

Strategies for Policing Innovation

2018 New Site Orientation Webinar



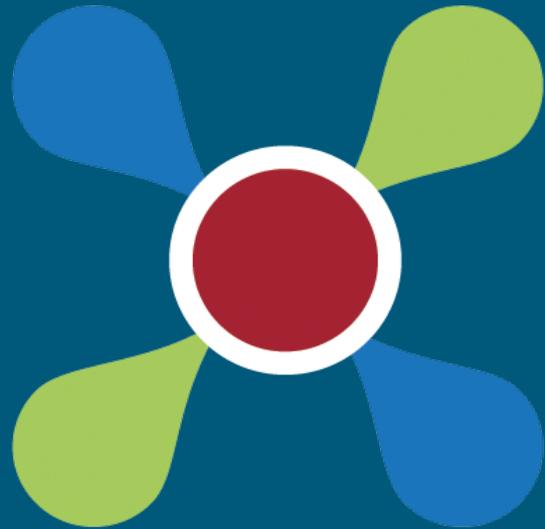
January 15, 2019
2:30—4:00 p.m. Eastern



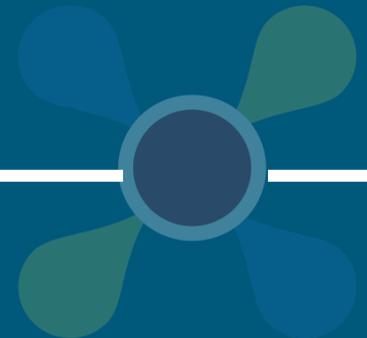
Agenda



- Welcome and Introductions
- Strategies for Policing Innovation (SPI) Overview
- Brief History
- Goals, Principles, and Key Concepts
- Outcomes, and Lessons Learned
- SPI Training and Technical Assistance (TTA) Overview
- Grant Management
- Next Steps



Welcome and Introductions



Bureau of Justice Assistance SPI Team



**Catherine
"Kate"
McNamee**
SPI Senior Policy
Advisor



**Alyse
Altenburg**
SPI Policy
Advisor



**Geislia
Barnes**
State Policy
Advisor



**Heather
Wiley**
State Policy
Advisor



CNA TTA Management Team



**Chip Coldren,
Project Director**

Primarily responsible for the strategic direction and planning of SPI to ensure the success of local SPIs across the country



**Chris Sun,
Project Manager**

Oversees the management and coordination for SPI activities and TTA delivery; supports strategic planning of the initiative

CNA TTA Team



Charles Stephenson,
Senior Subject Expert, Technology
and Webinar Coordinator

Supports assistance to SPI
sites in law enforcement
operations specific to
technology



Scott Decker,
Senior Subject Expert
Evaluation

Supports SPI evaluation
activities, including SPI
Spotlight Reports and
Action Plan review



Hildy Saizow,
Senior Subject Expert
Outreach

Supports the coordination
of subject expert activities
and police-community
collaboration TTA



Michael White,
Senior Subject Expert
Research

Supports research
activities, including SPI
Spotlight Reports and
Research Assessments



Tom Woodmansee,
Senior Subject Expert-
Operations

Supports assistance to SPI
sites in law enforcement
operations and focused
deterrence

CNA TTA Team



Emma Wohl
Outreach Coordinator

Responsible for all SPI outreach and marketing, including the SPI website, newsletter, and social media



Brittany Cunningham
CNA Analyst

Provides analytic and technical support in data collection and TTA delivery; serves as a site-assigned Analyst



Lily Robin
CNA Analyst

Provides analytic and technical support in data collection and TTA delivery; serves as a site-assigned Analyst



Keri Richardson
CNA Analyst

Provides analytic and technical support in data collection and TTA delivery; serves as a site-assigned Analyst



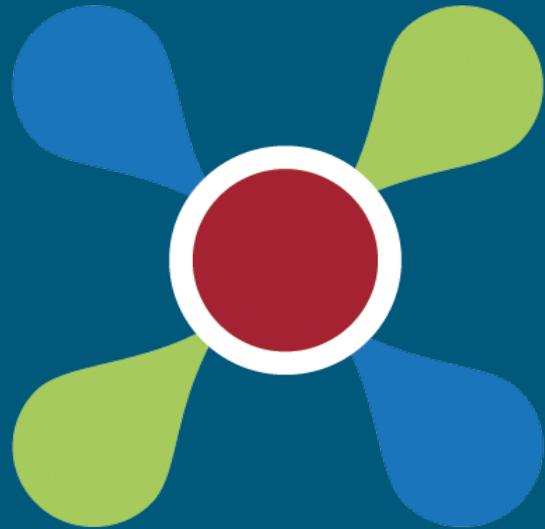
Mia Hicks
CNA Analyst

Provides analytic and technical support in data collection and TTA delivery; serves as a site-assigned Analyst

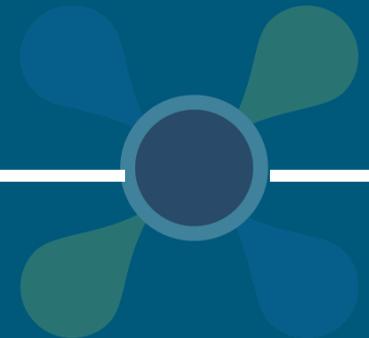
Introduction – Subject Experts and Analysts



Site	Subject Experts		CNA Analyst
Kansas City, KS	Tom Woodmansee	Scott Decker	Chris Sun
Los Angeles, CA	John Skinner	Laura Kunard	Brittany Cunningham
Pasco County, FL	Tom Woodmansee	Gary Cordner	Emma Wohl
Reno, NV	Hildy Saizow	Julie Wartell	Emma Wohl
St. Louis, MO	Terry Gainer	Charles Stephenson	Keri Richardson



SPI Overview



SPI Beginnings



- Launched by the Bureau of Justice Assistance (BJA) in 2009
- Focus:
 - Impact of policing strategies and tactics
 - Prevention orientation
 - Economic downturn
 - Methodological rigor in studies of policing effectiveness



SPI Goals



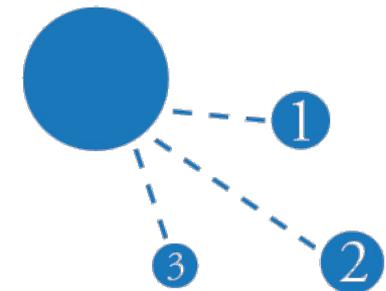
Establish and/or expand evidence-based programming in police agencies to increase their ability to **effectively and sustainably prevent and respond to crime.**



SPI Goals



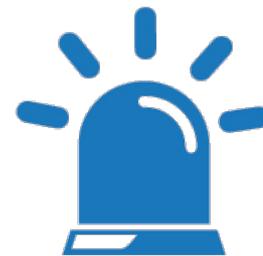
Use **technology, intelligence, and data in innovative ways** that enable police agencies to focus resources on the people and places associated with high concentrations of criminal behavior and crime.



