

## In This Newsletter

The Strategies for Policing Innovation (SPI) team is excited to share updates from the SPI sites. This Winter 2020 newsletter dives into important issues in policing, such as new findings on a number of issues from SPI sites. It also recaps training and technical assistance (TTA) activities across the entire SPI, highlights a new SPI team member, and invites agencies to provide input into upcoming SPI workshops.

## Recently Released SPI Final Reports & SPI Findings from the Field

### Pinellas County, Florida

In collaboration with the University of South Florida (USF), the Pinellas County Sheriff's Office (PCSO) was part of the SPI fiscal year (FY) 2015 cohort. PCSO used the grant to establish a Mental Health Unit (MHU) to help individuals with behavioral health problems who encounter PCSO. Over the three years in the project, Pinellas County, Florida, has participated in many analyses regarding individuals in the justice system who have experienced mental health issues. The final SPI evaluation report states that participants in the program significantly reduced their rates of both involuntary commitments and court appearances. These results held at the 3-month, 6-month, and 9-month marks. To learn more about the site and read the final report, check out the site's SPI profile [here](#).

### Chicago, Illinois

Strategic Decision Support Centers (SDSCs) are the Chicago Police Department's district-level real-time crime centers, which were launched in January 2017 and expanded in 2018 with support from an SPI award. They serve as command and control centers for staff to gain awareness of what is happening in their districts and decide on responses. The evaluation report on SDSCs found that they are a promising tool for supporting crime reduction. The evaluation found that a district that adds an SDSC can expect to see reductions in at least some of the 10 types of major crimes, including shootings, robberies, burglaries, and criminal sexual assaults. To learn more about the site and read the final report, check out the site's SPI profile [here](#).

## About Us

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

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## From Research Partner to Embedded Criminologist: Miami SPI Efforts

As an SPI effort, doctoral students in Miami, Florida, embedded themselves into the Miami Police Department to support property crime analysis. As a result, Miami SPI research partners authored a scholarly article about the importance of embedding criminologists in law enforcement agencies and lessons learned from the SPI effort. As agencies become more sophisticated about crime analysis techniques, it becomes more apparent that embedded criminologists can expand the capacity of agencies. The article reviews the literature and details a developed taxonomy for classifying these types of relationships. The authors also talk about their experiences conducting business as research partners and then embedding themselves within a police department. An abstract of the article is available [here](#), and we appreciate the Miami SPI

team's contributions to the criminal justice field through this article.

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

Based on the Tempe, Arizona, SPI efforts on de-escalation, the partners authored a scholarly article that surveyed nearly 100 officers from the Tempe, Arizona, Police Department regarding their perceptions on de-escalation. This topic has become increasingly popular in policing, though literature about it is lacking. This article helps reveal officers' perceptions of de-escalation on the job and de-escalation training. It concludes by discussing de-escalation on a larger scale beyond the Tempe, Arizona, Police Department.

The full article is available [here](#), and we appreciate the Tempe SPI team's contributions to the field.

## Recognizing SPI-Affiliated Achievements in Evidence-Based Policing



In the summer of 2019, three members of current and former SPI sites were honored as George Mason University (GMU) Center for Evidence-Based Crime Policy (CEBCP) Evidence-Based Policing [Hall of Fame 2019 Inductees](#). Chief Howard Hall and Assistant Chief James Chapman of the Roanoke, Virginia, Police Department led the [Roanoke County SPI](#), which trained officers to refer individuals experiencing mental health crises to treatment. Karin Schmerler, former Senior Public Safety Analyst for the Chula Vista, California, Police Department, contributed to the implementation of the [Chula Vista SPI](#), which intervened in domestic violence issues. SPI congratulates these law enforcement leaders on their accomplishments in promoting evidence-based policing practices.

