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Smart Policing Initiative Workshop on Community Collaboration

Vivian Elliott, SPI Program Manager

In the post-Ferguson era and as the concepts of procedural justice, collaborative reform, and community outreach and collaboration increase in importance, it is necessary and beneficial to integrate (or reintegrate) these concepts and practices into policing. In response, the Bureau of Justice Assistance (BJA) Smart Policing Initiative (SPI) will conduct a series of regional workshops to discuss these important issues related to police-community collaboration.

On January 13–14, 2016, SPI held its first Community Collaboration Workshop, hosted at the Portland, OR Police Bureau. The objectives of this workshop were to:

- demonstrate the centrality of community collaboration and community policing in 21st century policing;
- identify and discuss challenges and promising practices regarding gauging the community's perspective on the police and crime issues;
- discuss strategies for sustaining successful police-community collaborations, based on lessons learned from SPI sites; and
- learn about technological options for enhancing and sustaining police-community collaborations and police accountability.

Participants gather at the SPI Comprehensive Collaboration Workshop.

About Us

SPI 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.

As always, please feel free to share your thoughts and experiences with us at SPI@cna.org.

SPI Collaboration Workshop

(Article continued from page 1)

Over 50 people attended the workshop, including law enforcement executives; outreach coordinators; sergeants and officers; local government representatives; researchers; and community members from SPI sites, the BJA Byrne Criminal Justice Innovation Program, the U.S. Department of Justice (DOJ), and CNA.

During the workshop, participants engaged in panel sessions and breakout groups, and received welcoming remarks and keynote presentations from Chief Lawrence P. O'Dea III (Portland, OR Police Bureau), Ms. Janice Hebert (Chief of the Civil Division, U.S. Attorney's Office, DOJ), Undersheriff Kevin C. McMahill (Las Vegas, NV Metropolitan Police Department), and Chief Richard Twiss (Indio, CA Police Department).

Chief O'Dea welcomes participants to the workshop.

Throughout the workshop, participants identified and discussed numerous challenges to building police-community collaboration, including police culture, leadership turnover, implicit biases, and longstanding lack of trust. Participants noted that in order to overcome such challenges, police leadership need to emphasize that collaboration is a priority and articulate this regularly and in mission statements. In addition, officers need to take responsibility to initiate new partnerships and relationships; officers and recruits must be trained in communication strategies, procedural justice, and fair and impartial policing approaches; and the community needs to be educated on police culture and why police do what they do.

Participants also shared and discussed collaboration strategies that can promote culture change, sustain positive gains in relationships, and manage expectations. For example, it is vital for all stakeholders to understand that community safety is a shared responsibility, which law enforcement, public safety stakeholders, and community members at all levels are accountable for. Externally, police can do their part by engaging police-community stakeholders (e.g., city officials, faith-based communities, and hard-to-reach populations), learning about and building upon community interests and cultural differences, and using different forums and incentives to gain input (e.g., town halls, door knocks, neighborhood events). Internally, police departments should train officers early on the skills and expectations of community collaboration, and consider collaboration skills in hiring of officers, and communicate accomplishments and collaboration activities to the public using social media.

Participants acknowledged that community leaders can also do their part to promote collaboration by convening meetings with different stakeholder groups to help different segments of the community understand respective problems and perspectives, work toward a consensus on building trust, develop common goals, and identify problems and solutions.

Participants discuss collaboration in a breakout session.

To learn more about the key takeaways from this workshop, check out some podcasts from the event: https://www.youtube.com/playlist?list=PLnEhSGNg-PWPwe15edXWO5yDPCU78VulW

The next two SPI workshops are being planned for April 2016 in Kansas City, MO and for August 2016 in Lowell, MA. SPI will share additional details, lessons, and strategies gathered from all of these workshops through a variety of interactive products this year. We encourage you to stay tuned to our website for more!

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SPI SUBJECT MATTER EXPERT SPOTLIGHT

Lieutenant Daniel Zehnder, Las Vegas Metropolitan Police Department

Dan Zehnder is currently assigned to the Las Vegas Metropolitan Police Department's (LVMPD's) Project Management and Video Bureau, where he serves as the Body-Worn Camera (BWC) Program Manager and is responsible for all aspects of planning, operations, and management of the program. Dan is also project manager for the 400-officer BWC efficacy study currently being conducted by CNA for the National Institute of Justice. He is now managing the deployment of an additional 1,000 cameras within the department and also serves as a SME for the Milwaukee, WI SPI site.