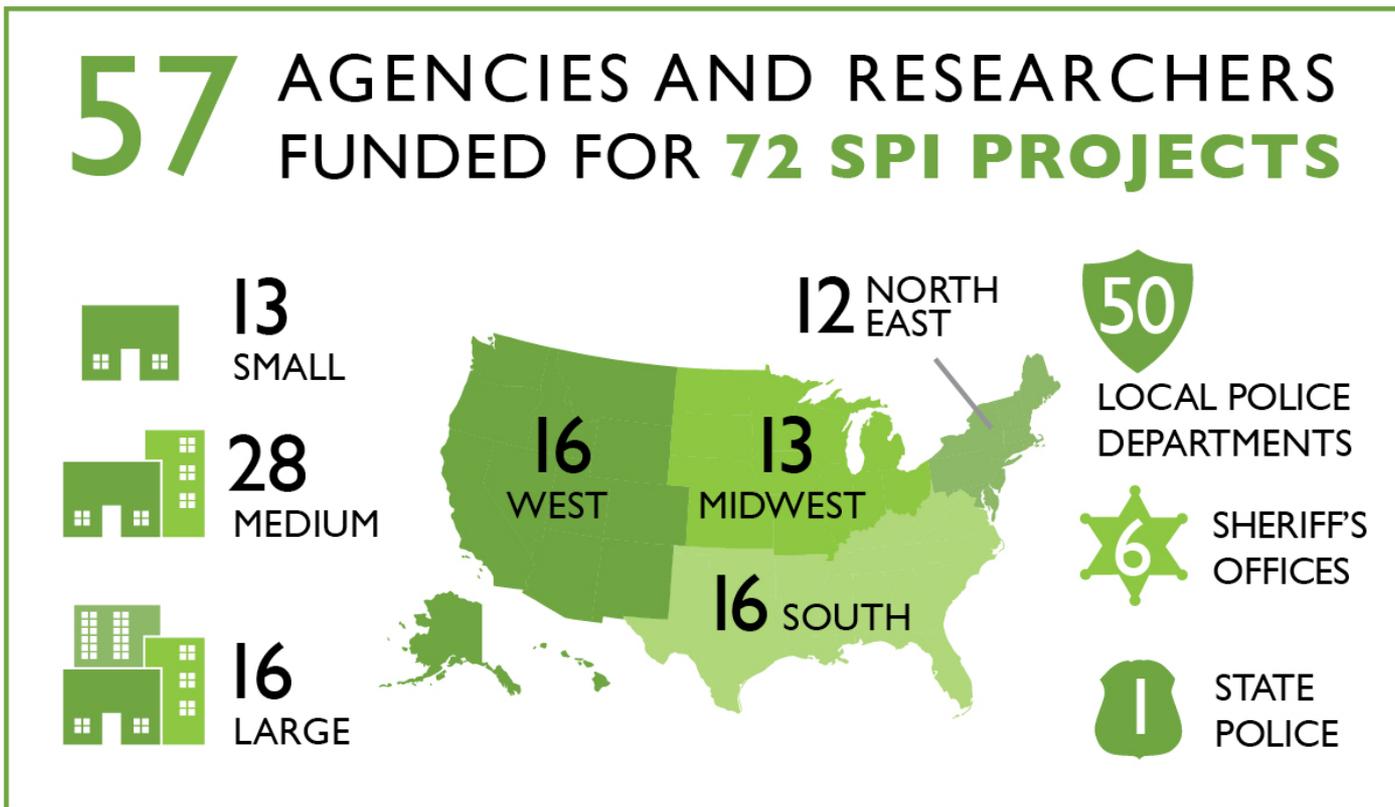
SPI Goals



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



What Has Happened?



What Has Happened?



- Increased rigor of evaluation designs
- Improved policing and community outcomes
- Addressed targeted problems, including organizational change targets
- Learning from the field

How Rigorous is SPI Research?



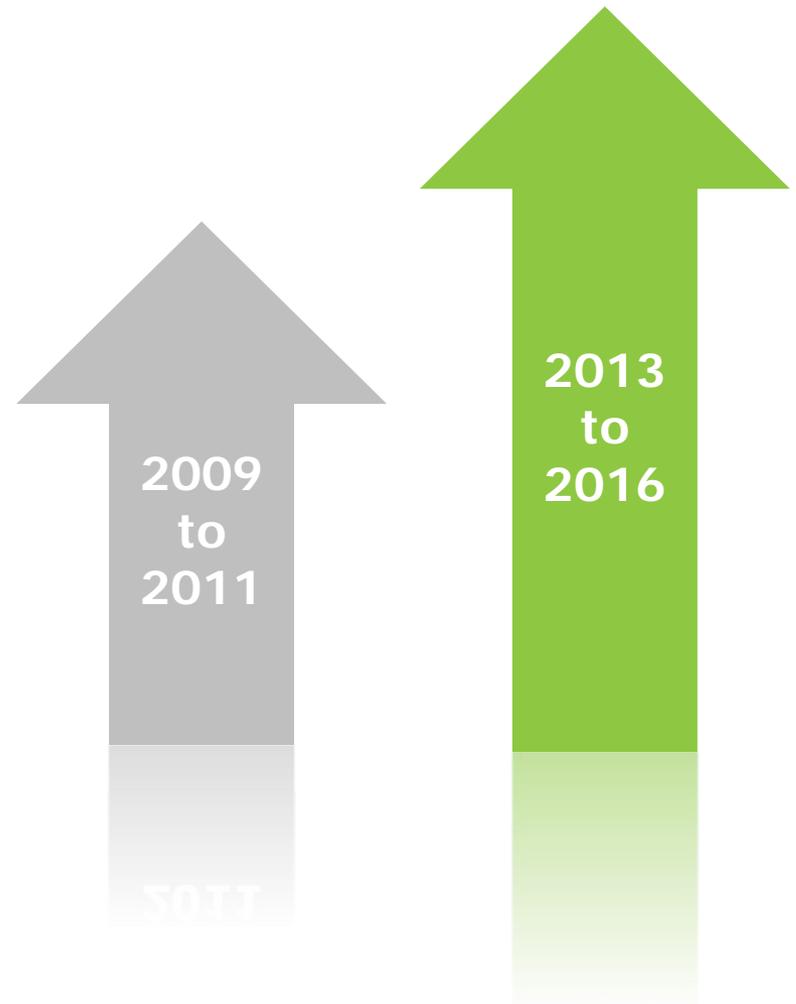
- From 2009 to 2011, just **under 50% of sites' research designs** scored a 3 or above on the Maryland Scientific Scale



