

In This Newsletter

The Strategies for Policing Innovation (SPI) team is excited to share updates from the SPI sites. This fall 2018 newsletter dives into important issues in policing, such as technology implementation and strategy, and looks back on lessons learned from 10 years of SPI. It also focuses on the latest updates from the 2017 SPI sites, introduces the 2018 SPI sites, and recaps training and technical assistance (TTA) activities across the entire SPI.

What Have We Learned? 10 Years of Supporting SPI Sites

In 2019, SPI will celebrate 10 years of evidence-based innovation in policing. To recognize this milestone, the SPI team will issue a forthcoming report on lessons learned from 10 years and 72 SPI initiatives supporting evidence-based policing practice. The report will discuss the evolution of building relationships with research partners in SPI sites; approaches to forming collaborative partnerships with agencies, organizations, and stakeholders; increased use of technology in policing; and emerging topics in SPI initiatives. The report discusses SPI goals and core strategies, and the way SPI has grown and evolved over time in supporting partnerships and evidence-based policing among law enforcement agencies. It includes examples from a number of SPI sites:

- Atlanta, Georgia.
- Brooklyn Park, Minnesota.
- Detroit, Michigan.
- Los Angeles, California.
- Lowell, Massachusetts.
- Madison, Wisconsin.
- Miami Beach, Florida.
- Miami, Florida.
- Milwaukee, Wisconsin.
- Phoenix, Arizona.
- Pinellas County, Florida.
- Roanoke County, Virginia.
- Sacramento, California.
- Shoreline, Washington.

Over the past 10 years, SPI has supported sites on a range of topics. It has addressed violent crime hotspots, implemented new technology, developed service-oriented approaches to homelessness, implemented organizational changes and evidence-based policing, and addressed the opioid crisis. (continued on page 2)

About Us

SPI is a collaborative effort by the Bureau of Justice Assistance (BJA), CNA, state and local law enforcement agencies, and researchers. It is designed to assist 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. You can sign up for the SPI mailing list online at <http://bit.ly/1M6qLhP>.

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10 Years of Supporting SPI Sites (continued)

Over the past 10 years, SPI has also seen an evolution in the role of research partners, as they increasingly assist in identifying law enforcement problems, planning strategies, developing crime analysis skills, and supporting analytical capacity building at their partner SPI site.

SPI efforts increasingly utilize rigorous methods to evaluate these initiatives; over time, a growing percentage of sites are using at least a Maryland Scale of Scientific Methods Level 3 approach. SPI has also seen greater collaboration and partnerships between law enforcement and stakeholders, such as local hospitals, social service providers, and their communities.

Figure 1. Maryland Scale of Scientific Methods

Level 1	• Correlation between a crime prevention program and a measure of crime or crime risk factors at a single point in time.
Level 2	• Temporal sequence between the program and the crime or risk outcome clearly observed, or the presence of a comparison group without demonstrated comparability to the treatment group.
Level 3	• A comparison between two or more comparable units of analysis, one with and one without the program.
Level 4	• Comparison between multiple units with and without the program, control for other factors, or using comparison units that evidence only minor differences.
Level 5	• Random assignment and analysis of comparable units to program and comparison groups.

From: Sherman et al. "Preventing Crime: What Works, What Doesn't, What's Promising." National Institute of Justice, Research in Brief, July 1998.

Look for the 10 Year Reflections Report coming soon to the SPI website at

<http://strategiesforpolicinginnovation.com!>

SPI Training and Technical Assistance (TTA) activities

SPI Webinars: SPI hosted three webinars in 2018. The first was on strategies to reduce gun violence and included lessons learned from initiatives in Los Angeles, California, and Chicago, Illinois, focusing on using intelligence to target areas at risk for gun violence. The second presented strategies from Lowell, Massachusetts, and Madison, Wisconsin, for addressing the opioid crisis, preventing future overdoses, and securing assistance for community members affected by opioids and overdoses. The third webinar focused on successful strategies for sustainability in SPI sites and included information from Portland, Oregon; Kansas City, Missouri; and Detroit, Michigan. Information on all of the webinars is available on the SPI website at <http://strategiesforpolicinginnovation.com/tta/webinars>.

National Meeting: On October 22-23, 2018, SPI held its 2018 National Meeting in Washington, D.C., to convene and welcome the FY17 SPI sites. Law enforcement and research partners attended from seven SPI sites: Birmingham, Alabama; Commerce City, Colorado; Newark, New Jersey; Providence, Rhode Island; Syracuse, New York; Tempe, Arizona; and Wilmington, Delaware. Additionally, representatives of the Kansas City, Missouri, and Atlanta, Georgia, SPI sites attended, to provide guidance and information to the FY17 sites. The FY17 SPI sites presented their initiatives and then participated in a discussion of collaboration and success measurement. The sites worked directly with their subject experts to problem-solve, plan for sustainability, and develop an understanding of what to expect in SPI.