Dan has been involved with the BWC discussion at the national level, having been privileged to serve as a subject matter expert for the Bureau of Justice Assistance (BJA) as they developed the BWC Toolkit, which provides guidelines and recommendations to police agencies for implementing a BWC program. He also serves as a BWC grant peer-reviewer for the Office of Justice Programs and is a member of the BJA National Training and Technical Assistance Center's Body-Worn Camera Speakers Bureau.

Dan has provided guidance and recommendations to dozens of police agencies around the country as they struggle with the challenges associated with a BWC program. He has given many presentations on the topic of implementing a BWC program to police agencies, government entities, and technology companies nationwide.

Dan has been with LVMPD for 20 years. Prior to that, he was an enlisted soldier, non-commissioned officer, and officer in the U.S. Army for 21 years. Dan is a graduate of the University of Louisville, where he received a B.S. in Occupational Education. He is also a graduate of The George Washington University, where he received a M.A. in Human Resources Management.

Adoption of SPI Practices in Police Departments

Lauren M. Hajjar, Ph.D. (Brandeis University)

Project Focus

As a Research Partner for the Lowell, MA SPI site in 2010, Lauren M. Hajjar developed an interest in key aspects of Smart Policing and sought to better understand why some departments adopt these practices and why others do not. A better understanding of specific factors that influence adoption of Smart Policing principles provides insight into where departments should allocate resources in order to successfully implement SPI practices.

Methods

SPI Index

Captures the extent to which departments:

✓ Partnered with citizen groups and included their feedback in the development of neighborhood- or community-policing strategies;

✓ Actively encouraged patrol officers to engage in SARA model (Scanning, Analysis, Response and Assessment) problem-solving projects on their beats;

✓ Upgraded technology to support the analysis of community problems;

✓ Used computers for any of the following functions: crime analysis, investigation, Computer-Aided Dispatch/dispatch, records management, automated booking, crime mapping;

✓ Maintained their own computerized files with info on arrests, service calls, stolen property, traffic citations, and/or warrants;

✓ Have access to an automated fingerprint-identification system;

✓ Have computers or terminals for use by field/patrol officers while in the field.

This project used 2007 Law Enforcement Management and Administrative Systems (LEMAS) survey data to understand which internal and external factors

Adoption of SPI Practices in Police Departments

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influence the adoption of key components of SPI-strategic partnerships, research and analysis, and technology. An SPI Index measure was developed through LEMAS survey questions to capture the extent to which a department had adopted such strategies and tools.[1] Using an innovations framework, this quantitative analysis used several organizational[2] and community variables[3] as independent measures to predict SPI practices. The final study sample included 1,989 local police departments that responded to the LEMAS survey. Analyses included multivariate linear, logistical, and ordinal regression models to estimate the influence of organizational and community factors on individual practices, as well as a combined composite measure of SPI practices.

Results

The findings of this study show that internal factors are more influential than external factors on the adoption of SPI practices within and across local police departments. For example, larger departments were significantly more likely to have adopted strategic partnerships, research and analysis, and technologies than smaller agencies.

Additionally, more formalized departments and those offering in-service trainings were more likely to have adopted SPI practices. Results also demonstrated the feasibility of the innovations framework to better understand how organizational and community factors influence practices within and across police agencies. This study highlights the challenges faced by smaller police departments in the employment of partnerships, research and analysis, and technology and the

important role that intellectual capital may play in an organization's employment of innovative practices, more broadly.

Table 1: Linear Regression Models: Significant Factors on SPI Composite Measure (N=1,962)	
Organizational Factors	**SPI Practices (Coefficients and 95% CI)**
Agency size	0.273 (0.21-0.33)***
Organizational commitment	0.477 (0.18-0.77)***
Formalization	0.339 (0.23-0.44)***

***Indicates significance at $p < 0.001$

Practical Implications

This research has important policy and practice implications for police leaders, researchers, and policymakers:

1) **Police agencies should consider investing in their human, organizational, and social capital through more efficient and effective recruitment, selection, hiring, and training practices.**

Focusing on intellectual resources has the potential to equip police departments (large and small) with the necessary knowledge, skills, and abilities (KSAs) to adapt to new innovations. From a practical standpoint, police departments can equip their employees with the KSAs needed to adopt evidence-based practices. Departments can increase their human capital potential by attracting individuals with high levels of skill and knowledge through targeted recruitment and selection practices, as well as by internally developing the KSAs of their current employees through comprehensive in-service trainings. The adoption of comprehensive selection practices includes expanding the applicant pool, increasing the number of candidates screened per hire, and increasing the amount of information obtained about each candidate. Training programs should aim to increase employees' specialized knowledge/expertise, as well as their abilities to network, collaborate, and share information.