How Rigorous is SPI Research?



- From 2013 to 2017, **over 75% of sites** scored a 3 or above on the Maryland Scientific Scale



Research Findings



- **Statistically significant reductions** in violent crime, other crimes, disorder problems in most SPI sites
- **Sound methodologies with little or no effects detected** in other sites



SPI: Assessment Findings, 2012-2017

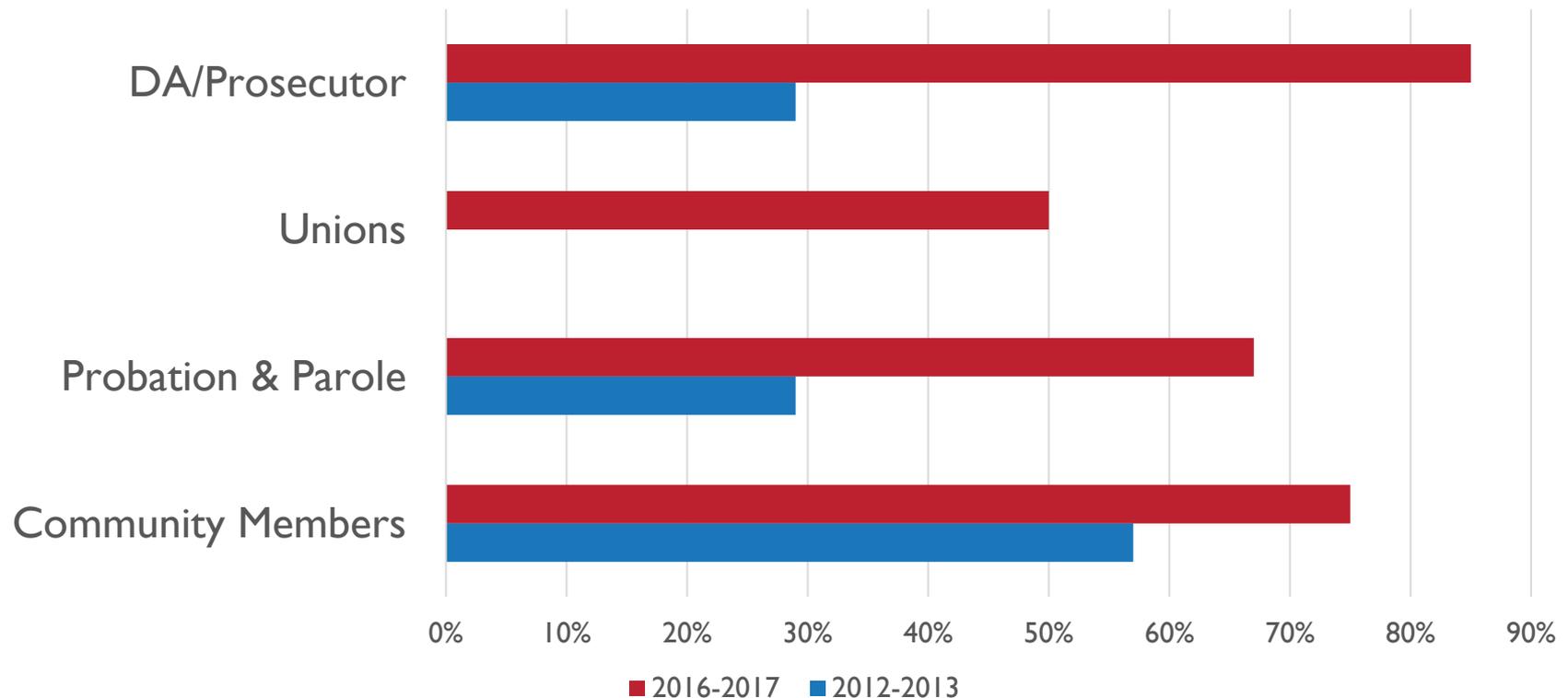


- All or most sites employ Problem-Oriented Policing
- All or most sites employ “Hot Spots” policing
- More sites tending to employ focused deterrence approaches
- All sites use Field Intelligence data collection forms
- Fewer sites include crime analysts in their regular SPI meetings

SPI: Assessment Findings



How often does the law enforcement agency communicate with...?
(% indicating weekly, daily, or monthly)



Following the Evidence Leads to Interesting Innovations



Los Angeles, CA

Problem-Oriented Policing (POP) + creative use of analytics and intel

Following the Evidence Leads to Interesting Innovations



Los Angeles, CA

Problem-Oriented Policing (POP) + creative use of analytics and intel

Rochester, NY

Dispute risk assessment tool

Following the Evidence Leads to Interesting Innovations



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Problem-Oriented Policing (POP) + creative use of analytics and intel

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Detroit, MI

Partnership with local businesses to reduce violent crime and build technology infrastructure

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Boston, MA

Violence reduction → focus on homicide clearance rates

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Detroit, MI

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Boston, MA

Violence reduction → focus on homicide clearance rates

Portland, OR

Community outreach officer activity via mobile app

What Are We Learning?