Presenting at the American Society of Criminology (ASC): On November 14-17, 2018, members of five SPI sites—Atlanta, Georgia; Kansas City, Missouri; Miami, Florida; Sacramento County, California; and Lowell, Massachusetts—and the St. Louis Police-Prosecution Partnership site presented at the annual ASC meeting on strategies and findings from their sites' efforts. SPI project director Dr. James "Chip" Coldren, project manager Chris Sun, and SPI senior subject expert Hildy Saizow moderated the panels. The panels covered topics such as body-worn camera implementation, approaches to the opioid crisis, and violence reduction. The panels included both law enforcement and research partners, and explained the role of collaboration and researcher-practitioner partnerships in SPI.



SPI TTA activities (continued)

Atlanta – Substance Abuse and Mental Health Services Administration (SAMHSA) Trauma-Informed Training: In fall 2018, members of the Atlanta, Georgia, Police Department (APD) participated in training by the Substance Abuse and Mental Health Services Administration GAINS Center: “How Being Trauma-Informed Improves Criminal Justice System Responses.” Attendees included the APD Program to Interrupt Violence through Outreach and Treatment (PIVOT) officers, the Community Oriented Policing Section, the Gang Reduction Unit, the Gun Reduction Task Force, the Automobile Crime Enforcement Unit, and investigators from several APD zones. Non-law enforcement members of the Atlanta SPI attended portions of the training to provide an overview of the research and work they are completing through SPI. The APD participants benefitted from learning about trauma-informed strategies for addressing community members involved with the justice system, particularly as they strive to connect with and aid survivors of gun violence.

expertise and responsibilities, the PIVOT task force recognizes the need for a shared understanding and narrative about the impact of violence. The Atlanta SPI designed PIVOT to constantly deliver in-reach and outreach towards transforming perceptions and communications around personal and vicarious traumatization. Gun violence affects the victim, the offender, their families and communities, and the professionals who work to help mitigate such exposure.

PIVOT officers, gun-crime investigators, and other police officers who regularly interact with those exposed to firearm violence may have received little to no training related to trauma or have not learned how to interact with trauma victims in ways that do not exacerbate the trauma or re-traumatize individuals. As a result, the PIVOT task force’s most recent in-reach effort for the police department was evidence-based trauma training, which enabled trauma-informed care and practices among all PIVOT staff, collaborators, and partners. BJA sponsored the training, CNA facilitated delivery, and the Atlanta Police Foundation and the Atlanta Police Department contributed in-kind.

The Gather, Assess, Integrate, Network, and Stimulate (GAINS) Center of the Substance Abuse and Mental Health Services Administration (SAMHSA) developed the training, entitled “How Being Trauma-Informed Improves Criminal Justice System Responses.” SAMHSA is a leading agency on the impacts of trauma and violence, and works to help educate justice professionals around the country on trauma-informed response strategies. Being trauma informed has been found to change the perspective of officers. Having an awareness of trauma and an understanding of how it affects people, even decades after their experience, can change officers’ perceptions, and consequently their behaviors. They can be better equipped to de-escalate situations and keep everyone, including themselves, safer. Being trauma informed can also help officers recognize and deal more appropriately with vicarious trauma in their own lives. Thus, it promotes health and job satisfaction through decreasing work-related stress and burn-out.

Members of the training team, who are certified by SAMHSA,



Training for the Atlanta SPI: Being Trauma Informed

By Jasmine Moore, MPH, CHES, and Shila René Hawk, Ph.D.

The Program to Interrupt Violence through Outreach and Treatment (PIVOT) is a collaborative effort between the Atlanta, Georgia, Police Department, Grady Memorial Hospital, and their embedded research partner Applied Research Services, Inc., aimed at reducing gun violence. PIVOT is a multipronged public health approach focused on addressing the people and places at risk of recurrent and retaliatory shootings, as well as identifying and rectifying gaps in data on violent injuries.

The interdisciplinary task force comprises police officers, public health specialists, doctors, social workers, criminologists, an attorney, an epidemiologist, a data scientist, an anthropologist, and a variety of service providers. Given the range of

and have degrees in clinical psychology and criminal justice, have been working with justices for over 20 years and have presented on trauma and trauma-informed care across the country. In October 2018, two trainers, Dr. Kevin Baldwin and Dr. Sharon Johnson, trained 20 individuals at Atlanta Public Safety Headquarters.

