



Taking Collaboration to the Next Level



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February 21, 2019



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Webinar Agenda

- Opening Remarks
- Collaborative Policing Principles
- Using Collaboration to Address Gun Violence (Atlanta, Georgia SPI)
- Mental Health Unit (Pinellas County, Florida SPI)
- Using Relational Coordination to Build and Assess Collaborations in Law Enforcement (Lowell, Massachusetts SPI)





Opening Remarks

Dr. James R. “Chip” Coldren, Jr.
SPI Project Director





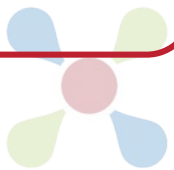
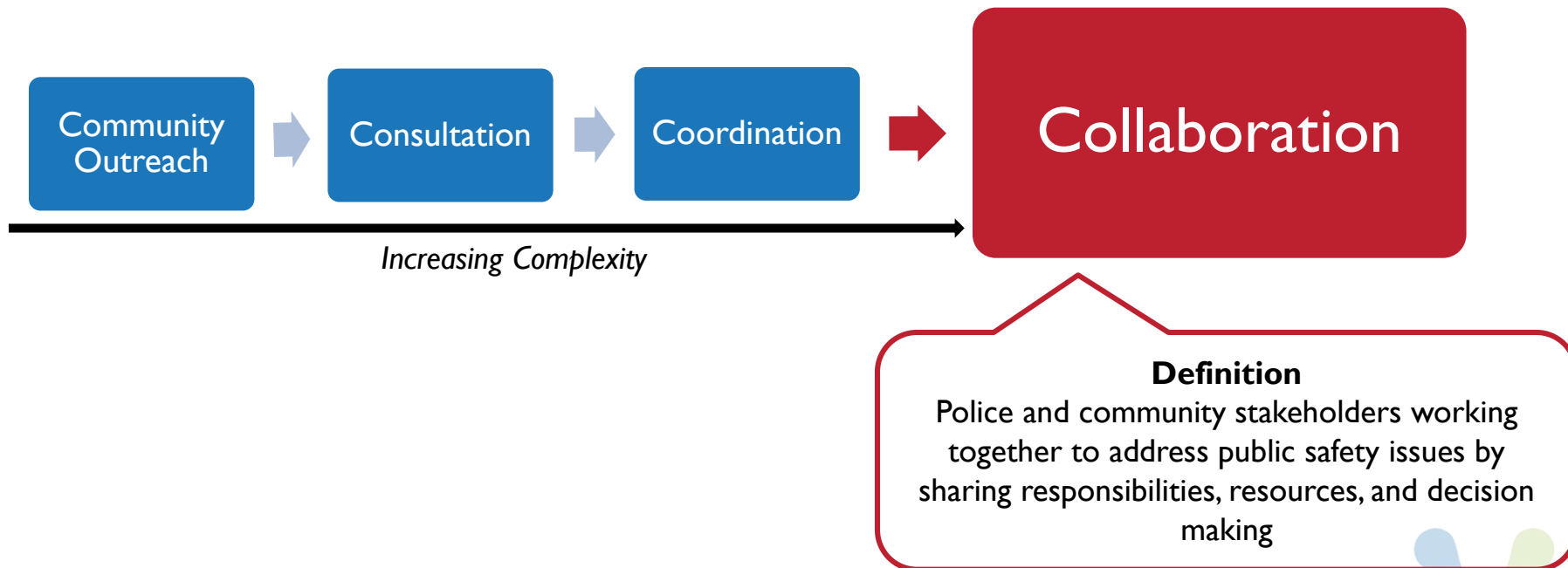
Collaborative Policing: Taking Collaboration to the Next Level

Hildy Saizow
SPI Senior Subject Expert



What is Collaboration?

Continuum of Police-Community Interaction



Collaborative Policing

Combines these key elements:

- Collaboration
- Problem-solving
- Evidence-based policing
- Comprehensive partnerships



Key Principles of Collaborative Policing

- 1) Build Strong Leadership Support for Collaboration
- 2) Orient Toward Service
- 3) Transform Training with Collaboration as a Key Principle



Key Principles (cont.)

- 4) Build Community Relationships
- 5) Proactively Engage with Diverse Communities
- 6) Improve Communication and Messaging



Key Principles (cont.)

- 7) Understand Community Perspectives
- 8) View the Community as an Equal Partner





Using Collaboration to Address Gun Violence: Atlanta, Georgia, Police Department

Shila R. Hawk, Ph.D.
Applied Research Services, Inc.

February 21, 2019



Outline

- Collaboration goals & structure
- Stakeholder trust
- Principles of collaborative policing
- Collaboration challenges, overcoming them
- Continual assessment & improvement