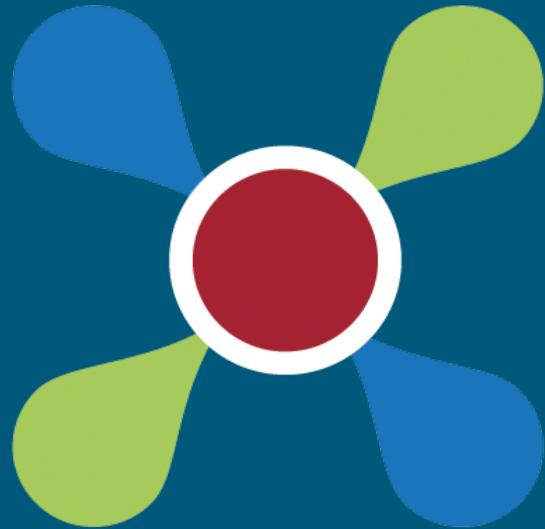


- Measuring “dosage”
- Measuring what officers actually do
- Rapid movement from field intelligence to actionable analytic findings; building and harnessing analytic capacity

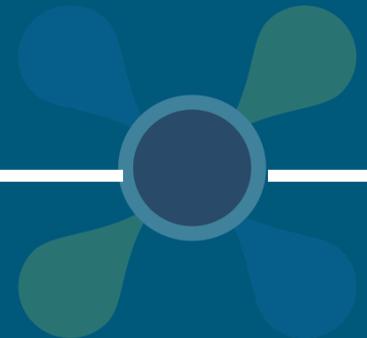
What Are We Learning?



- In-reach and Outreach → Sustainability
- Collaboration is a vital component of success
- Planning for integration and sustainability
- Interplay between crime analysis and research partnerships
- Evidence-based approaches can result in very interesting innovations

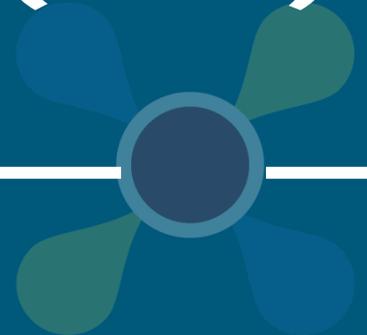


Stop and Talk





SPI Training and Technical Assistance (TTA)



SPI Phases



1 Action Planning

During the initial 180 days of the SPI award, sites must complete an SPI Action Plan.

2 Implementation

Upon SPI Action Plan approval, sites execute their SPI Action Plan (operation and evaluation).

3 Close Out

Sites complete and submit to BJA a final research report 90 days after the award end date.