In addition to zone investigators, members of the gang reduction unit, and gun reduction task force, key attendees included the PIVOT officers and community resource coordinator, the Tactical Crime Analysis Unit commander, and the research partner. The session began with a presentation of PIVOT and ended with the trainers tailoring materials to the program to further SPI's goal of strengthening the justice system.

Collaborators and partners within the Atlanta Police Department perceive the role of PIVOT officers working in Atlanta communities as prescribed by the Atlanta SPI as unprecedented. This training served as an essential building piece to ensure understanding

and support for PIVOT officers across law enforcement roles. It is also instrumental for the introduction of trauma-informed practices among other officers, as trainees directly translate their education to their peers. The interactive training experience definitely helped other PIVOT partners understand how challenging the multifaceted policing mandate can be for individual officers across emergent incidents. The community resource coordinator, a hospital-based team member, remarked that the training was eye opening and conversation starting. Sharing the training space with the police department helped facilitate important discussions about vicarious and secondary traumas that the investigators and officers may carry with them in their roles every day.

The Atlanta SPI wishes to thank everyone who contributed to the training and will continue to pursue such valuable TTA opportunities. For more information on the development of this important training for the Atlanta SPI site, please contact Dr. Shila Hawk at shawk@ars-corp.com.



Members of the Atlanta Police Department and Atlanta SPI attend trauma-informed training.

FY17 Site Visits Overview

Birmingham, Alabama: On September 27, 2018, subject expert John Skinner, BJA senior policy advisor Kate McNamee, and SPI senior analyst Zoë Thorkildsen traveled to Birmingham, Alabama, to meet with the Birmingham SPI team to discuss current progress and important next steps for the initiative. The site visit began with a meeting at police head-

quarters with the Birmingham police chief, where the team discussed the progress with the SPI action plan as well as key challenges. The SPI team also met with the research team to review the research and analysis plan. The Birmingham SPI team feels that the site visit was productive, and provided the site with additional information on how to develop a strong strategic plan.

Commerce City, Colorado: On April 25, 2018, subject experts Dr. Brenda Bond and Tom Woodmansee conducted a site visit to Commerce City and

Brighton, Colorado, where they met with Commerce City and Brighton Police Department command staff, Sexual Assault Task Force members, and community partners. During the visit there was a community ceremony to launch the Sexual Assault Task Force. The mayor, district attorney, and police chief attended this ceremony. Dr. Brenda Bond spoke on a panel about SPI during the ceremony.

Newark, New Jersey: On September 5, 2018, CNA subject experts Hildy Saizow and James “Chip” Coldren and BJA senior policy advisor Kate McNamee of BJA conducted a site visit to Newark, New Jersey. During the visit, the SPI discussed issues related to project management, action planning, research methodology, and technical assistance. The site is focusing on community engagement and technology implementation, and will employ innovative community policing strategies in one sector of the city with persistently high levels of violence in order to improve community relationships and trust. The site will also implement CCTV cameras and automated license plate recognition systems in the sector in order to support violent crime investigations and improve clearance rates. The evaluation will examine whether these strategies will result in a reduction in gun violence (gun-related homicides, non-fatal shootings, shootings with no hits, and shots fired incidents); improved sense of safety, perceptions of violence and relationship with police by residents in the sector; and higher violent crime clearance rates. The subject experts reported that Newark could benefit from the experience and learnings of previous SPI initiatives, including those of Portland, Brooklyn Park, and Lowell (on methods of tracking officer engagement activities and innovative engagement strategies) and collective efficacy training from Dr. Craig Uchida with Justice and Security Strategies.

Providence, Rhode Island: The CNA subject experts team will visit the Providence SPI site on January 10, 2019. In October 2018, the Providence site began full implementation of their Behavioral Health Response Team to proactively support individuals with mental health needs through a case management approach. During the site visit in January, the Providence team will have two months of implementation experience

and evaluation data. This will provide an opportune time for the CNA team to discuss progress, successes, and challenges related to the Providence SPI effort and evaluation.

Syracuse, New York: On June 21, 2018, subject experts James “Chip” Coldren and Charles Stephenson conducted a site visit to Syracuse, New York, where they met with the Syracuse SPI team, including members of the Syracuse Police Department, Onondaga County Probation, Onondaga County District Attorney’s Office, and research partners from the John F. Finn Institute for Public Safety. The site visits started with an introduction, a discussion of other SPI site initiatives, and a review of training and technical assistance plans and the site capacity assessment. The visit continued with a presentation from the Syracuse SPI team, followed by a presentation from the Syracuse SPI research partner. The visit ended with subject experts attending a Chronic Offender Recognition Enforcement (CORE) offender meeting and going on a ride-along.

