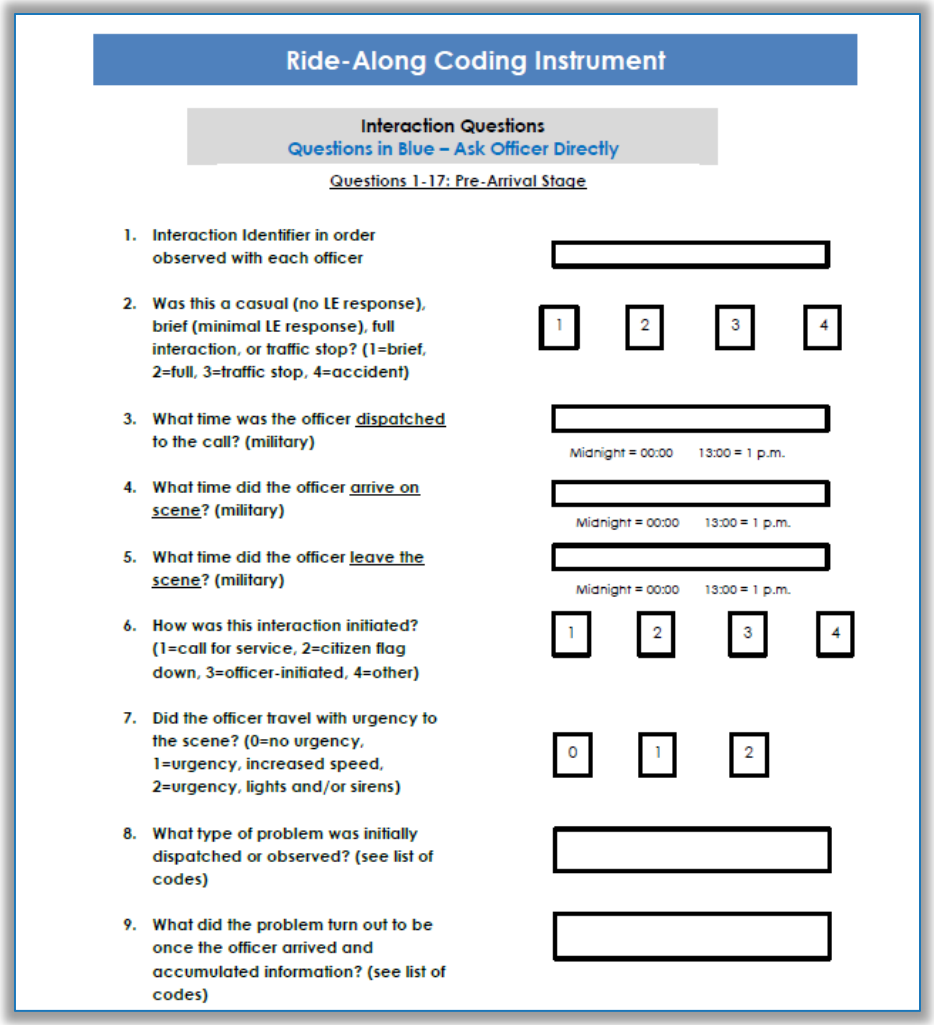
2. The Tempe Top De-escalators

ASU and the 14 Top De-escalators

- 44 ride-alongs
- 166 interactions observed
  - 107 variables recorded per citizen interaction
- One-on-one interviews
- Focus groups



Ride-Along Coding Instrument

Interaction Questions
Questions in Blue – Ask Officer Directly

Questions 1-17: Pre-Arrival Stage

1. Interaction Identifier in order observed with each officer
2. Was this a casual (no LE response), brief (minimal LE response), full interaction, or traffic stop? (1=brief, 2=full, 3=traffic stop, 4=accident) [1] [2] [3] [4]
3. What time was the officer dispatched to the call? (military) Midnight = 00:00 13:00 = 1 p.m.
4. What time did the officer arrive on scene? (military) Midnight = 00:00 13:00 = 1 p.m.
5. What time did the officer leave the scene? (military) Midnight = 00:00 13:00 = 1 p.m.
6. How was this interaction initiated? (1=call for service, 2=citizen flag down, 3=officer-initiated, 4=other) [1] [2] [3] [4]
7. Did the officer travel with urgency to the scene? (0=no urgency, 1=urgency, increased speed, 2=urgency, lights and/or sirens) [0] [1] [2]
8. What type of problem was initially dispatched or observed? (see list of codes)
9. What did the problem turn out to be once the officer arrived and accumulated information? (see list of codes)