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[1] The technology variable was developed based upon two studies, which have identified specific technologies that serve as "force multipliers" or that enhance effectiveness and increase productivity (Groff, 2008; Garicano & Heaton, 2010).

[2] Organizational variables were selected based upon the innovations and policing literatures, and included agency size, organizational commitment, and formalization of the department

[3] Community variables were selected based upon the innovations and policing literatures, and include residential stability, neighborhood disadvantage, ethnic diversity, and violent crime rate.

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For example, this may include the facilitation of networks and partnerships—as well as training and development—necessary to carry out a hot spot policing strategy. Leveraging internal resources to enhance intellectual capital may also allow organizations to overcome challenging community factors.

2) **State and federal policy-makers should consider targeted investments in smaller departments, to support training and personnel needs, as well as leverage resources through collaborations and partnerships.**

Use of state funds could be allocated toward specific training/development and human resource activities to enhance the intellectual capital of police departments. Additionally, it would be

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Enhancing Intellectual Capital within Police Departments:

✓ Attract individuals with high levels of skill and knowledge through targeted recruitment and selection practices.

✓ Offer comprehensive in-service trainings.

✓ Expand applicant pools.

✓ Increase the number of candidates screened per hire and the amount of information obtained about each candidate.

✓ Focus training programs on employees' specialized knowledge and expertise, and their ability to network, collaborate, and share information.

✓ Develop norms that encourage or facilitate interactions, build relationships and establish partnerships and collaborations within the department and with external stakeholders.

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wise for smaller agencies to collaborate and leverage combined resources to build upon their individual human, organizational, and social capital. This may include the coordination and implementation of police services with other communities. While contracting and consolidating services has its challenges, it can achieve significant cost savings and overcome specific challenges with experts in forensics, crime laboratories, or specialized patrols. Targeted investments into resource-sharing arrangements among small departments may help communities to enhance their level and quality of services delivered and to offer a wider variety of services that can evolve as needs change, and for lower costs.

SPI SUBJECT MATTER EXPERT SPOTLIGHT

Paul Figueroa, Oakland, CA Police Department

Paul Figueroa started as a Police Cadet in 1991 and worked his way up the ranks at the Oakland Police Department to his current role as Assistant Chief of Police. He has extensive experience in field command, investigations, and community-policing programs, and has served as the commander in several divisions of the department. He has also managed agency-wide evaluations and successfully implemented change initiatives. He currently serves as a SME for the Phoenix, AZ SPI site.

Paul is a graduate of the FBI National Academy; of the Police Executive Research Forum Senior Management Institute of Policing; and of the California Commission on Police Officer Standards and Training Master Instructor Development Program. He is an active member of law enforcement professional organizations, such as the International Association of Chiefs of Police and the Hispanic American Police Command Officers Association. Paul regularly interacts with other industry leaders on the topics of procedural justice and police legitimacy. He regularly lectures on the topics of trust, community policing, training techniques, implicit bias, and police accountability.

Paul holds a B.A. in Political Science from Cal State East Bay. He earned a M.A. in Public Administration from Golden Gate University in San Francisco, where he was recognized as the top student in his graduating class. In 2012, he graduated from the University of La Verne with an Ed.D. in Organizational Leadership. Combining his academic and professional work, his master's thesis measured the effectiveness of using a civil court process to close down problem properties, and his doctoral dissertation created a model for building trust between the police and community.

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Upcoming SPI Activities

- **Subject Matter Expert Site Visits to Phase VII SPI Sites:** In spring 2016, SPI subject matter experts will visit all of the SPI sites awarded in October 2015 (Chicago, IL; Miami Beach, FL; Milwaukee, WI; Phoenix, AZ; Pinellas County, FL; Roanoke County, VA; and Shoreline, WA) to attain a thorough update and briefing on the status and progress of a grantee's initiative, assist with the development of their project action plans, and discuss training and technical assistance opportunities.

- **Collective Efficacy Webinar.** On March 9, 2016, Dr. Craig Uchida delivered a webinar on collective efficacy, a principle and strategy to encourage the community to take on a more proactive role in and responsibility for preventing/fighting crime with support from police.