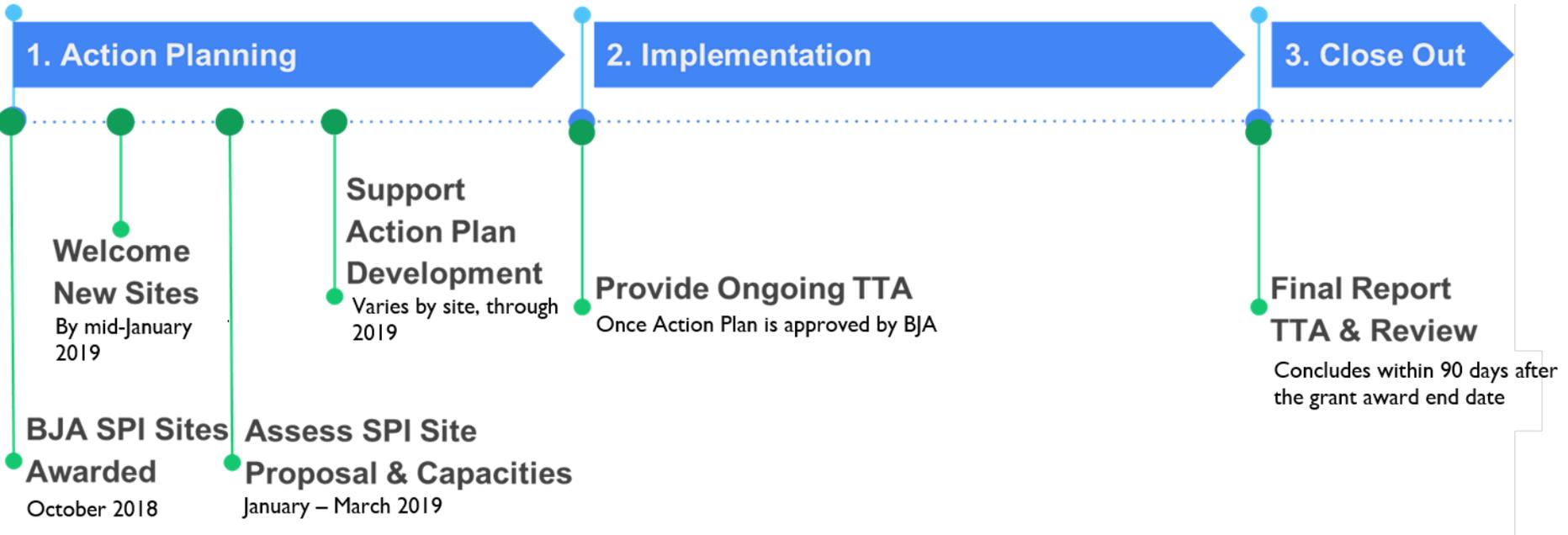
TTA Approach



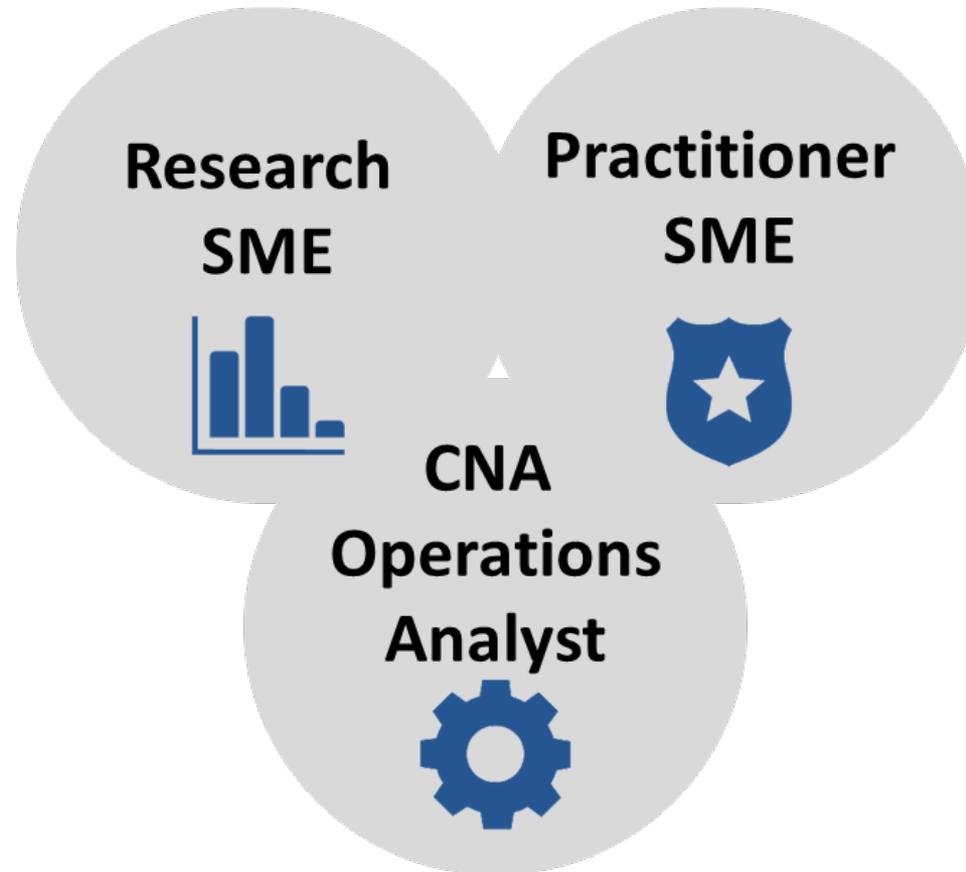
- Our approach to TTA is:
 - Relationship Based
 - Non-Directive
 - Success and Outcome-Oriented



SPI TTA Process



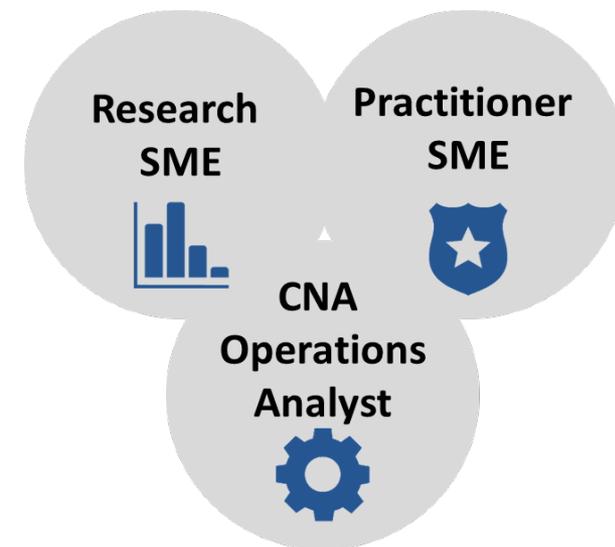
Your TTA Team



What Do They Do?



- Your TTA Team:
 - Gains a detailed knowledge of your site
 - Supports development and review of your Action Plan
 - Identifies challenges, issues, and TTA needs as they emerge
 - Recommends and supports the delivery of TTA
 - Provides guidance, support, and information
 - Identifies success stories



Targeted Technical Assistance



- Improving crime analysis capacity
- Conducting focused deterrence
- Securing buy-in with stakeholders
- Developing sound evaluations
- Administering research surveys
- Integrating evidence-based policing into policies and practices



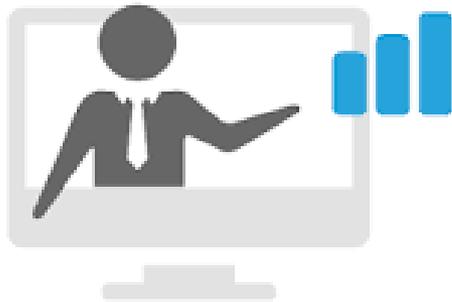
Peer Exchanges



- Increasing collaboration and coordination
- Overcoming internal barriers
- Learning evidence-based strategies
- Examples
 - Kansas City-Portland (place-based strategies)
 - Toledo-Los Angeles (offender-based strategies)
 - Atlanta-San Francisco (hospital-based violence intervention program)



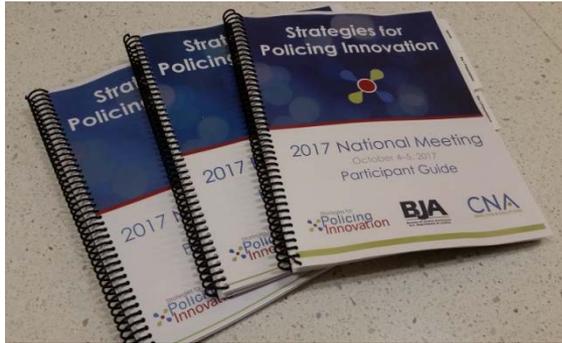
Webinars



All webinars are posted on the SPI Website
www.strategiesforpolicinginnovation.com

- Problem-Oriented Policing
- Crime Analysis in SPI
- Criminology 101 and 102
- Collaborating with Communities of Color
- Community Responses to People in Crisis
- Basics of Evaluation for Practitioners
- Less Lethal Technologies in Law Enforcement
- Collective Efficacy

Meetings and Workshops



**Innovations Suite Practitioner-Researcher
Fellow Academy**

- Learning SPI best practices and lessons learned
- Sustainability Strategies for Policing Innovation principles
- Collaborating and learning from your peers
- Problem-solving on your project
- Discussing emerging evidence-based policing issues

Publications



Strategies for Policing Innovation BJA Bureau of Justice Assistance U.S. Department of Justice www.strategiesforpolicinginnovation.com

STRATEGIES FOR POLICING INNOVATION QUARTERLY NEWSLETTER ISSUE NO. XXII WINTER 2017

SPI Core Principle: Collaboration

Building community relationships is a key strategy for fighting crime and addressing community problems, as well as an important method for collaborative governance. This message was consistently expressed by both law enforcement and community presenters at a series of Strategies for Policing Innovation (SPI) Police-Community Collaboration Workshops held throughout 2016 in Portland, Oregon; Kansas City, Missouri; and Lowell, Massachusetts. These workshops were developed in partnership with the Bureau of Justice Assistance, the Byrne Criminal Justice Innovation Program, and the Office of Community Oriented Policing Services. Many examples of successful collaboration were presented—including Indio, California's efforts to address homelessness; Kansas City, Missouri's partnerships to reduce homicide; and Cambridge, Massachusetts's response to the opioid crisis—as were their respective challenges encountered in the process. For each of these SPI sites, collaboration with community members and organizations was key to the success of the initiative.