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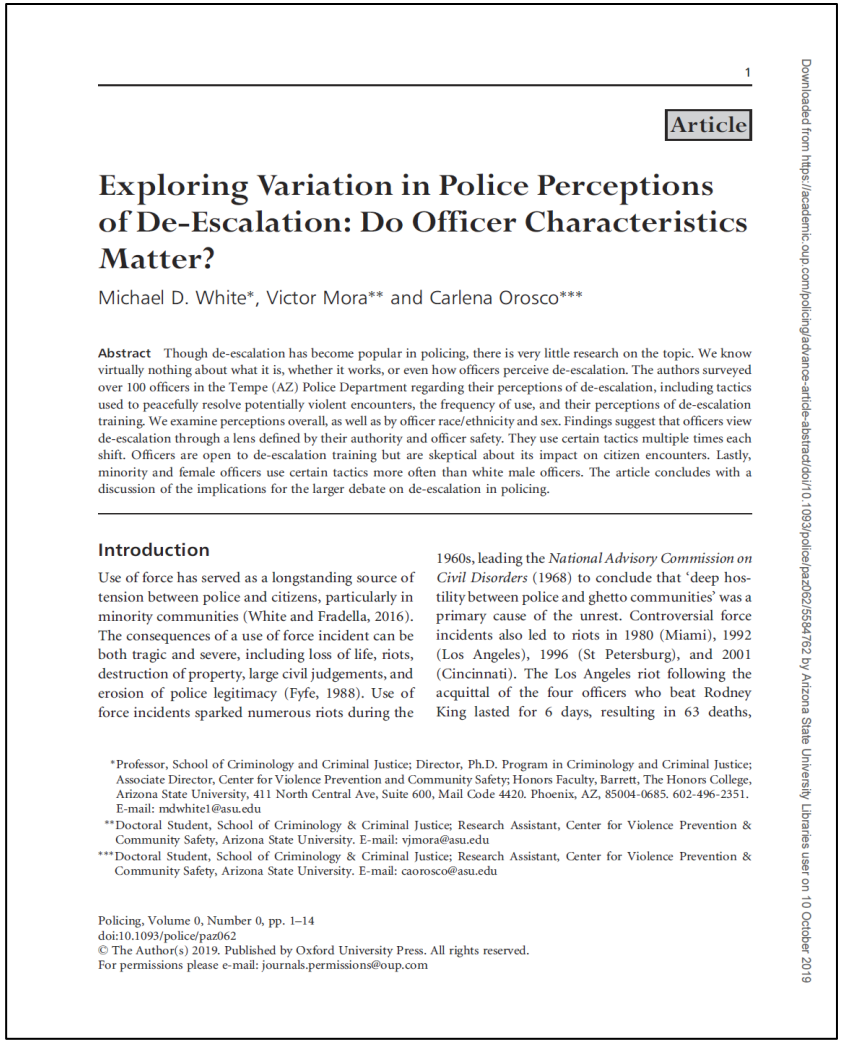
3. Officer Survey

- Fall 2018 (n=96)
- Summer 2019 (n=113)
- Patrol Briefings
  - Perceptions of de-escalation training
  - What tactics do you use?
  - How often do you use them?



Article

Exploring Variation in Police Perceptions of De-Escalation: Do Officer Characteristics Matter?