### Staff Spotlight: Bridgette Bryson

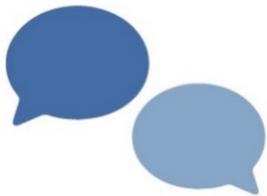


The SPI welcomes Bridgette Bryson to the TTA team. Ms. Bryson joined CNA's Institute for Public Research in June 2019 as a research specialist. She supports several criminal justice projects, including serving as an analyst for the SPI initiative and supporting the TTA outreach coordinator. In these roles, she will support SPI sites in developing and implementing their SPI initiatives, coordinating TTA for the sites, and supporting SPI dissemination, including developing newsletters, monthly outreach materials, and social media products. Prior to joining CNA, Bridgette served as a member of the research partner team for the Kansas City, Missouri, SPI.

In her role with SPI, Ms. Bryson says, "It is very rewarding to be able to work on a project that truly makes me feel like I am helping to make a difference for police agencies throughout the country." In addition to her work on SPI, Ms. Bryson also serves as an analyst for two Public Safety Partnership (PSP) sites, two Project Safe Neighborhood regions, and a traffic stops analysis for the Maricopa County Sheriff's Office. She also serves as the TTA outreach coordinator for the Body-Worn Camera Policy and Implementation Program. Ms. Bryson also contributes to several other criminal justice projects.

Before joining CNA, Ms. Bryson completed her master's degree in criminal justice and criminology at the University of Missouri – Kansas City, focusing on policing strategies. She mainly focused on hot spot policing and social network analysis.

## 2020 SPI Workshops



As a reminder, SPI will offer workshops in 2020 based on the needs of current SPI sites. SPI teams are encouraged to talk to their subject experts and analysts about any topics of interest. The SPI TTA team will take into account areas of interest and suggested topics when developing SPI workshops. These workshops provide a unique opportunity for SPI sites to meet, discuss, and exchange ideas on pressing or emerging needs within policing. The workshops also allow SPI teams to connect with partners and further develop goals, strategies, and priorities of their SPI project. Read about past SPI regional meetings and workshops [here](#). Look for more information coming soon!

## SPI Training and Technical Assistance (TTA) activities

**SPI 2019 National Meeting at CNA:** On September 25–26, members of the 2018 SPI cohort attended the SPI National Meeting in Arlington, Virginia. During the two-day meeting, SPI sites (including three previous SPI sites) discussed their approaches to the SPI. In addition to the presentations from the sites, Jay Town, the United States Attorney from the Northern District of Alabama, spoke about the importance of evidence-based practices for SPI sites and in criminal justice in general. On the last day, Inspector Altovise Love-Craighead of the Philadelphia, Pennsylvania, Police Department gave an address on trauma-informed policing. We want to thank our Kansas City, Kansas; Los Angeles, California; Pasco County, Florida; Reno, Nevada; and St. Louis, Missouri, SPI sites for attending the meeting, as well as all of the speakers and the three previous SPI sites (Brooklyn Park, Minnesota; Miami, Florida; and Detroit, Michigan).

**Efforts to Support Place-Based Community Policing:** Reducing place-based gun violence through community policing is a key component of both the Atlanta, Georgia, and Newark, New Jersey, SPI sites' approaches. Although these sites are implementing multiple SPI strategies to reduce gun violence, implementing effective community policing efforts in high-violence neighborhoods is an area both sites sought to expand and improve. Both the Newark and Atlanta agencies identified police officers who were willing to engage with community members in two to three high-violence neighborhoods and employ community engagement policing approaches on a daily basis. Despite these efforts, officers still struggled with exactly who to engage with and what activities to engage in. To help answer these questions, the SPI TTA team arranged for tailored TTA for each site, focusing on how the community policing officers could develop and refine their officer community outreach in these targeted areas. Below is a description of those efforts.

### ***Atlanta Collective Efficacy Training:***

On June 27, 2019, members of the Atlanta SPI received a collective efficacy assessment and training from SPI subject experts Dr. Craig Uchida and Dr. Shellie Solomon of Justice and Security Strategies. "Collective efficacy" refers to the process of helping communities jointly build trust to address issues. During the visit to Atlanta, members of the Atlanta SPI research team and officers in the Atlanta Police Department participated in a ride-along with the trainers. The trainers visited the high-violence neighborhoods to identify key issues and suggested strategies to build collective efficacy in the community. The trainers offered methods for Atlanta to deploy and assess interventions using the current SPI team, and they held a follow-up call with Atlanta about implementation progress. The Atlanta SPI will continue to build collective efficacy in the communities they support through their award.