Collaboration Goals

Treat Violence as an Epidemic

- Message
- Service

Increase Collaboration

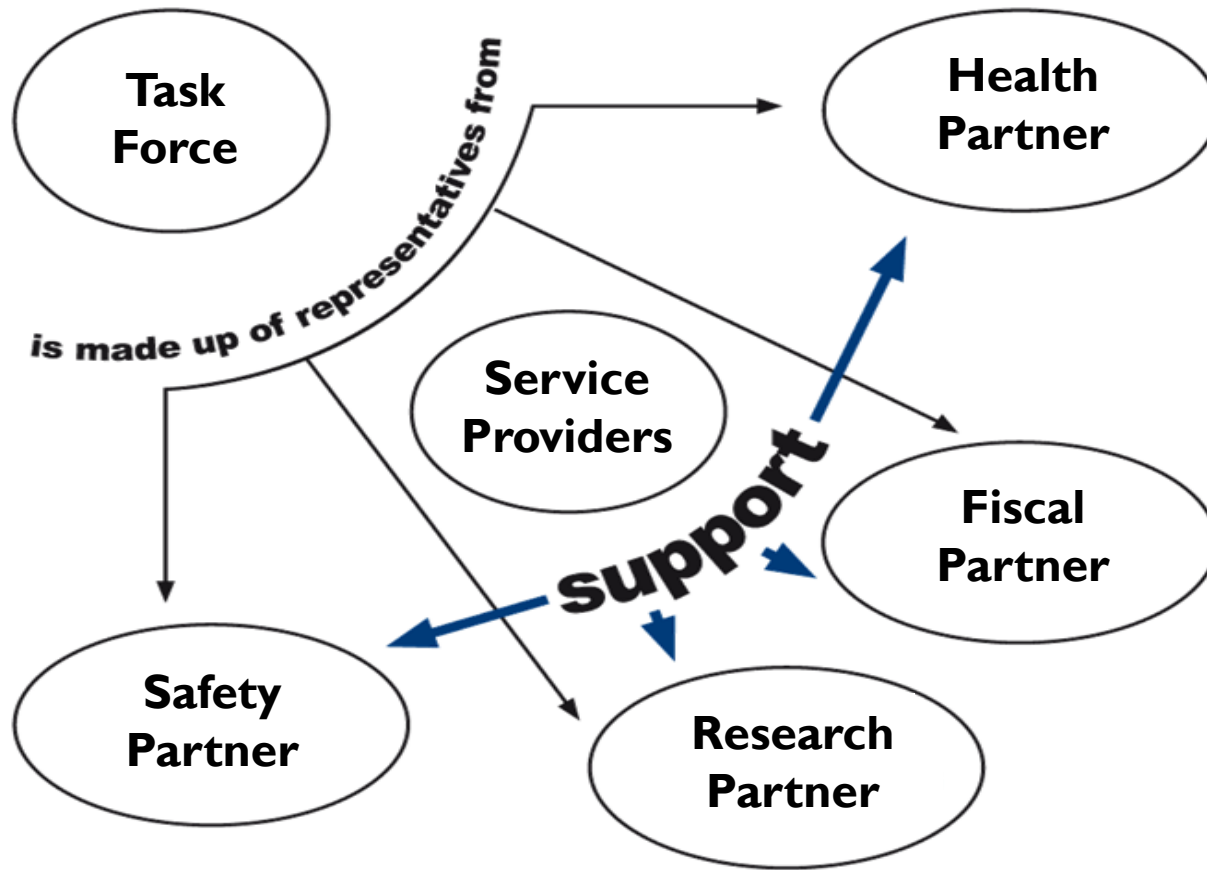
- Data
- Legitimacy

Decrease Gun Violence

- Trauma
- Costs



Collaboration Structure



Local Stakeholders

- Criminal Justice Coordinating Council
- Atlanta Police Department
- Grady Memorial Hospital
- Applied Research Services
- Emory University
- Local Social Service Providers
- Atlanta Victims Assistance
- Community Leaders
- Annie E. Casey Foundation
- Atlanta Police Foundation
- Georgia Criminal Justice System



How We Built Trust



Foundation:

- Evidence
- Shared mission
- Mutual benefits
- Clear goals & timeline
- Assumed good faith

Development:

- Communications
- Understandings
- Expectations
- Responsibilities
- Diversity

Sustainability:

- Attending
- Delivering
- Responding
- Assessing
- Acknowledging



Critical Principles of Collaborative Policing



Leadership

- Largest Police Department
- Premiere Level-I Trauma Center

Orient to Services

- No arrests
 - ✓ Engage
 - ✓ Listen
 - ✓ Counsel
 - ✓ Liaise



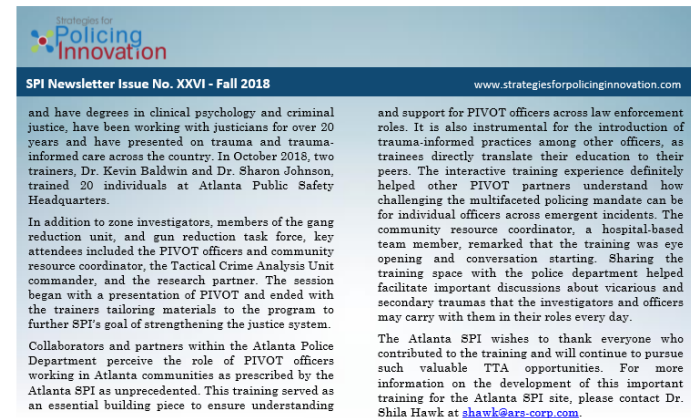
Critical Principles of Collaborative Policing

Training

- Multi-sector
- Communities
- Services
- Learning Series
- Peer exchange
- Evidence based

Relationships

- Support
- Input
- Resources



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



Critical Principles of Collaborative Policing

Diverse Communities

- Unjust conditions
- Education

Communication & Messaging

- Presentations
- Branding
- Media
- Pamphlets

Perspectives

- Analyses
- Meetings
- Face time
- Canvassing
- Surveying

Community Survey



We are taking a census of your neighborhood. The following questions are about you, your experience with law enforcement, and crime in your community. All responses are voluntary and anonymous, so **please do not put your name on this sheet**. The survey should take less than 10 minutes to complete. If you have any questions or concerns, feel free to contact Applied Research Services, Inc.: *Shila Hawk at shawh@ars-corp.com or 404.881.1120, x101. Thank you for your time and feedback!*

☒ Please check all that apply. Are you....?

<input type="checkbox"/> Male	<input type="checkbox"/> Female	<input type="checkbox"/> a Home Renter	<input type="checkbox"/> a Home Owner
<input type="checkbox"/> Hispanic	<input type="checkbox"/> Black/AA	<input type="checkbox"/> White	<input type="checkbox"/> Asian
<input type="checkbox"/> Single	<input type="checkbox"/> Married	<input type="checkbox"/> Divorced	<input type="checkbox"/> Widowed
<input type="checkbox"/> Other	<input type="checkbox"/> Other	<input type="checkbox"/> Other	<input type="checkbox"/> Other
<input type="checkbox"/> Unemployed	<input type="checkbox"/> Employed Part Time	<input type="checkbox"/> Employed Full Time	<input type="checkbox"/> Exempt

☒ Please check the response that most applies.