Michael D. White*, Victor Mora** and Carlena Orosco***

Abstract Though de-escalation has become popular in policing, there is very little research on the topic. We know virtually nothing about what it is, whether it works, or even how officers perceive de-escalation. The authors surveyed over 100 officers in the Tempe (AZ) Police Department regarding their perceptions of de-escalation, including tactics used to peacefully resolve potentially violent encounters, the frequency of use, and their perceptions of de-escalation training. We examine perceptions overall, as well as by officer race/ethnicity and sex. Findings suggest that officers view de-escalation through a lens defined by their authority and officer safety. They use certain tactics multiple times each shift. Officers are open to de-escalation training but are skeptical about its impact on citizen encounters. Lastly, minority and female officers use certain tactics more often than white male officers. The article concludes with a discussion of the implications for the larger debate on de-escalation in policing.

Introduction

Use of force has served as a longstanding source of tension between police and citizens, particularly in minority communities (White and Fradella, 2016). The consequences of a use of force incident can be both tragic and severe, including loss of life, riots, destruction of property, large civil judgements, and erosion of police legitimacy (Fyfe, 1988). Use of force incidents sparked numerous riots during the 1960s, leading the *National Advisory Commission on Civil Disorders* (1968) to conclude that 'deep hostility between police and ghetto communities' was a primary cause of the unrest. Controversial force incidents also led to riots in 1980 (Miami), 1992 (Los Angeles), 1996 (St Petersburg), and 2001 (Cincinnati). The Los Angeles riot following the acquittal of the four officers who beat Rodney King lasted for 6 days, resulting in 63 deaths,

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Policing, Volume 0, Number 0, pp. 1–14
doi:10.1093/police/paz062
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DELIVER
(The Training)