As a result of these discussions, SPI developed a clear set of principles to guide police agencies in their efforts to collaborate, including:

- Having strong leadership
- Orienting toward service
- Transforming training
- Building community relationships, including multi-sector collaborative partnerships
- Engaging with diverse communities
- Improving communication and
- Understanding community perspective

Successful collaboration is not easy, but communities for collaborative policing affirmed this viewpoint. The principles outlined in this [Spotlight Report](#).

About Us

SPI is a collaborative effort among the federal government, state, and local law enforcement agencies, agencies with identifying innovative and efficient ways to tackle chronic crime problems. As always, feel free to share your thoughts. Sign up for the SPI mail list.

The project was supported by Grant #2016-00001 of the U.S. Department of Justice, the Office of Community Oriented Policing Services, Monitoring, Apprehending, Engaging, and Responding to Chronic Crime (MAEER) program.

Strategies for Policing Innovation

Strategies for Policing Innovation Spotlight Report

Boston, Massachusetts, Strategies for Policing Innovation II

Improving Homicide Clearance Rates: The Value of Analysis to Guide Investments in Investigative Policies and Practices

July 2017

Anthony A. Thompson and Zandra D'Amico

Strategies for Policing Innovation BJA Bureau of Justice Assistance U.S. Department of Justice CNA ANALYSIS & SOLUTIONS

- Learning proven and tested strategies
- Evaluating your SPI
- Learning about SPI from the perspectives of researchers and police
- Keep updated on recent SPI activities and emerging findings

SPI Website



Strategies for Policing Innovation

Welcome to the Strategies for Policing Innovation website!

Strategies for Policing Innovation

The **Strategies for Policing Innovation** program is a collaborative effort among the Bureau of Justice Assistance, CNA, state and local law enforcement agencies, and researchers. It is designed to assist agencies with identifying innovative and evidence-based solutions to effectively and efficiently tackle chronic crime problems in their jurisdictions.

SPI has supported 59 initiatives in 48 communities across the nation. [Read more about SPI here.](#)

SPI Highlight

We are pleased to announce the release of the **SPI Winter 2017 Quarterly Newsletter**, featuring articles about the Boston, MA SPI collaboration as a core SPI principle, and police use of social media.

New Resources

- [Houston and Harris County Develop Partnership to Combat Elder Abuse](#)
- [Preventing Officer Fatalities by Better Understanding Specific Incidents](#)
- [Improving Officer Safety in Interactions With Citizens Suffering From Mental Illness](#)
- [Defusing Difficult Encounters](#)
- [Real-Time Reporting System Maps Drug Overdoses](#)

Join Our Mailing List

First Name *

Last name *

Email *

Submit

Connect with Us

Twitter YouTube

Contact Us

SPI@cna.org

CNA ANALYSIS & SOLUTIONS

Tweets by @SmartPolicing

Smart Policing @SmartPolicing

ICYMI: The SPI September Monthly Update [cnaa.org/2016/09/](#)

Embed View on Twitter

- Sharing your project on your site page
- Learning SPI findings
- Hearing stories from other SPI sites through podcasts
- Enhancing your knowledge through our library of resources
- Engaging and interacting with the SPI community

Tailored TTA

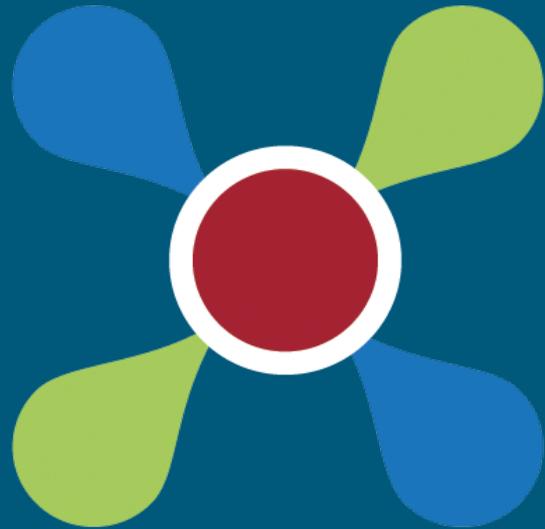


- CNA can tailor and develop additional TA in response to requests that are not described above and are specific to an SPI grantee needs.
- Examples
 - Brooklyn Park: collective efficacy
 - Kansas City, Cambridge, Columbia: focused deterrence
 - New Haven, Miami: Project re-scope/re-focus
 - Columbia, East Palo Alto, Atlanta: police leadership turnover
 - Multiple: crime analysis, data integration

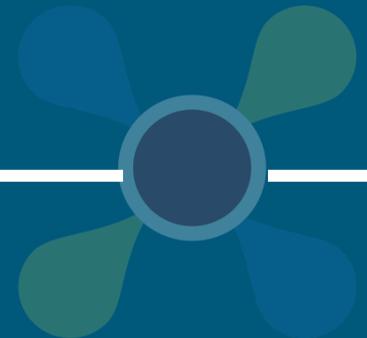
Requesting TTA

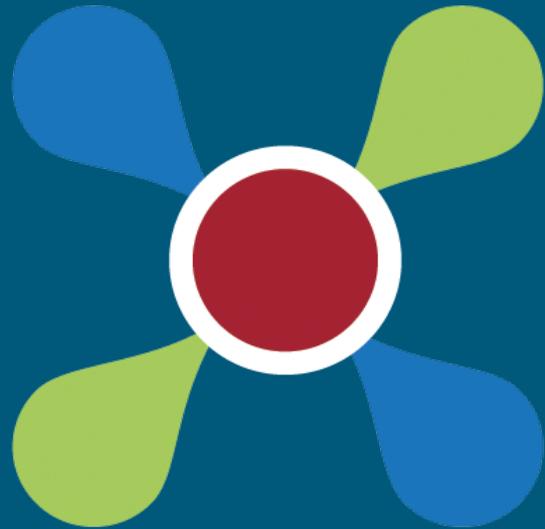


- **Requesting TTA**
 - Complete the **TTA Request Form** and submit it to your TTA Team. Accessible here: www.strategiesforpolicinginnovation.com/tta/spi-site-tta
 - Your TTA Team then submits the request to the CNA TTA Management Team.
- **How BJA/CNA Responds to TTA Requests**
 - BJA and CNA determine the course of action— for example, a TTA-focused site visit, or additional subject expert support.
 - CNA then contacts your site directly regarding fulfilling your TTA request.