In your community, how often do you....?	Never	Rarely	Usually	Always
hear gunshots	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
feel unsafe	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
feel stressed	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
have trouble sleeping	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
see the police	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
talk with the police	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
see physical fighting or assaults	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
see drug use	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
see gang activity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
feel like you need to carry a gun for protection	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

How often do you worry about ... in your community?	Never	Rarely	Usually	Always
being a victim of a crime	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
your home being broken into	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
being mugged	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
being shot	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
a loved one being a victim of a crime	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
being stopped by the police	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

In your community, how often are ... a problem?	Never	Rarely	Usually	Always
gangs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
gun use	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
illegal drugs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
physical fighting / assault	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
drinking / loitering	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
trash / litter	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
vandalism / graffiti	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
poverty	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
unsupervised youths	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

How often do your neighbors...?	Never	Rarely	Often	Always
watch out for each other	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
obey the police	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
call the police when they need help	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
call the police to report a crime witnessed	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
do something about crime in their neighborhood	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
work to clean up their neighborhood	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
worry about being a victim of firearm violence	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



Please Turn Over

Thank you!

Quality of life is based on health, safety, relationships, socialization, and personal satisfaction. Thinking about the quality of life on a scale of 1 (low) to 10 (high), how do you rate your community?

Please Circle One:

(low) ← 1 2 3 4 5 6 7 8 9 10 → (high)

☒ Please check the response that most applies.

How often do the police in your community...?	Never	Rarely	Usually	Always
treat people fairly	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
treat people respectfully	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
respond to community concerns	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
act trustworthy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
take care of crime problems	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
explain their decisions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
listen to people	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
respond to people's needs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
do a good job	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Have you ever...?	Yes	No
had any contact with the police in your community in the past 12 months?	<input type="checkbox"/>	<input type="checkbox"/>
been shot?	<input type="checkbox"/>	<input type="checkbox"/>
had a loved one that was shot?	<input type="checkbox"/>	<input type="checkbox"/>
been the victim of a crime?	<input type="checkbox"/>	<input type="checkbox"/>
If yes, was it a violent crime?	<input type="checkbox"/>	<input type="checkbox"/>
If yes, did the crime involve a gun?	<input type="checkbox"/>	<input type="checkbox"/>
If yes, did you report it to the police?	<input type="checkbox"/>	<input type="checkbox"/>
received a traffic citation?	<input type="checkbox"/>	<input type="checkbox"/>
been arrested for a misdemeanor?	<input type="checkbox"/>	<input type="checkbox"/>
been arrested for a felony?	<input type="checkbox"/>	<input type="checkbox"/>
had a family member that was arrested?	<input type="checkbox"/>	<input type="checkbox"/>
been arrested in the past 12 months?	<input type="checkbox"/>	<input type="checkbox"/>
been hungry but could not get food	<input type="checkbox"/>	<input type="checkbox"/>

Please Describe Yourself

How old are you? _____ years old

How many people live in your home? _____ people

How many years have you lived in your current community? _____ years

How do you feel about your neighborhood? ☐ I like my neighborhood ☐ I want to move

What is your highest level of formal education?

<input type="checkbox"/> Some High School	<input type="checkbox"/> High School Diploma/GED	<input type="checkbox"/> Post High School Education, No Degree/Certification
<input type="checkbox"/> Associates Degree or Technical Certification	<input type="checkbox"/> Bachelor's Degree (BA/BS)	<input type="checkbox"/> Master's Degree or Higher

Do you have health insurance? ☐ Yes ☐ No

Do you or anyone in your household own any firearms for sport or protection?

☐ Yes, for sport ☐ Yes, for protection ☐ Yes, for both ☐ No, neither

What improvements or services does your community need to improve safety and reduce crime? _____

Is there anything else you think we should know about you or your community? _____

Thank you!