- **Crime Mapping Training.** In Spring 2016, SPI subject matter expert Christopher Bruce will provide crime mapping/ArcGIS training to analysts and officers of the Los Angeles, CA Police Department, in support of their SPI and expansion of Operation LASER.

- **Collaboration Workshop.** In April 2016, the SPI will deliver its second workshop on police-community collaboration in the Midwest. The goals of the workshop are to demonstrate the centrality of collaboration and community policing in 21st century policing, identify promising practices for soliciting community input, discuss strategies for successful police-community collaborations, and provide networking and learning opportunities for participants.

- **Phase VII SPI Site Inaugural Meeting.** In June 2016, SPI will convene Phase VII SPI sites for their inaugural meeting. This meeting will provide SPIs with the opportunity to discuss important issues pertaining to Smart Policing (e.g., project implementation and expectations, lessons learned during implementation, effective research partnerships, evidence-based policing, and sustainability of innovations), as well as to learn about an array of training and technical assistance resources.

SPI Plays Leadership Role Regarding Body-Worn Cameras

By Michael D. White (SPI Subject Matter Expert)

SPI has been at the forefront of training, research, and policy with regard to police officer body-worn cameras (BWCs). The Phoenix, AZ SPI represents one of the first comprehensive evaluations of BWCs, and results highlighted the positive impacts of the technology on citizen complaints and on the adjudication of domestic violence cases. The Phoenix SPI was recently described in a *Smart Policing Spotlight* report[4] and in the International City/County Management Association's *PM* magazine.[5]

In September 2015, the Bureau of Justice Assistance (BJA) awarded SPI grants to three police departments to deploy and evaluate BWC programs. The Milwaukee, WI Police Department and its research partners at the Urban Institute will deploy more than 200 BWCs to officers in a randomized controlled trial that will test key questions regarding the impact of the technology on public trust, police stop activity, citizen complaints, use of force, and officer injuries. The Milwaukee SPI will also conduct a cost-benefit analysis.

The Miami Beach, FL Police Department and its research partner, Dr. Barak Ariel, will deploy and test BWCs during an 18-month randomized controlled trial. This SPI will include a cost-benefit analysis and an assessment of impact on citizen complaints and officer use of force. The project will also examine "downstream" criminal justice outcomes, such as guilty pleas; arrest/prosecution and arrest/conviction ratios; case processing time; and prevalence of court testimony.

[4] http://www.smartpolicinginitiative.com/
sites/all/files/Phoenix%20SPI%20Spotlight%20FINAL.pdf
[5] http://icma.org/en/press/pm_magazine/article/106390

SPI Plays Leadership Role Regarding Police Officer BWCs

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The Phoenix, AZ Police Department and its research partners at Arizona State University will build on their first SPI project by deploying BWCs to more than 150 officers throughout the department. Their randomized controlled trial will examine BWC activation compliance, criminal case processing, and key indicators of both citizen behavior (resisting arrest, flight/escape) and officer behavior (use of force, arrest activity, misconduct).

Core members of the SPI team are also leading the national dialogue on BWCs. CNA, Arizona State University, and Justice and Security Strategies, Inc. were recently awarded the training and technical assistance cooperative agreement for BJA's Body-Worn Camera Pilot Implementation Program.

As nationally recognized experts on BWCs, Dr. James "Chip" Coldren and Dr. Michael White serve as co-directors of this new initiative. Dr. Coldren is the project director of the SPI program at CNA. He also directs CNA's technical assistance work for the BJA Violence Reduction Network and the COPS Office Collaborative Reform Initiative. Dr. White is one of the primary authors of BJA's National BWC Toolkit (https://www.bja.gov/bwc/), and, in 2014, he authored a report titled, "Police officer body-worn cameras: Assessing the evidence."[6] In January 2015, Dr. White testified on BWCs before the President's Task Force on 21st Century Policing, and in November 2015, he moderated a panel at the National Prosecution Summit at the White House. Both are leading independent randomized experiment evaluations of BWCs (Coldren in Las Vegas, NV; White in Tempe, AZ and Spokane, WA), and they frequently speak on BWC technology in the media and at national forums.

If you have questions about the BWC technical assistance program, or about implementing BWCs in your agency or jurisdiction, please send your inquiry to BWCTTA@cna.org.

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[6] https://www.ojpdiagnosticcenter.org/sites/default/files/spotlight/download/Police%20Officer%20Body-Worn%20Cameras.pdf

Presentations at American Society of Criminology Conference

By Zoë Thorkildsen (SPI Analyst)

The American Society of Criminology held its annual conference on November 18–21, 2015 in Washington, DC. SPI team members and site teams participated in two panels focused on new findings from SPI sites and on community collaboration strategies.