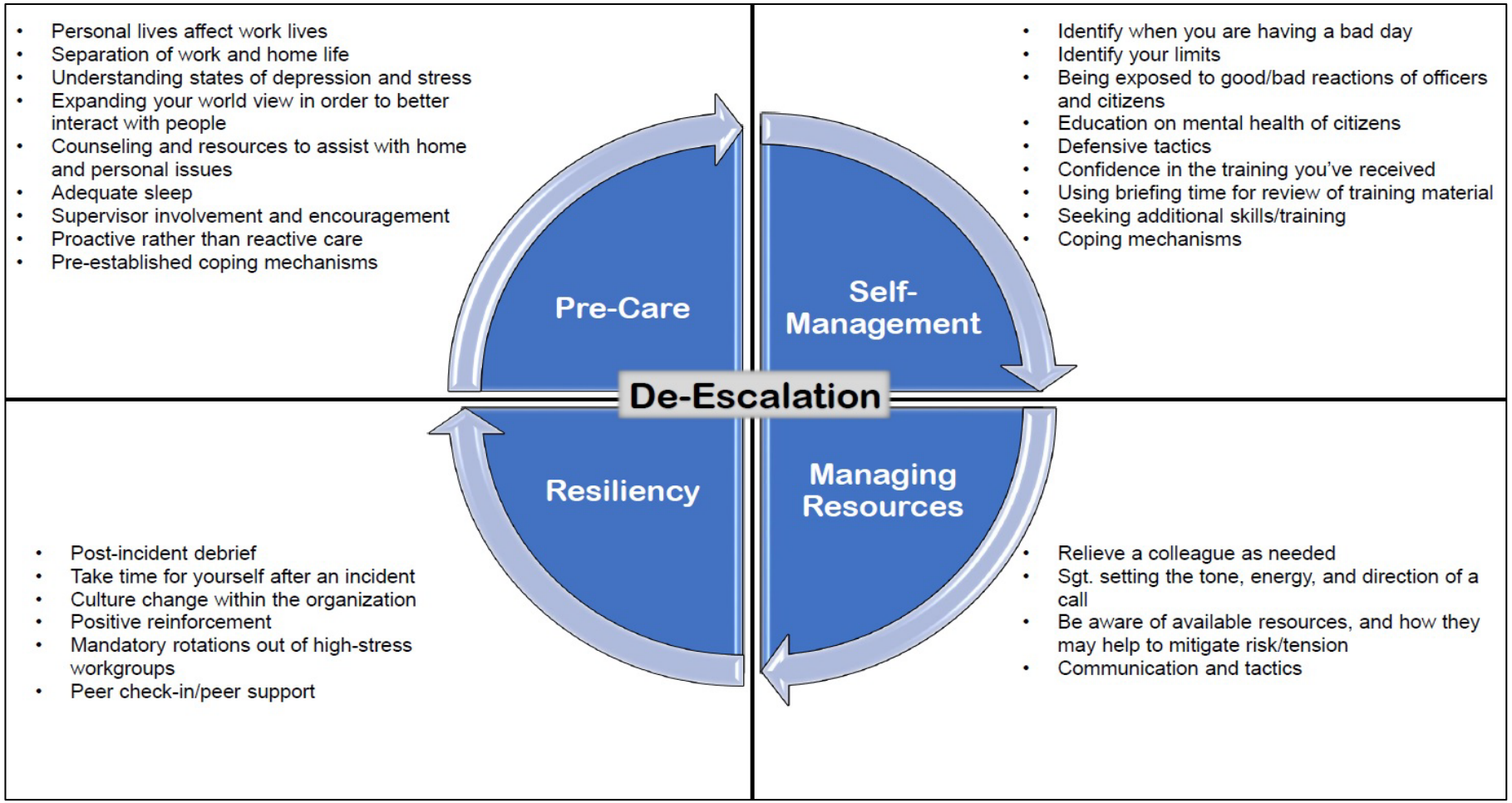
The Tempe Definition of De-escalation

Officer Safety as a Centerpiece

De-escalation: Techniques used to gain compliance with the goal of reducing violence or aggression. This can be accomplished through application of the PATROL model (Planning, Assessment, Time, Re-Deploy, Other Resources, Lines of Communication), communication, the use of appropriate force, and/or other reasonable techniques.

- *Note:* **Officers should not compromise their safety or increase the risk of physical harm to the public when applying de-escalation techniques.**

The Training



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The Training

- Defining de-escalation
- Pre-care and self-management
- Sources of stress and trauma
- Effective coping mechanisms and critical incident stress management
- Active listening
- Emotional intelligence
- Planning (including pre-planning), creativity, improvisation, and adaptability affect police work
- The PATROL model – application to scenarios
- PATROL debriefing

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The Training

- A test run, January 2020
- Series of one-day sessions, February–March 2020
- Instructors: TPD training unit, Top Ds, outside experts (ASU)
- Refresher (virtual) roll-call trainings

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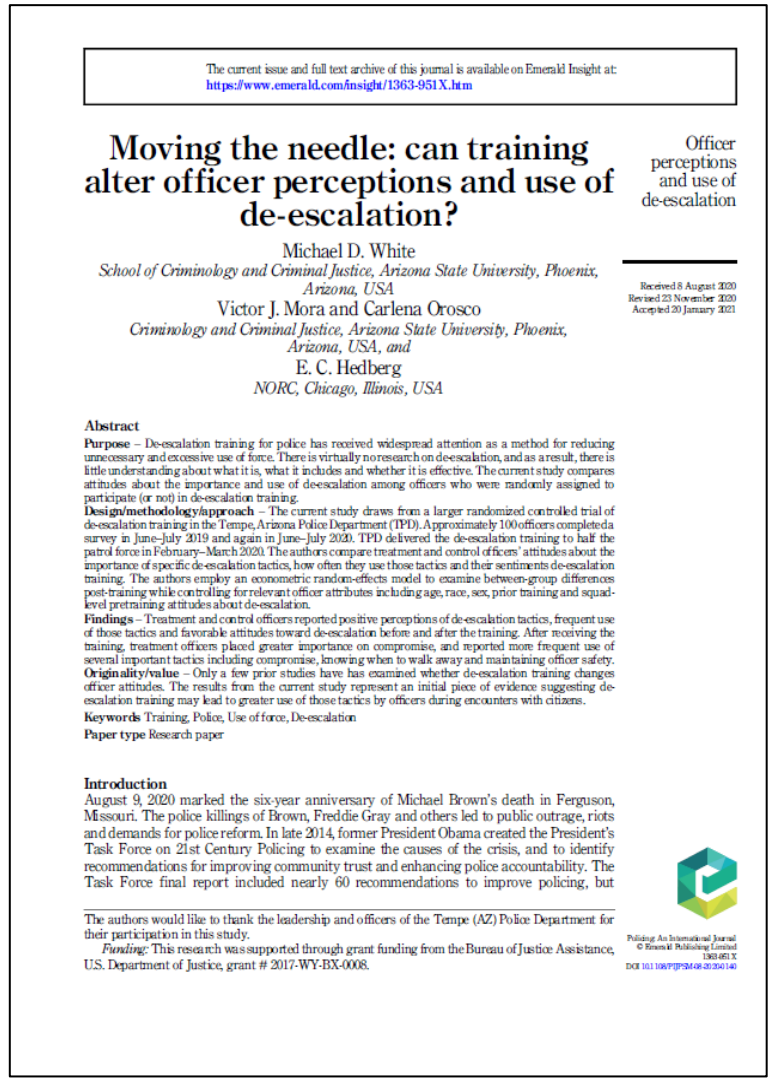
EVALUATE
(The Research)