Collaboration challenges and how to overcome them

Inadequate Communication

- Routine & industrial

Agency limitations

- Assume nothing, ask questions

Turnover

- Onboarding process

Changing Roles

- Defined expectations

Novelty Consequence

- Consistent & persistent messaging

Unrealistic Deadlines

- Versatility

Scope Creep

- Proper planning

Documentation

- Automate

Capacity

- “Out of the box” ideas

Coordinating Schedules

- Integrate more technology

Interpersonal

- Transparency & teambuilding

Adherence

- Report outs



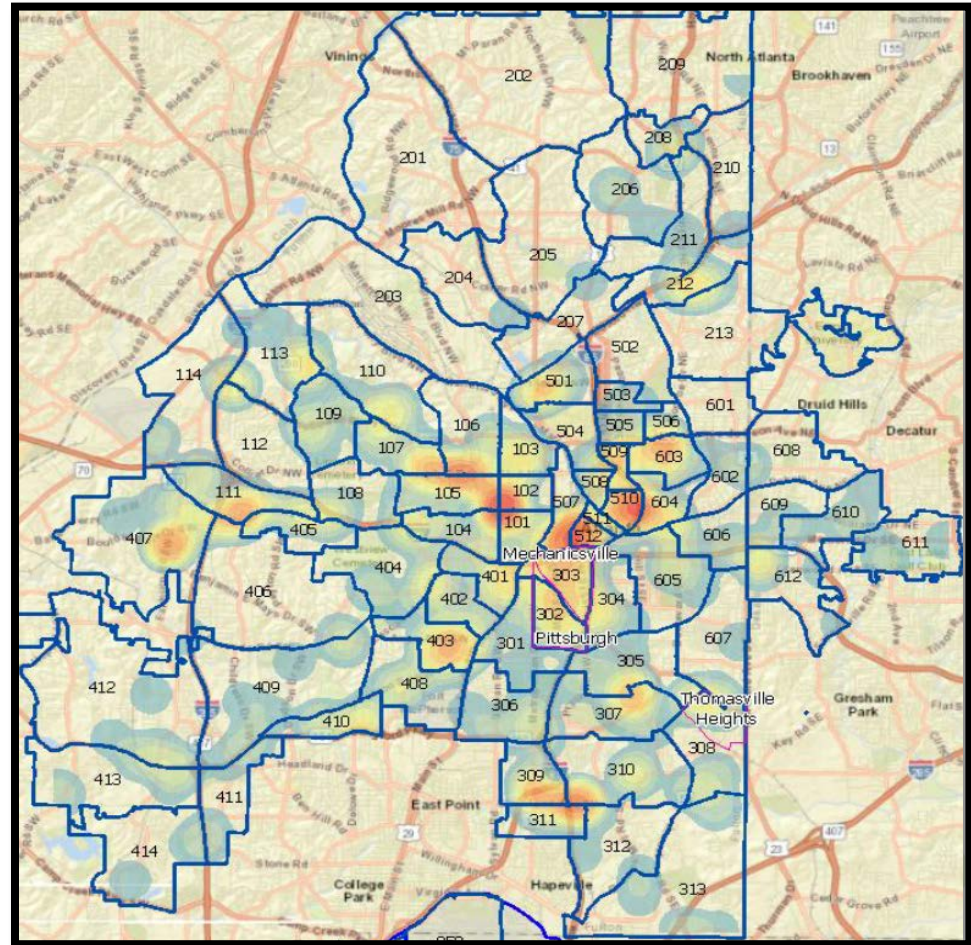
Continual Assessment & Improvement

Information Sharing

- Maps & counts
- Cardiff data
- Practices
- Barriers

Shadowing & Interviews

- Hospital staff
- Police
- Community members
- Patients
- Service providers



Continual Assessment & Improvement, cont.

End-of-shift Reports

- 30 data points
- Electronic submission
- Define
- Understanding
- Accountability
- Identify issues



Continual Assessment & Improvement, cont.

Wilder Collaborative Factors Inventory Survey

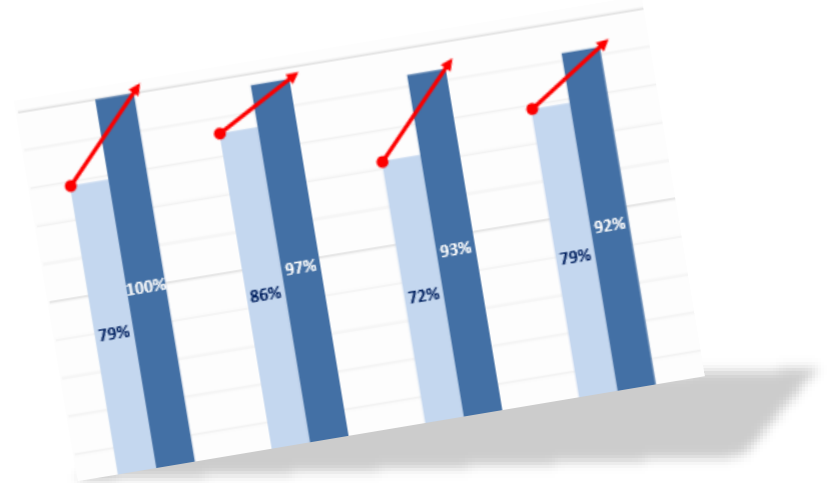
40-question assessment

Measures perspectives on critical elements of task force health.

Administered every 6 months

Report:

- Strengths & relative weaknesses
- Trend tracking
- Follow-up interviews as necessary
- Recommendations





Mental Health Unit Pinellas County Sheriff's Office Largo, Florida

**Sergeant Joleen Bowman
Pinellas County Sherriff's Office (PCSO)**



Goals

- Connect people with a mental illness or those experiencing crisis with appropriate services.
 - Reduce Baker Acts (involuntary evaluations) for the client
 - Reduce law enforcement calls for service involving mental health



Structure

- 1 Sergeant
- 1 Corporal
- 2 Teams
 - Deputy
 - Navigator



Structure

- Reduce stigma associated with law enforcement contact
 - Unmarked cruisers
 - Polo shirts and battle dress uniforms (BDUs)



Structure

- Client Population
 - Adults – not transient and not in group home
 - 3 or more involuntary commitments or overdoses in last 2 years, with most recent within last 6 months
 - Resides within PCSO jurisdiction



Mental Health Partners

- Directions for Living
 - Mental Health Navigators
 - Provide faster connections to services
 - Completes safety plans and intakes



Mental Health Partners

- Pinellas Integrated Care Alliance (PIC)
 - 9 Case Managers from 3 different mental health providers in the county
 - Provides intensive case management
 - Average caseload is 9 clients



Statistical Analysis

- University of South Florida
 - Doctor Scott Young
 - Completes quarterly analysis



Team Functions

- Engage clients
- Identify deficiencies in their mental health treatment plan, if they have one
- Identify additional services that would benefit the client and make referral
- Document involvement with client



Mental Health Unit

- Developed relationships with community partners
- Assist with Crisis Intervention Team training for law enforcement in the county
- Oversee Mental Health First Aid training for PCSO



Challenges

- Identifying reportable data that can measure the success of the program
 - Arrests and days of incarceration
 - Involuntary evaluations
 - Negative LEO contacts
 - Calls to Mental Health Team
 - Health insurance status
 - Connection to services
 - Client phase: Crisis, maintenance, stabilization, and closed



Challenges

- Getting clients engaged in the program
- Maintaining personnel
 - LEO transfer/retire
 - Navigators leave agency



6 Month Results with PIC

- 145 clients were referred
- 102 of these client accepted PIC's assistance
- 39 clients' cases have been closed
- PIC reported its most successful clients required a residential substance use program or an extended involuntary commitment to successfully follow through with outpatient services



Directions for Living - Navigators

- Direct link to services in expedited manner
- Direct contact for established clients - case management
- Play role in care connect through developing relationships with other agencies





Using Relational Coordination to Build and Assess Collaborations in Law Enforcement