New Findings from SPI

Dr. James R. "Chip" Coldren, Jr. (SPI Project Director) facilitated a session focused on presenting recent findings from current SPI sites. The Kansas City, MO SPI site presented on the final stages of its focused deterrence work, known as the "No Violence Alliance." Deborah Lamm Weisel, the research partner for the Chula Vista, CA SPI site, discussed the site's work targeting domestic violence repeat offenders. The research partner from the Lowell, MA SPI site, Brenda Bond, presented about their ongoing work institutionalizing evidence-based practices in the police department.

Dr. Brenda Bond discusses the Lowell, MA SPI

Advances in Police-Community Collaboration

Hildy Saizow, SPI Subject Matter Expert Coordinator, moderated this session about lessons learned from SPI about police-community collaboration. Vivian Elliott, SPI Project Manager, discussed methods for assessing collaboration efforts in police departments and presented findings from such assessments in SPI. Chip Coldren presented on the use of social media for community-collaboration purposes, using examples from SPI sites that excel in this area. Charlotte Gill, from George Mason University, served as discussant for this panel.

THE READER'S CORNER – MENTAL HEALTH RESPONSE

By Ashley Shultz (CNA Analyst) and Dr. Laura Kunard (CNA Senior Research Scientist and SPI Subject Matter Expert)

In 1987, police officers responded to a public housing complex in Memphis, TN, where a young man was threatening people with a knife. When police officers ordered him to put down the knife, he refused. The officers eventually opened fire, and the young man died of multiple gunshot wounds. The man had a history of mental illness. In response, the community called for a better way to intervene with individuals in mental health crisis.

As a result, Memphis developed the Crisis Intervention Team (CIT) Model, commonly referred to as the "Memphis Model." The CIT Model is a first-responder model of police-based crisis intervention in partnership with community, healthcare, and advocacy partnerships. It provides training on law enforcement–based crisis intervention for assisting people with mental illness, thereby improving the safety of patrol officers, individuals, family members, and other community members. In addition, the CIT Model reduces stigma and the need for further involvement with the criminal justice system. The CIT Model also provides a forum for effective problem solving regarding the interaction between the criminal justice and mental healthcare systems, and creates the context for sustainable change. The CIT Model has two primary goals: to improve officer and consumer safety, and to redirect individuals with mental illness from the judicial system to the healthcare system.

Today, many police departments confront the daily challenge of calls related to mental health crises. The *Final Report of the President's Task Force on 21st Century Policing* calls for law enforcement agencies to engage communities and multiple agencies to effectively respond to crises involving individuals with mental health issues or cognitive/intellectual deficits. Information-sharing is a large challenge, because agencies rarely share information about best practices for dealing with individuals' behaviors. In addition, first responders with a traditional law enforcement orientation may lack the skills and training needed to respond effectively. This can increase the risk of use of force, injury to officers and civilians, and incarceration of individuals who would be better served by treatment.

The Bureau of Justice Assistance has funded a Technical and Training Assistance program to develop a Crisis Intervention Team (CIT) national curriculum. While there has not been enough research to date to declare CIT an "Evidence-Based" practice, CIT has been called both a "Promising Practice" (International Association of Chiefs of Police, 2010) and a "Best Practice" model for law enforcement (Thompson & Borum, 2006).

Three of the Smart Policing Initiative Phase VII Sites are focusing on community response to mental health issues: Roanoke, VA; Shoreline, WA; and Pinellas County, FL.

To learn more about this topic, please refer to the suggested readings below.

Suggested Readings

- CIT Center: A Resource for CIT Programs Across the Nation. (n.d.). http://cit.memphis.edu/
- *Final Report of the President's Task Force on 21st Century Policing*. 2015. Washington, DC: Office of Community Oriented Policing Services.
- Dupont, Randy; S. Cochrane; and S. Pillsbury. 2014. "Crisis Intervention Team core elements." The University of Memphis School of Urban Affairs and Public Policy, Dept. of Criminology and Criminal Justice, CIT Center. http://cit.memphis.edu/.
- Compton, Michael T., et al. 2014. "The Police-Based Crisis Intervention Team (CIT) Model: I. Effects on Officers' Knowledge, Attitudes, and Skills." *Psychiatric Services, Vol. 65, Issue 4*: 517–522. http://ps.psychiatryonline.org/doi/abs/10.1176/appi.ps.201300107