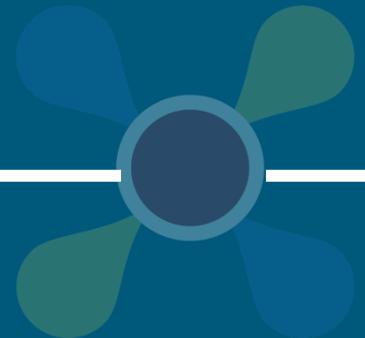


Stop and Talk





Grant Management



DOJ Grants Financial Guide



- The Point of Contacts and all Financial Point of Contacts must complete the DOJ Grants Financial Management Online Training:
<https://ojp.gov/training/fmts.htm>
- The training is largely based on the information provided in the DOJ Grants Financial Guide:
<https://ojp.gov/financialguide/doj/index.htm>

Access to Grant Funds



- Please read the General and Special Conditions of your grant.
- Budget Clearance and Special Conditions must be addressed to access grant funds.
- The recipient is authorized to incur obligations, expend, and draw down funds in an amount not to exceed \$150,000 to develop an SPI Action Plan.

Grant Adjustment Notice (GAN)



- A GAN is used to request project changes and/or corrections. Contact your Grant Manager prior to submitting a GAN.
- GANs are submitted and approved through GMS. GAN types include:
 - Budget Modifications
 - Change of Scope
 - Project Period
 - Point of Contact Information
 - Removal of Special Conditions
 - Sole Source
 - Costs Requiring Prior Approval
- GANs will not be approved if the grantee is delinquent on financial or programmatic reporting.

Reporting Reminders



Report type:	System:	Reporting period:	Due by:	Help Desk:
Financial Financial Reports (SF-425)	GMS https://grants.ojp.usdoj.gov/	<ul style="list-style-type: none"> • Jan 1 - Mar 31 • Apr 1 - Jun 30 • Jul 1 - Sep 30 • Oct 1 - Dec 31 	<ul style="list-style-type: none"> • 30 April • 30 July • 30 October • 30 January 	OCFO Customer Service 800-458-0786 ask.ocfo@usdoj.gov
Semi-annual (Narrative) Progress Report https://ojp.gov/traininig/gmstraining.htm	GMS https://grants.ojp.usdoj.gov/ * Attach PMT Report	<ul style="list-style-type: none"> • Jan 1 – Jun 30 • Jul 1 – Dec 31 	<ul style="list-style-type: none"> • 30 July • 30 January 	GMS Help Desk 888-549-9901 GMS.HelpDesk@usdoj.gov
BJA Quarterly Performance Measures https://ojp.gov/performance/	PMT https://bjapmt.ojp.gov	<ul style="list-style-type: none"> • Jan 1 - Mar 31 • Apr 1 - Jun 30 • Jul 1 - Sep 30 • Oct 1 - Dec 31 	<ul style="list-style-type: none"> • 30 April • 30 July • 30 October • 30 January 	PMT Help Desk 888-252-6867 bjapmt@usdoj.gov

Prior Approval of Certain Costs



- Written prior approval must be obtained for some costs by submitting a GAN, contact your Grant Manager:
 - Compensation for consultant services in excess of the maximum daily rate for an 8-hour day of \$650 or hourly rate of \$81.25 per hour.
 - Publication plans
 - Costs incurred prior to the date of the subaward period
 - Foreign travel

Common Areas of Noncompliance



- FFATA Reporting
 - Prime recipients of awards \$25,000 or more, must report on any first-tier subawards and subcontracts of \$25,000 within one month following subaward.
 - To help navigate the submission process, user guides, FAQs, and online demos are available at www.fsrs.gov/resources.
- Subrecipient Monitoring
 - Grantees are responsible for policies and procedures in place to ensure compliance with federal regulations regarding subaward monitoring.

Common Areas of Noncompliance (cont.)



- Late Reporting
 - Must submit all reports even if no activity occurred during the reporting period.
 - PMT report can be marked “Not Operational”, but provide an explanation as to why no activities occurred.
 - The “GMS report” created in the PMT must be attached to the GMS progress report in order to be complete.
 - Narrative questions at the end of the PMT report should cover the entire **6 month** reporting period.

Subawards and Procurement Contracts under OJP Awards



- Grantees must determine if passthrough funds are considered subawards or procurement contracts.
- OJP has developed the following guidance documents to help clarify the differences between subawards and procurement contracts: <https://ojp.gov/training/subawards-procurement.htm>
- [Subawards under OJP Awards and Procurement Contracts under Awards: A Toolkit for OJP Recipients.](#)
- [Checklist to Determine Subrecipient or Contractor Classification.](#)
- [Sole Source Justification Fact Sheet and Sole Source Review Checklist](#)

Subawards Management and Monitoring Overview



- Maintain written policies and procedures for subrecipient award process per 2C.F.R. § 200.303 and 200.331. These policies and procedures should have specific sections around pre-award and post-award responsibilities.
- Pre-award procedures must include
 - Ensurance that the proposed subrecipient is not suspended or debarred by the federal government;
 - Process to ensure that the subrecipient agreement includes the required data elements;
 - Process to ensure that applicable federal special conditions pass down to the subrecipient award.
- Post-award procedures must contain a risk-based approach for selecting subrecipients to monitor; a process for on-site monitoring; a monitoring checklist that satisfies administrative, financial, and programmatic elements; process for documenting findings in a report; and procedures for follow-up on issues for resolution.
- The grantee's subrecipient policies and procedures should include a process for closing out subawards.