Brenda J. Bond, PhD
Suffolk University

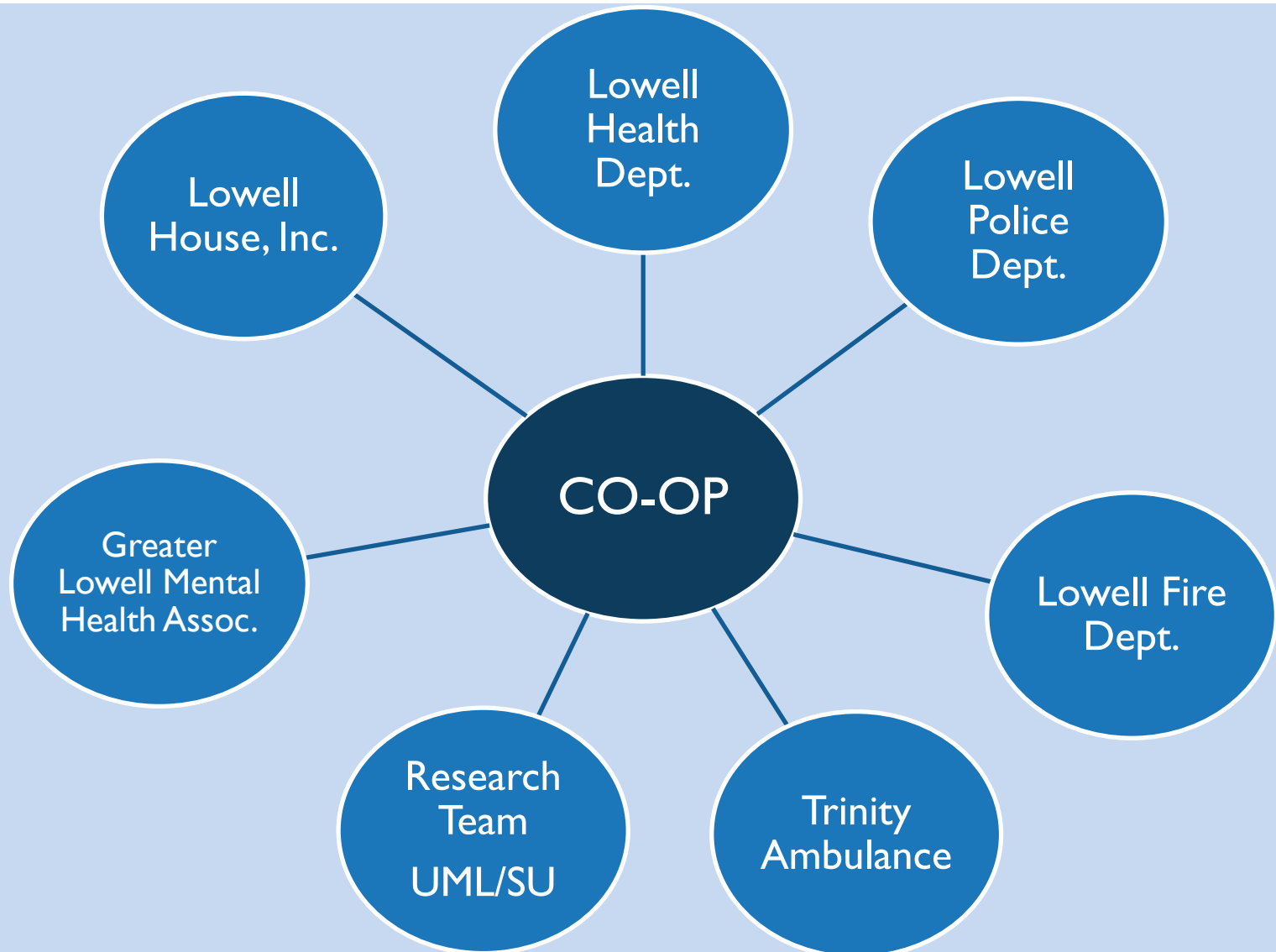


Community Opioid Outreach Program (CO-OP)

- Funded by FY 2016 BJA Strategies for Policing Innovation, supported by CNA
- Three-year project (10/2016 – 9/2019) in Lowell, Massachusetts, to improve intervention and treatment for opioid overdose victims and families. Includes a research and evaluation effort.
- A partnership involving 5 entities and research partners is charged with:
 - Building relationships with treatment facilities and other resources as necessary
 - Conducting outreach to homeless encampments
 - Conducting home visits of victims of recent overdoses
 - Connecting victims of overdoses to necessary services for assistance
 - Talking to families of overdose victims about services offered for family support
 - Educating homeless community about available services
 - Referring children of overdose victims to services



CO-OP Partners



Lowell's SPI Logic Model

Current Conditions in Lowell

- 579 non-fatal opioid overdoses in 2015;
- 69 opioid overdoses fatalities from 1/1/15-4/3/2016;
- Strong connection between drug users and crime
- Large number of children exposed to parental opioid overdoses; and
- Lack of capacity to track data/no real systems in place/ no baseline data

ACTIVITIES*

CO-OP Program (LPD, Health Dept. & LHI)

- Create jobs, hire and assign staff to program, provide trainings
- Deploy CO-OP Team daily
- Connect victims with treatment
- Follow-up through home visits

CARE Program (LPD, MDAO, MHA)

- Identify child indicators in home
- Refer child to MHA for counseling, crisis intervention, etc.