### ***Brooklyn Park Peer Assistance with Newark:***

In May of 2019, Newark SPI team members visited the Brooklyn Park, Minnesota, Police Department, a 2013 SPI awardee, to learn more about deploying collective efficacy strategies in crime hot spots and sustaining these efforts after the SPI. Newark's SPI research partner and a senior officer visited Brooklyn Park to see their community policing strategies in action and learn how data was collected from the officers' proactive community outreach and engagement activities. Shortly after this visit, Inspector Bill Barritt, a commander in the Brooklyn Park Police Department, visited Newark to provide training to their community policing officers on collective efficacy strategies—including what collective efficacy is, how it was deployed in Brooklyn Park and the outcomes, and ways to employ such strategies effectively in Newark's high-violence neighborhoods.

Based on these TTA efforts, both the Newark and Atlanta SPI sites continue to employ, improve, and evaluate community policing strategies with the goal of building collective efficacy and reducing gun violence. We look forward to the results of these important projects and to supporting additional TTA that promotes and improves community policing and police-community engagement.

**Command Briefing for the Syracuse, New York, SPI:** On June 6, 2019, the SPI TTA team traveled to the Syracuse Police Department to discuss the progress of the agency’s SPI with Chief Kenton Buckner, who was selected as chief in late 2018. Dr. Chip Coldren, SPI TTA Project Director, and Chief (ret.) Ed Flynn, SPI Senior Advisor, provided the chief with an overview of the SPI and the support available as the agency continues its SPI targeted-offenders strategy. The visit also provided insight on focused-deterrence, enhanced intelligence information and case review, and management accountability strategies. Chief Flynn developed and stood up similar efforts while leading the Milwaukee, Wisconsin, Police Department (also a SPI site).

**Data-Driven Decision-Making Webinar:** On September 11, 2019, the SPI TTA team presented a webinar on “Data-Driven Decision-Making.” This online, interactive event engaged participants in a focused discussion on how to institutionalize the use of data in a law enforcement agency. The improved use of data and intelligence is a key principle of the SPI initiative, and SPI maintains a commitment to increasing the capacity of law enforcement agencies to use data and intelligence in decision-making. Dr. Scott Decker, SPI Subject Expert, set the context by discussing practices, principles, and challenges of institutionalizing the use of data. Attendees then heard from several police departments that are actively using data and intelligence in their daily decision-making process, including Dr. Rob Guerette (Miami, Florida, SPI Research Partner, Florida International University) and Captain Daniel Thompson (Milwaukee, Wisconsin, Police Department).

More information about the webinar, including a recording of the presentation and presentation slides, is available at <http://www.strategiesforpolicinginnovation.com/tta/webinars/data-driven-decisionmaking>.

**Trauma-Informed Policing Workshop:** On August 15, 2019, the SPI program hosted a trauma-informed policing workshop in Arlington, Virginia. This workshop discussed how trauma affects many aspects of police work and the lives of officers and community residents, as well as the behavior of individuals who interact with police officers. It also provided concrete information regarding how several jurisdictions respond effectively to trauma-related issues. This workshop featured presentations by prominent experts and practitioners in policing, health care, and violence prevention who have extensive experience and in-depth knowledge in trauma-informed care at individual and organizational levels. Thirty-three participants representing law enforcement agencies across the country attended, as well as seven SPI sites, two National Public Safety Partnership (PSP) sites, and partner organizations that support these agencies in trauma response.

**Grand Opening for the Los Angeles Police Department (LAPD) and FBI Homicide Library:** On October 2, 2019, the LAPD and FBI held the grand opening of their Homicide Library, which is a repository for LAPD murder investigation books. This initiative has been ongoing for many years, and its success was celebrated by the opening and dedication of the building. This library will help the LAPD and FBI increase productivity and solve unsolved cases. It will also create a new method for pursuing older cases and serve as a centralized database to hold all of this information. The library can hold more than 15,000 murder cases in its database. LAPD’s SPI will focus on advanced analysis of factors to aid in the clearance of homicides based on information stored in this library. The SPI team looks forward to this new initiative to increase homicide clearance rates.