Tempe, Arizona: On April 4, 2018, subject experts Harold Medlock and Julie Wartell conducted a site visit to Tempe, Arizona. During the visit, they met with the Tempe SPI team and Tempe Police Department and discussed the action plan. There was also a presentation of the research side of the initiative, and the subject experts attended the first Tempe SPI team working group meeting, which included 25 police department employees who held various ranks and job descriptions. During the visit, it was clear that the Tempe SPI team has a great working relationship.

Wilmington, Delaware: On September 6, 2018, two subject experts, Gary Cordner and John Skinner, and BJA senior policy advisor Kate McNamee conducted a site visit to the Wilmington SPI. During the site visit, the team attended a Wilmington Police Department (WPD) CompStat meeting and provided an in-depth explanation of the goals and practices of SPI. The representative from BJA and the subject experts heard presentations from WPD and their research partner on planned efforts, and facilitated a discussion on collaboration and performance measurement. After the site visit, the Wilmington SPI submitted their action plan for review by the subject experts.



FY18 Site Profiles

Site	Site Collaborators	Targeted Problem	Site Strategy
Kansas City, Kansas	<ul style="list-style-type: none"> • Kansas City Police Department • Drug Enforcement Administration • Bureau of Alcohol, Tobacco, Firearms, and Explosives • Federal Bureau of Investigation • U.S. Marshal's Service 	<ul style="list-style-type: none"> • Violent crime 	<ul style="list-style-type: none"> • Proactive policing • Offender-focused policing • Hot spot policing • Technology implementation • Community engagement
Los Angeles, California	<ul style="list-style-type: none"> • Los Angeles Police Department • Justice and Security Strategies • University of California, Los Angeles 	<ul style="list-style-type: none"> • Homicides and non-fatal shootings clearance rates / violent crime • Gang-related crime 	<ul style="list-style-type: none"> • Data analysis/machine learning • Process evaluation • Evidence-based policing • Investigative strategies
Pasco County, Florida	<ul style="list-style-type: none"> • Pasco County Sheriff's Office • University of South Florida • State Attorney's Office • U.S. Attorney's Office, Middle District of Florida 	<ul style="list-style-type: none"> • Violent crime • Drug-related crime 	<ul style="list-style-type: none"> • Offender-based policing • Focused deterrence • Multi-agency collaboration • Evidence-based policing
Reno, Nevada	<ul style="list-style-type: none"> • Reno Police Department • Sparks Police Department • Washoe County Sheriff's Office • United States Attorney's Office, District of Nevada • University of Nevada, Reno 	<ul style="list-style-type: none"> • Gun violence 	<ul style="list-style-type: none"> • Outreach and collaboration • Focused deterrence • Problem-oriented policing • Technology implementation
St. Louis, Missouri	<ul style="list-style-type: none"> • St. Louis Metropolitan Police Department • United States Attorney's Office, Eastern District of Missouri • Bureau of Alcohol, Tobacco, Firearms, and Explosives • Southern Illinois University Edwardsville 	<ul style="list-style-type: none"> • Violent crime • Gun violence 	<ul style="list-style-type: none"> • Technology implementation • Predictive policing • Hot spot policing • Multi-agency collaboration • Information sharing

Integrating Technology with Policing Strategies

By Emma Wohl

In July 2018, NIJ released an article titled “Harmonizing Police Technology Acquisitions with Policing Strategy,”¹ which was the result of a recent study on police use of technology in strategy development and implementation. The study included a nationwide survey, department-level examinations, and development of a framework to guide police departments on technology acquisition and integration into strategic planning.

The study found that most U.S. police departments, especially smaller agencies, do not adequately plan for and implement new technology into their overall department strategy. As a result, they may not realize the potential of such technology and officers may be dissatisfied with technology efforts. The study found that technology in law enforcement can increase efficiency and communication and enhance information sharing and analysis, although limits in implementation have prevented technology from having a “game-changing” impact on policing as a whole.

The authors made recommendations to help law enforcement agencies develop a better police technology model, including considering technology in strategic planning, encouraging collaboration between agency decisionmakers and technology experts, and considering past challenges to implementation in introducing new technologies to the department.