Data Collection/Evaluation

- Meet with family members, review criminal history, obtain internal/external data
- Document all information in database
- Create reports/documents to share what works

OBJECTIVES*

- Create multidisciplinary CO-OP Team including LPD officer, staff from Lowell Health Department and Lowell House
- Identify and target 300 opioid overdose victims
- Provide treatment referrals to 100% of all victims targeted with 50% of those referred access some type of treatment (residential, outpatient, counseling)
- Conduct follow-up on 100% of the 300 victims targeted through project
- Monitor recidivism of 100% of the 300 overdose victims targeting through this project
- Refer 100% of all children present at overdose scenes to MHA for counseling/early intervention, with 75% of those referred accessing services
- Create profile of 100% of victims and 100% of their children to obtain a better understanding of first point of contact in system, usage patterns and missed opportunities
- Partner with researchers to create a process and impact evaluation designed to institutionalize strategies in City and share what works with other communities

GOALS

1. Increased capacity of the LPD and public and private health agencies to address opioid overdose crisis
2. Increased access to treatment for overdose victims
3. Decreased arrest rates of those enrolled in CO-OP compared to those not enrolled
4. Reduction in the effects of trauma experienced by children impacted by opioid overdoses
5. Inform research policy and future programs for adults and children impacted by opiate addiction in Lowell and other cities struggling with similar issues

*Please see attached timeline for a detailed listing of all activities and objectives of the program. The most critical activities and objectives are summarized above.



Collaboration: It's How Work Gets Done

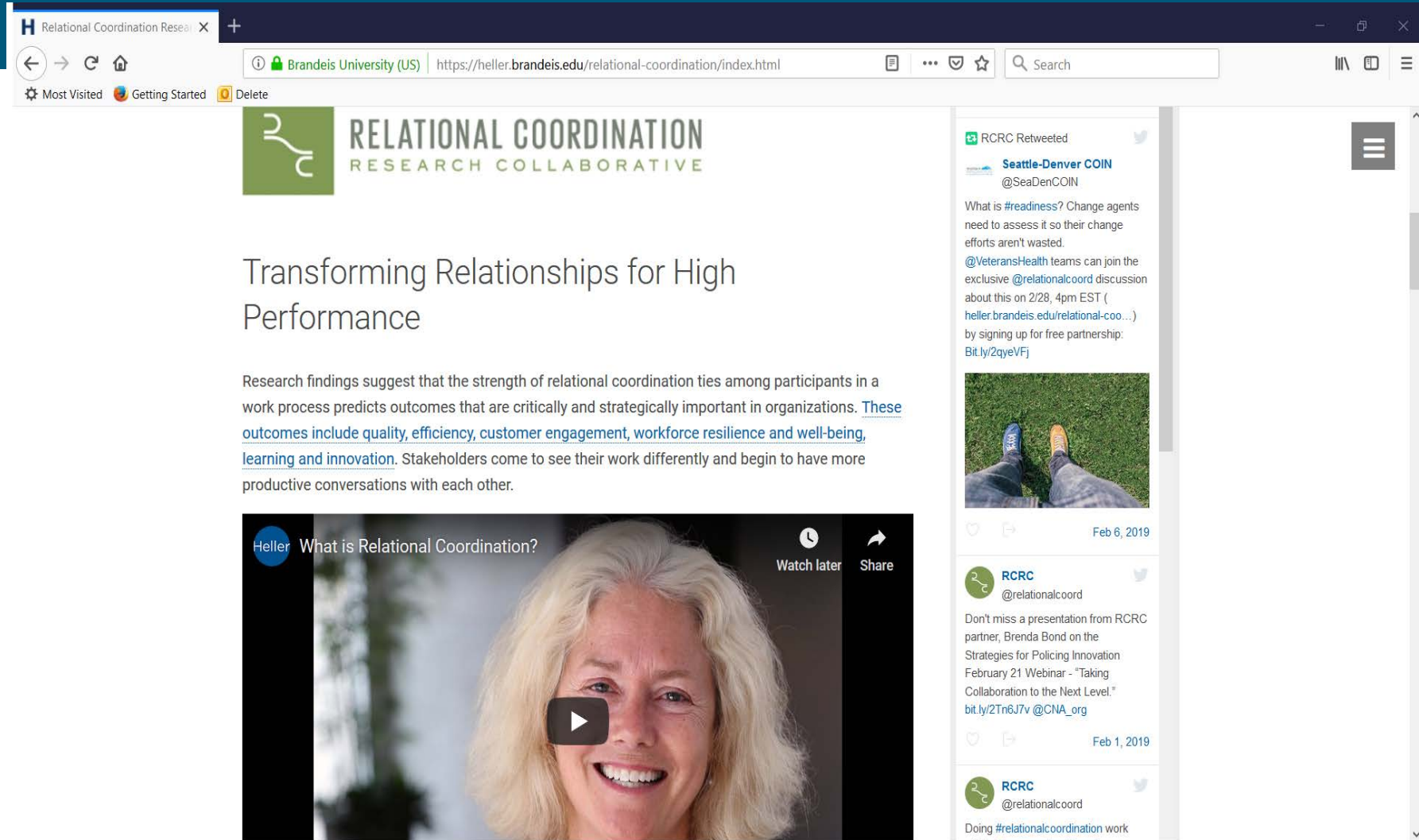


Improving the Collaboration in Lowell

- We are learning about CO-OP collaboration through several mechanisms:
 - Project materials (logic model, MOU, observations)
 - Interviews with key CO-OP stakeholders
 - Relational Coordination (RC) measurement via an RC Survey, to inform areas for improvement



Relational Coordination & the Relational Coordination Research Collaborative



The screenshot shows a web browser displaying the Relational Coordination Research Collaborative website. The browser's address bar shows the URL <https://heller.brandeis.edu/relational-coordination/index.html>. The website header features the logo and name "RELATIONAL COORDINATION RESEARCH COLLABORATIVE". The main heading is "Transforming Relationships for High Performance". Below this, a paragraph states: "Research findings suggest that the strength of relational coordination ties among participants in a work process predicts outcomes that are critically and strategically important in organizations. [These outcomes include quality, efficiency, customer engagement, workforce resilience and well-being, learning and innovation.](#) Stakeholders come to see their work differently and begin to have more productive conversations with each other." Below the text is a video player showing a woman with blonde hair, identified as Heller, with the title "What is Relational Coordination?". To the right of the website is a Twitter feed. The first tweet is from "Seattle-Denver COIN @SeaDenCOIN" retweeted by RCRC, dated Feb 6, 2019, discussing #readiness and a discussion on 2/28. The second tweet is from "RCRC @relationalcoord" dated Feb 1, 2019, announcing a presentation by Brenda Bond on February 21.