Procurement Overview



- All procurement transactions must be conducted in a manner to provide the maximum extent practical, open and free competition.
- Grantees should follow their local/state guidelines for procurement:
 - When deciding the specific processes for bids, timelines, and how the scope of those documents you should use your local/state guidelines as long as these do not contradict Federal regulations on procurement
- There are certain circumstances that may call for other than full and open competition. These circumstances may result in “sole sourcing” contracting.
 - To request advance approval from OJP to use a noncompetitive approach for a procurement contract that would exceed the simplified acquisition threshold (\$150,000), the recipient must submit a justification for use of a noncompetitive approach
 - Sole source contracting that does not exceed the \$150,000 threshold for approval should still follow the OJP financial guide requirements

Grant Closeout



- Standard Closeout:
 - Submitted within 90 calendar days after the grant end date.
 - All administrative, programmatic, and financial requirements have been met.
 - All expenses must be obligated by the last day of the project period.
 - GMS will begin notifying the grantee 60 days prior to the grant end date.
- Administrative Closeout:
 - On the 91st day after the grant end date, GMS will automatically freeze funds, initiate an administrative closeout and notify the grantee.
 - The grantee is unwilling/non-compliant or unable to complete closeout requirements

Additional Grant Management Resources



- **OCFO** Customer Service Center: 1-800-458-0786 ask.ocfo@usdoj.gov
- Grant Payment Request System (GPRS) User Guide: <http://www.ojp.gov/about/pdfs/gprsuserguide.pdf>
- Grants Management System (GMS): <https://grants.ojp.usdoj.gov/>
- GMS Training Resources: <http://ojp.gov/training/gmstraining.htm>
- GMS Training Tool: <http://www.ojp.gov/gmscbt/>
- GMS Help Desk: 202-514-2024 (option 3)
- DOJ Grants Financial Guide: <http://ojp.gov/financialguide/DOJ/index.htm>
- DOJ Grants Financial Management Training Site: <http://gfm.webfirst.com/>
- BJA Performance Measurement Tool (PMT): <https://bjapmt.ojp.gov> ,
- BJA PMT help desk bjapmt@usdoj.gov or 1-888-252-6867

BJA Grant Contact Information



- **For programmatic questions:**

Kate McNamee

(202) 598-5248

Catherine.McNamee@ojp.usdoj.gov

- **For grant-related questions:**

Heather Wiley

(202) 598-3969

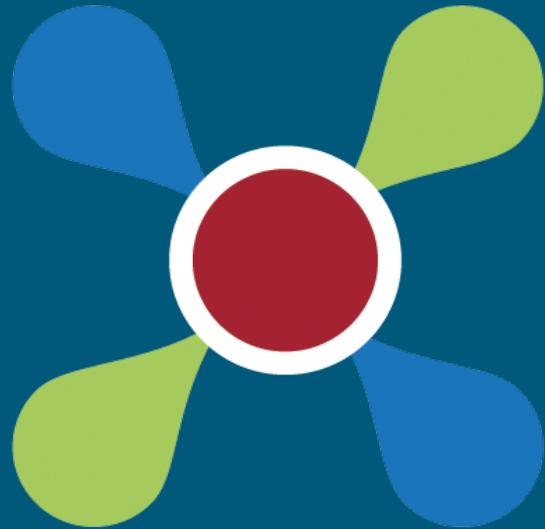
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Geislia Barnes

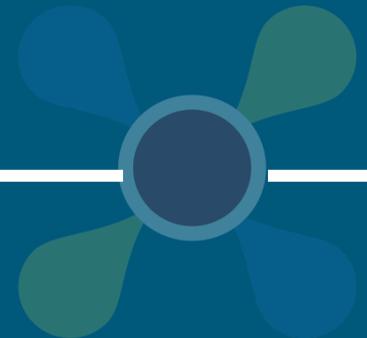
(202) 514-8516

(202) 598-7368 - Mobile

Geislia.Barnes@usdoj.gov



Next Steps and Activities



Begin Working with Your TTA Team



- Monthly update calls
- SPI Capacity Assessment
- Research Design Assessment
- TTA Recommendations
- SPI Action Plan
- Site Visit (early 2019)
- SPI National Meeting (fall 2019)

SPI Capacity Assessment



1. SPI Scope
2. Evidence-Based Policing
3. Data and Information Analysis
4. Research Capacity and Partnerships
5. Outreach and Collaboration
6. Sustainability and Organizational Change

Strategies for Policing Innovation

Page 3

SPI Scope

Briefly, what is the target problem for your SPI?

Briefly, what is the research strategy/model for your SPI?

Which of the following describe the goal(s) of your SPI? (Check all that apply)

- Aim to prevent or reduce crime, delinquency, or related problem behaviors (such as aggression, gang involvement, drug abuse, or school attachment)
- Aim to prevent, intervene, or respond to victimization
- Aim to improve justice systems or processes
- Focus on a specific places or locations (e.g., hotspots, micro places, buildings/apartment complexes, retail establishments, schools)

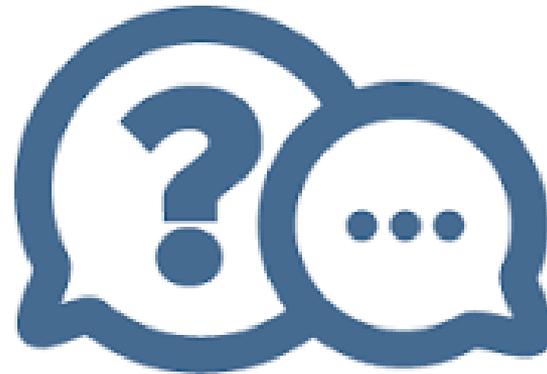
SPI National Meeting (Fall 2019)



- Training on Core Principles (e.g., collaboration, sustainability, research)
- Keynote Speaker(s)
- Topically-based Panels (presentations from sites)
- Peer Networking and Breakout Sessions
- Individual Site Team Meetings



Questions?



Thank you!

- SPI TTA Team -

www.strategiesforpolicinginnovation.com

spi@cna.org