The Evaluation

- Squad-based randomization (100+ per group)
- Comparing outcomes among officer groups
  - Self-reported attitudes/behavior (survey)
  - Administrative data (use of force, complaints, injuries)
  - Citizen surveys
  - Body-worn camera footage
    - Random review
    - All use of force

Officer Perception Survey

- 6 months before and after training (June/July 2019, 2020)
- Rate importance and use of 18 different de-escalation tactics.
- Post-training Differences for Trained Group
  - Importance - **compromise**
  - Use – **compromise, maintaining officer safety, knowing when to walk away**



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https://www.emerald.com/insight/1363-951X.htm

Moving the needle: can training alter officer perceptions and use of de-escalation?

Officer perceptions and use of de-escalation

Michael D. White
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NORC, Chicago, Illinois, USA

Received 8 August 2020
Revised 23 November 2020
Accepted 20 January 2021

Abstract

Purpose – De-escalation training for police has received widespread attention as a method for reducing unnecessary and excessive use of force. There is virtually no research on de-escalation, and as a result, there is little understanding about what it is, what it includes and whether it is effective. The current study compares attitudes about the importance and use of de-escalation among officers who were randomly assigned to participate (or not) in de-escalation training.

Design/methodology/approach – The current study draws from a larger randomized controlled trial of de-escalation training in the Tempe, Arizona Police Department (TPD). Approximately 100 officers completed a survey in June–July 2019 and again in June–July 2020. TPD delivered the de-escalation training to half the patrol force in February–March 2020. The authors compare treatment and control officers' attitudes about the importance of specific de-escalation tactics, how often they use those tactics and their sentiments de-escalation training. The authors employ an econometric random-effects model to examine between-group differences post-training while controlling for relevant officer attributes including age, race, sex, prior training and squad-level pretraining attitudes about de-escalation.

Findings – Treatment and control officers reported positive perceptions of de-escalation tactics, frequent use of those tactics and favorable attitudes toward de-escalation before and after the training. After receiving the training, treatment officers placed greater importance on compromise, and reported more frequent use of several important tactics including compromise, knowing when to walk away and maintaining officer safety.

Originality/value – Only a few prior studies have has examined whether de-escalation training changes officer attitudes. The results from the current study represent an initial piece of evidence suggesting de-escalation training may lead to greater use of those tactics by officers during encounters with citizens.