Relational Coordination Research Collaborative

Transforming Relationships for High Performance

Research findings suggest that the strength of relational coordination ties among participants in a work process predicts outcomes that are critically and strategically important in organizations. [These outcomes include quality, efficiency, customer engagement, workforce resilience and well-being, learning and innovation.](#) Stakeholders come to see their work differently and begin to have more productive conversations with each other.

Heller What is Relational Coordination?

Watch later Share

RCRC Retweeted
Seattle-Denver COIN @SeaDenCOIN
Feb 6, 2019

What is #readiness? Change agents need to assess it so their change efforts aren't wasted.
@VeteransHealth teams can join the exclusive @relationalcoord discussion about this on 2/28, 4pm EST (heller.brandeis.edu/relational-coo...) by signing up for free partnership: [Bit.ly/2qyeVFj](https://bit.ly/2qyeVFj)

RCRC @relationalcoord
Feb 1, 2019

Don't miss a presentation from RCRC partner, Brenda Bond on the Strategies for Policing Innovation February 21 Webinar - "Taking Collaboration to the Next Level." bit.ly/2Tn6J7v @CNA_org

RCRC @relationalcoord
Doing #relationalcoordination work



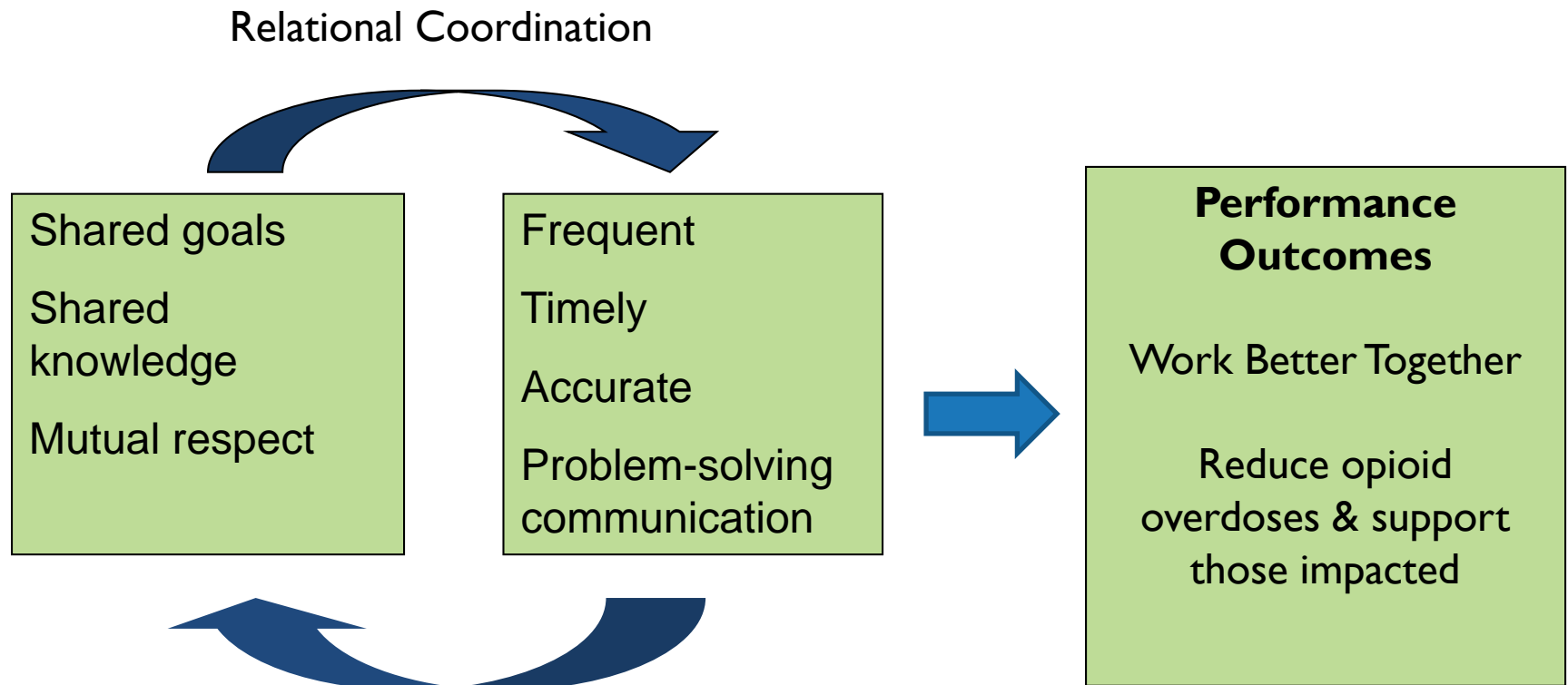
Relational Coordination

- RC is grounded in the idea of communicating and relating for the purpose of task integration
- RC emphasizes the need to create organized and cooperative relationships to support collaborative problem solving and change
- RC has been shown to improve communication and coordination in a variety of diverse contexts
- Strong RC positively impacts outcomes when participants have shared goals, shared knowledge, and mutual respect

Sources: Gittell, 2002; Gittell & Logan, 2015; RCRC website



Using RC to Improve Communication and Coordination in Lowell



RELATIONAL COORDINATION
RESEARCH COLLABORATIVE

Relational Coordination Survey

- Measures RC between and within working groups (CO-OP partner agencies).