Over the years, several SPI sites have focused on integrating technology into their policing strategy. Here are some examples:

- In 2011, the Evans County, Georgia, Sheriff's Office (ECSO) received an SPI grant to implement and evaluate the use of smartphones on cross-agency communication and technology effectiveness. ECSO noted difficulties in implementing technology, due to funding issues



and challenges in training older, less tech-savvy officers. However, ECSO also noted that the smartphones increased their communication between officers, crime analysts, and other local criminal justice agencies, and helped prevent and reduce crime. ECSO planned to consider technology use and needs as they create departmental strategic plans in the future. Read the Evans County SPI final report here: http://strategiesforpolicinginnovation.com/sites/default/files/ECSCO_Smart_Policing_Revised_Final_Report_102515.pdf.

- In 2011, the Phoenix, Arizona, Police Department received an SPI grant to deploy body-worn cameras (BWCs) among a pilot group of patrol officers to evaluate officer perceptions and use of cameras, impact on officer performance and accountability, and impact on community cooperation. The department found that officers grew more comfortable with BWCs over time, though policy compliance was low and BWCs did not seem to change community behavior though they did reduce complaints against officers. The department concluded that developing a strategic plan for creating a BWC program is of the utmost importance in order to guarantee officer understanding, comfort, and compliance, and to realize the most benefits from BWCs in assisting in investigations and ensuring accountability. Read the Phoenix SPI Spotlight report here:



<http://strategiesforpolicinginnovation.com/tta/spotlight-reports/phoenix-az-site-spotlight>.

- In 2011, the Pullman, Washington, Police Department received an SPI grant to install and evaluate a network of safety cameras in a major crime hotspot to prevent criminal behavior and enhance investigations and responses to developing situations. The department found that officers felt the cameras were successful in reducing crime and community members were more satisfied with



¹ <https://nij.gov/topics/law-enforcement/strategies/Pages/harmonizing-police-technology-acquisitions-with-policing-strategy.aspx>

the department and felt more positive about the effectiveness of the cameras after implementation. The department successfully integrated technology into their operations, as evidenced by positive officer and community perception of the cameras and reports that most of the officers had used the cameras at least once. Read the Pullman SPI final report here:

http://strategiesforpolicinginnovation.com/sites/default/files/SPI_Final_Report-City_of_Pullman_Washington.pdf.

- In 2012, the East Palo Alto, California, Police Department received an SPI grant to evaluate the use of gunshot detection systems and reduce levels of citywide shooting incidents by using the system as a tool for rapid-response, investigative, strategic planning, and problem-solving efforts. The department found that officers overall felt positive about using the system as a rapid-response and investigative tool, but that further examination of data quality is needed before use as an analytical tool. Additionally, leadership turnover and an unclear understanding across the department of what SPI entailed caused a less than robust implementation of the technology. In 2017, the Wilmington, Delaware, Police Department received a grant to implement and conduct a similar effort to reduce violent crime through integrating their network of gunshot detection technology and cameras. Read the East Palo Alto SPI final report here: <http://strategiesforpolicinginnovation.com/sites/default/files/EPA%20SPI%20report%20FINAL.pdf>.



Each of these SPI sites had both challenges and successes in implementing technology in their departments and daily operations, such as gathering funding, implementing wide-scale training, and sustaining their initiatives despite staff turnover. Ultimately, SPI has assisted many departments in planning for implementation, use, and sustainability of technology. As law enforcement agencies introduce new pieces of technology into their policing approaches, interested agencies can learn more about these SPI initiatives on the SPI website, at

<http://strategiesforpolicinginnovation.com/spi-sites>.

Staff Spotlight: Lily Robin



Ms. Lily Robin joined CNA's Institute for Public Research in August 2017 as a research specialist. She supports several criminal justice projects, including serving as an analyst for the SPI initiative. Her work includes technical assistance, data analysis, and research support.

Ms. Robin works with four SPI sites, on a wide range of innovative policing topics. Brighton and Commerce City, Colorado, are designing, implementing, and evaluating a multi-agency sexual assault task force. Syracuse, New York, is addressing gun violence through offender monitoring and engagement. Tempe, Arizona, is conducting a randomized control trial of de-escalation training. Detroit, Michigan, is working with businesses and the public to leverage camera technology to reduce crime. Ms. Robin also assists with other SPI tasks, including managing the website and drafting website content and summary reports.

Talking about her role in supporting SPI, Ms. Robin states, "Supporting police departments as they develop and evaluate innovative policing strategies to improve service to their communities is exciting, and it is rewarding to know that these strategies will have impacts beyond the scope of one department." In addition to her work on SPI, Ms. Robin also serves as an analyst to National Public Safety Partnership sites and Body Worn Camera Policy and Implementation Program grantees, and contributes to several other criminal justice projects.

Before joining CNA, Ms. Robin completed her master's degree in public policy at George Washington University, focusing on program evaluation and quantitative research methods.