Keywords Training, Police, Use of force, De-escalation

Paper type Research paper

Introduction

August 9, 2020 marked the six-year anniversary of Michael Brown's death in Ferguson, Missouri. The police killings of Brown, Freddie Gray and others led to public outrage, riots and demands for police reform. In late 2014, former President Obama created the President's Task Force on 21st Century Policing to examine the causes of the crisis, and to identify recommendations for improving community trust and enhancing police accountability. The Task Force final report included nearly 60 recommendations to improve policing, but

The authors would like to thank the leadership and officers of the Tempe (AZ) Police Department for their participation in this study.

Funding: This research was supported through grant funding from the Bureau of Justice Assistance, U.S. Department of Justice, grant # 2017-WY-BX-0008.

Policing: An International Journal
© Emerald Publishing Limited
1363-951X
DOI 10.1108/PIJPSM-08-2020-0140

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Citizen Perceptions

- Phone interviews of citizens who had recent encounters with a Tempe police officer
  - Compared perceptions: Trained vs Not Trained officer

- Of 28 variables, 16 are statistically significant favoring positive training impact:
  - the officer treated them **fairly** (2.65 vs 2.46)
  - the officer was **honest** with them (2.65 vs 2.48)
  - the officer **listened** carefully (2.61 vs 2.41)
  - they were **satisfied** with how they were treated (2.56 vs 2.33)
  - the officer remained **neutral** throughout the encounter (2.61 vs 2.43)
  - the officer was **patient** with them (2.63 vs 2.46)
  - the officer actively **listened** (2.57 vs 2.40)
  - the officer **compromised** with them (2.38 vs 2.14)
  - the officer showed **empathy** (2.47 vs 2.23)
  - officer did or said things to **calm them** down (2.40 vs 2.10)

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BWCs Random Review

Randomly select 10 officers per week

Pre-training (n=230); Post-training (n=246)

Trained officers were significantly

- less likely to use a condescending/patronizing tone
- more likely to attempt to build rapport with the citizen
- less likely to fail to transfer control to another officer, if necessary
- less likely to use charged/imposing body language
- more likely to resolve the encounter informally

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BWCs in Use of Force Incidents

- All: six months' pre- and post-training (8/1/2019–8/30/2020)
  - Pre-training (n=658); Post-training (n=320)
- Citizen Injuries Post-Training (n=320)
  - **Not Trained: 26.2%**
  - **Trained: 11.2%**

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Lightning in a Bottle? We don't think so

- **We identified the core ingredients for successful de-escalation training**
  - **This project provides a roadmap for others**
- **Design**
  - Customize but learn from others; local expertise (Top Ds); instructional designers; anchor to officer safety, health and wellness
- **Delivery**
  - Mix of instructors; classroom/scenario-based; refresher trainings
- **Evaluation**
  - Have one! Make it rigorous; nuanced measures (BWC, citizen surveys)

Thank You

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Break

3:30 – 3:45pm

Breakout: Sites Meet with Your Subject Experts / Sustainability Planning

March 2, 2022
3:45 – 4:30 pm ET

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Breakout Groups

Breakout Group	SPI Sites	SME Facilitator	Supporting SMEs
Breakout Group 1	Albany, Amarillo, Baton Rouge, Boulder, Chula Vista, Leon-Tallahassee	Scott Decker	Emily Blackburn, John Skinner, Mac Venzon, Mike White
Breakout Group 2	Anchorage, Anniston, Davenport, Hartford, Phoenix, Wayne County RTCC	Hildy Saizow	Rachel Johnston, Harold Medlock, Julie Wartell
Breakout Group 3	Cleveland RTCC, Delaware, Detroit, Indianapolis RTCC, St. Louis RTCC, St. Louis, Tulsa, Wisconsin DOJ/Milwaukee PD	Terry Gainer	Joe Balles, Dennis Mares, Rodney Monroe
Breakout Group 4	County of Bernalillo RTCC, Dallas, Fort Myers, Kansas City RTCC, Peoria, Shelby County RTCC, Suffolk County	Tom Woodmansee	Elliot Harkavy, Ken Novak, Heather Perez, Charles Stephenson

Closing Remarks and Evaluation

March 2, 2022

4:30 – 4:45 pm ET

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