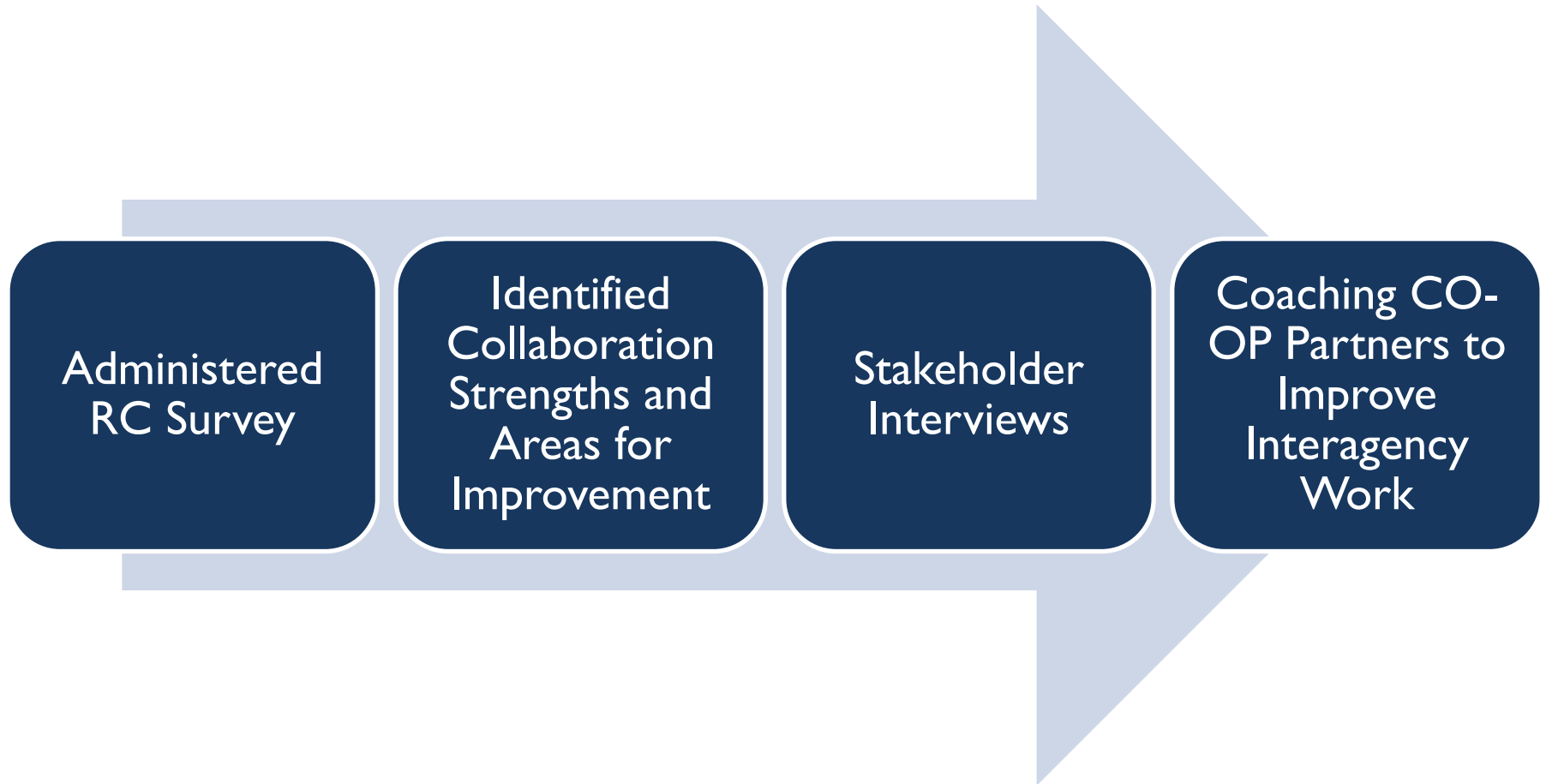
Relational coordination dimensions:

- **Frequent communication**
- **Timely communication**
- **Accurate communication**
- **Problem-solving communication**
- **Shared goals**
- **Shared knowledge**
- **Mutual respect**

Sources: (Gittell, 2002; RCRC)



Using RC in Lowell



Insights from the 2017 RC Survey

RC Matrix							
		Ratings Of					
		LPD	LFD	LHI	LHD	MHA	TRI
Ratings By	Lowell Police Department (LPD)	4.48	3.08	3.25	3.23	4.34	4.07
	Lowell Fire Department (LFD)	4.42	2.50	3.25	3.30	4.33	4.07
	Lowell House Inc. (LHI)	4.02	4.85	4.85	2.75	4.62	3.85
	Lowell Health Department (LHD)	3.78	4.78	3.08	3.42	3.76	4.14
	Mental Health Association, Lowell (MHA)	3.62	4.78	3.89	2.21	4.85	3.57
	Trinity Ambulance (TRI)	4.27	4.92	4.30	3.57	4.34	4.71
	Key:	Between Workgroups					
	Weak	< 3.5					
	Moderate	3.5 - 4.0					
	Strong	> 4.0					

We are using these results in our formal and informal efforts to enhance collaboration

Current Work in Supporting CO-OP Collaboration

- Conducted CO-OP Stakeholder interviews in late 2018 to understand collaboration over time
- Preliminary insights show improved communication and coordination since 2017 RC survey

“It's good having a dynamic team...I feel like this group is very solid and stable right now.”



Challenge: Areas to Work on in Coming Months

Interpersonal and interagency aspects of partnership

“Because we have all these different partners that have very, very different philosophical views of this work. Very different areas of expertise. [It is] a very difficult spot, knowing how to lead this team. I don't think that we're there yet, that we've figured that piece out.”

Roles and Chain of Command

“And I think there's still work to be done in defining roles... I think that if you call somebody a supervisor and that innately people think that means they're to direct and I don't think that's necessarily how this team is gonna be successful given that they all each have a chain of command and supervisors.”



Next Steps for Lowell's SPI Collaboration

- Continue to work with CO-OP partners to build upon recent collaboration successes
- Gather additional qualitative data to understand how interagency partnership focused on opioid crisis can improve and be sustained
- Re-administer RC survey in 2019
- Work to institutionalize partnership beyond individual relationships





Q & A





Closing Remarks

Dr. James R. “Chip” Coldren, Jr.
SPI Project Director

